

USAID Fiscal Year 2023 MD-715 Report



Office of Civil Rights
April 2024

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Parts A-D – Agency Information

EEOC Form 715-01 PART A-D	U.S. Equal Employment Opportunity Commission (EEOC) USAID ANNUAL EEO PROGRAM STATUS REPORT
For period covering October 1, 2022, to September 30, 2023	

Part A – Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency / FIPS Code
USAID	N/A	1300 Pennsylvania Ave, NW	Washington	D.C.	20523	AM00

Part B – Total Employment

Permanent Workforce	Temporary Workforce	Total Workforce
3,845	763	4,608

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

Agency Leadership	Name	Title
Head of Agency	Samantha Power	Administrator
Head of Agency Designee	Paloma Adams-Allen	Deputy Administrator for Management and Resources
EEO Program Staff	Name	Title
Principal EEO Official	Liza Almo	Acting OCR Director ¹
DEIA Officer	Neneh Diallo	Chief Diversity Officer ²
Affirmative Employment	LaKeta Burgess	Affirmative Employment Division Chief
Affirmative Employment Program	Kisha Barnes	Affirmative Employment Program Manager – Team Lead
Affirmative Employment Program	Jose Henderson	Affirmative Employment Program Manager – Team Lead
Complaint Processing Program Manager	Liza Almo	Complaints and Resolution Division Chief
DEIA Officer	Neneh Diallo	Chief DEIA Officer

¹ USAID selected and onboarded a new OCR Director, Stephen Shih, in December 2023.

² The Chief DEIA Officer is not EEO Program Staff but included here to highlight programmatic partnership and collaboration.

Black Employment Program Manager (SEPM)	Anita Jones	Special Emphasis Program Manager
Hispanic Program Manager (SEPM)	Felicia Simpson	Special Emphasis Program Manager
Women's Program Manager (SEPM)	Douglas Kolbe	Special Emphasis Program Manager
Disability Employment Program Manager	Mark McKay	Disability Employment Division Chief
Selective Placement Program Coordinator (Individuals with Disabilities)	Milana Pilco	Disability Program Manager
Reasonable Accommodation Program Manager	Mark McKay	Disability Employment Division Chief
Anti-Harassment Program Manager	Tanya Shorter	Anti-Harassment Program Team Lead
ADR Program Manager	Liza Almo	Complaints and Resolution Division Chief
Compliance Manager	Steven Kelly	EEO Compliance Officer
Principal MD-715 Preparer	Joanne Denney	Affirmative Employment Specialist

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

PART D	Subordinate Component and Location (City/State)		CPDF and FIPS codes	
List of Subordinate Components Covered in This Report	None			
EEOC FORMS and Documents Included with This Report:				
Executive Summary [FORM 715-01 PART E], that includes:	X	Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01 PART G]	X	
Brief paragraph describing the Agency's mission and mission-related functions	X	EEO Plan to Attain the Essential Elements of a Model EEO Program [FORM 715-01 PART H] for each programmatic essential element requiring improvement	X	
Summary of results of Agency's annual self-assessment against MD-715 "Essential Elements"	X	EEO Plan to Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	X	
Summary of Analysis of Workforce Profiles including net change analysis and comparison to CLF	X	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	X	
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	X	
Summary of EEO Plan action items implemented or accomplished	X	Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	X	
Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects.		
Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	Organizational Chart	X	

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

Did the Agency submit the following Mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	Organizational Chart
EEO Policy Statement	Yes	Administrator Notice
Agency Strategic Plan	Yes	Joint Strategic Plan (2022-2026)
Anti-Harassment Policy and Procedures	Yes	Anti-Harassment Policy
Reasonable Accommodation Procedures	Yes	Reasonable Accommodation/Website
Personal Assistance Services Procedures	Yes	Procedures for Providing Reasonable Accommodation for Individuals with Disabilities
Alternative Dispute Resolution Procedures	Yes	Alternative Dispute Resolution (ADR) Website
Did the Agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	
Diversity and Inclusion Plan under Executive Order 13583	Yes	
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	No	
Results from most recent Federal Employee Viewpoint	Yes	

Survey or Annual Employee Survey		
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Part E.1 – Executive Summary: Agency Mission

USAID’s Mission: On behalf of the American people, we promote and demonstrate democratic values abroad and advance a free, peaceful, and prosperous world. In support of America's foreign policy, the U.S. Agency for International Development (USAID) leads the U.S. government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

USAID’s objective is to support partners to become self-reliant and capable of leading their own development journeys. We make progress toward this by reducing the reach of conflict, preventing the spread of pandemic disease, and counteracting the drivers of violence, instability, transnational crime, and other security threats. We promote American prosperity through investments that:

- expand markets for U.S. exports,
- create a level playing field for U.S. businesses, and
- support more stable, resilient, and democratic societies.

As the world leader in humanitarian assistance, we stand with people when disasters strike or crises emerge.

Part E.2 – Executive Summary: The Six Essential Elements of a Model EEO Program

The Self-Assessment Checklist reflects the overall Agency status as it pertains to each of the 156 total measures that make up the six essential elements, three of which do not apply to USAID.³ Utilizing the results of the self-assessment, the Agency developed plans to address program deficiencies (Part H) and workforce triggers regarding participation rates for certain groups in the workforce (Parts I and J). For every deficiency in Part G, there is a corresponding improvement plan in Part H. In FY 2023, USAID met 93.42 percent (142) of the compliance measures as compared to 85.71 percent (132) measures in FY 2022, an increase of 7.71 percent. Below is the aggregated scorecard that tracks the Agency's compliance with EEOC's six essential elements of a model EEO Program.

Model EEO Program Scorecard (FY 2023)				
	# Total	# N/A	# Met	% Met
Essential Element A: Demonstrated Commitment from Agency Leadership	14	0	13	92.86
Essential Element B: Integration of EEO into the Agency's Strategic Mission	39	1	35	92.10
Essential Element C: Management and Program Accountability	44	1	41	93.18
Essential Element D: Proactive Prevention	14	0	10	71.43
Essential Element E: Efficiency	32	1	31	100
Essential Element F: Responsiveness and Legal Compliance	12	0	12	100
Total (excludes N/A measures)	155	3	142	93.42

Element A: Demonstrated Commitment of Agency Leadership

- On October 24, 2022, the Administrator reissued USAID's [EEO Policy Statement](#)⁴ to the workforce, reaffirming USAID's Commitment to Equal Employment Opportunity (EEO).

³ Several elements in the Part G checklist, below, do not apply to USAID. Items such as: 1. **B.2g** because USAID does not have component agencies. 2. **C.1.c** because USAID did not conduct Staff Assistance Visits (i.e., field audits) with Missions, Bureaus or Independent Offices (M/B/IOs) in FY 2023, which prevented the option for M/B/IOs to comply with the Office of Civil Rights' (OCR) recommendations. 3. **E.2.C** because OCR does not rely on the Office of General Counsel to conduct legal sufficiency reviews of cases.

⁴ The 2022 EEO policy statement has been replaced by the 2023 statement.

This policy statement covers all aspects of diversity, equity, inclusion, and accessibility (DEIA), including EEO, anti-harassment, and reasonable accommodation, as required by EEOC and Executive Orders (E.O.s) issued by the Administration.

- Throughout FY 2023, the Administrator, Deputy Administrator for Management and Resources, and other leaders sent out Administrator's Notices and Executive Messages recognizing the accomplishments and contributions of diverse EEO groups during the federally established commemorative months. These senior leaders also participated in a variety of special emphasis programs and outreach events.
- The Administrator and the Office of the Chief Diversity Officer held a Town Hall on USAID's progress on DEIA. Nearly 3,000 USAID staff attended virtually, and over 100 attended the hybrid event in person. Agency leadership answered questions and engaged in important conversations with staff from Missions, Bureaus, and Independent Offices (M/B/IOs) on topics related to equity across staffing mechanisms, recruitment efforts, and creating an inclusive environment at USAID. This was the first in a series of town halls dedicated to engaging staff and answering questions and concerns of the workforce.

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

- In response to [E.O. 14035, Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#), and in support of the government-wide Strategic Plan to Advance DEIA in the Federal Workforce, USAID conducted a DEIA survey and plans to conduct a second survey during FY 2024. The survey established a baseline for DEIA-related metrics and enabled longitudinal evaluation at the Agency level and within M/B/IOs. The DEIA survey is designed to capture the viewpoints and perceptions of the entire workforce, which includes all staffing mechanisms, at all levels regarding DEIA.
- In FY 2023, various USAID organizations that were undergoing realignment or reorganization were required to obtain guidance from the Office of Civil Rights (OCR) and the DEIA Office, including how they would use affirmative employment and DEIA measures in their realignment, recruitment, and daily operations.

Element C: Management and Program Accountability

- In July 2023, OCR presented USAID senior leadership with a "State of the Agency" briefing of the FY 2022 MD-715 report. The briefing provided information on the Agency's federal workforce demographics and included an assessment of the Agency's EEO Program's performance against the EEOC's six essential elements for a Model EEO Program.

- In June 2023, USAID hosted a Pride Flag Raising celebration, for the first time ever, at the Ronald Reagan Buildings in Washington, D.C. The flag is a visible symbol that LGBTQI+ Inclusive Development is at the core of USAID's mission.
- In June 2023, the Deputy Administrator for Management and Resources announced reforms to Civil Service (CS), Foreign Service (FS), and Senior Foreign Service (SFS) performance and promotion processes to identify—and celebrate—the critical skills that drive USAID's success today, while actively enhancing those we anticipate will serve our mission in the years ahead. This included clarifying and elevating skills and behaviors in DEIA. Reinforcing and recognizing these fundamental skills enables our workforce to create a culture of greater inclusivity, build 21st century partnerships, deliver more accessible and equitable development outcomes, and further empower underrepresented individuals across the globe. This effort is intended to strengthen the skills and competencies of our workforce, close critical learning gaps across the Agency, and achieve measurable progress toward improving the way we work, behave, and attain results.

Element D: Proactive Prevention of Unlawful Discrimination

- USAID continued its training campaign to bolster resiliency around EEO, alternative dispute resolution (ADR), and anti-harassment issues. USAID conducts No FEAR Act training every two years, with the next round starting in May 2024. The training campaign alternates years. In 2023, the Agency trained 1,270 managers/supervisors. Training for non-supervisory positions will happen in 2024.
- USAID's Respectful, Inclusive, and Safe Environments (RISE) Platform uses an innovative, cross-disciplinary, scenario-driven model to promote foundational knowledge and skills related to USAID's workplace and programs. The RISE Platform includes content related to promoting DEIA by exploring implicit biases and micromessaging; promoting empathy and awareness around LGBTQI+ issues, including gender identity; preventing harassment and misconduct, including sexual misconduct; and promoting inclusive development approaches in USAID's programs and inclusion principles in USAID processes. In FY 2023, USAID trained an additional 2,800 unique participants across 30 M/B/IOs through 328 RISE training sessions and RISE-hosted events. This includes supervisors and managers, through RISE's Inclusive Leadership Seminar.
- In FY 2023, the Agency reconvened the [E.O. 13988 Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation](#) working group, composed of representatives from relevant B/IOs with the technical and professional expertise needed to help respond to, and implement, the E.O. This working group focuses on internal matters with impact on the workforce, such as reviewing policies and practices

that may affect members of the LGBTQI+ community. The working group will begin submitting quarterly reports to USAID leadership and the White House on accomplishments in FY 2024, as instructed in the E.O.

- USAID began investigating demographic data triggers through the Barrier Analysis Working Group (BAWG). The BAWG initiated root cause analyses into several triggers, including pay equity among men and women in CS and promotion rate equity in the FS ranks.
- In support of [E.O. 14035](#), USAID hired a Selective Placement Program Coordinator for Individuals with Disabilities in February 2023, whose duties include participating in recruitment and outreach events for persons with disabilities and targeted disabilities.
- In FY 2023, OCR announced the OCR Connection Program, which will leverage staff from M/B/IOs to work with OCR in referring employees to OCR's divisions; assisting with planning and executing Staff Assistance Visits; collaborating to host, co-host, or stream commemorative events; and participation in future OCR initiatives. This program will become fully operational in FY 2024.

Element E: Efficiency

- OCR's Disability Employment Program updated ADS 111 to incorporate Procedures for Providing Reasonable Accommodation under the Pregnant Workers Fairness Act.
- OCR's Disability Employment Program opened a Disability Resource Center in the Ronald Reagan Building on October 31, 2023, where employees can test, train, and provide feedback on assistive technology solutions in an environment similar to their workspaces domestically or overseas.
- In FY 2023, OCR hired a Team Lead for the Anti-Harassment Program to enhance the timely processing of cases and effectiveness of the program.
- On February 8, 2023, USAID issued an Agency Notice detailing how to request American Sign Language Interpreting (ASLI) services. The notice included a fact sheet with additional information about the recently awarded interpreters' contract. This information is circulated annually and also when any significant change to the process for requesting ASLI services occurs.
- OCR's Affirmative Employment Division staffed its Policy and Data Branch to improve its data analytics capability and to obtain data needed to monitor workforce demographics efficiently and consistently and conduct barrier analyses. The Special Emphasis Program

Management Branch was also staffed in FY 2023 to increase efforts of education and awareness regarding underrepresented groups.

Element F: Responsiveness and Legal Compliance

- In FY 2023, USAID timely posted No FEAR Act data on the Agency's public website, timely submitted the Agency's annual No FEAR Act Report, and met established deadlines for submitting the FY 2023 MD-715 report, FEORP, Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report, and the Annual Statistical Report of Discrimination Complaints (EEOC Form 462) to the EEOC.

Part E.3 – Executive Summary: Workforce Analysis

To attract and retain a diverse workforce, USAID works to ensure equal opportunity in all aspects of its human capital talent management, including outreach, recruitment, hiring, employee development and advancement, and more. USAID monitors workforce composition data to determine if discrepancies exist in the participation rate of any demographic group.⁵

USAID's FY 2023 international workforce totaled 10,711⁶ employees from many different hiring mechanisms, including:

- U.S. Direct Hires (USDHs), comprising CS and FS;
- Personal Services Contractors (PSCs);
- Institutional Support Contractors (ISCs);
- Foreign Service Limited (FSL);
- Foreign Service Nationals (FSNs);
- Third Country National Personal Service Contractors (TCNs);
- Participating Agency Service Agreements (PASAs); and,
- Fellows.

The data collected for this report, however, represent only USDHs, who, at 4,608 employees, comprise about one-third of the Agency's total workforce. Conducting an analysis based on the workforce numbers is the first step of the overall barrier analysis process, known as trigger analysis.

As of September 30, 2023, USAID's total USDH workforce (permanent and temporary), consisted of 4,608 employees according to USAID's payroll provider, the Department of Agriculture. The USDH workforce consisted of 3,845 permanent employees, of whom:

- 1,860 were CS employees;
- 1,939 were FS; and
- 46 were of another service.⁷

⁵A "snapshot" of the USAID workforce can reveal "triggers" for various groups at certain grade levels and in leadership positions when compared to their total representation at USAID and the U.S. civilian labor force (see Table 1, below). As defined by EEOC, a trigger is a situation that alerts the Agency to the possible existence of a barrier to EEO. For example, low participation (or representation) of a group in certain occupations, or among employees receiving promotions, awards, etc., may indicate that there is an Agency policy or practice that limits the full participation of that group. A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed. The snapshot alone cannot determine the existence of a barrier. Full barrier analysis, including review of other data sources, collection of additional data, and qualitative data, must be conducted on an agency-wide scale. In collaboration with the responsible offices and functions, action plans are created to eliminate barriers.

⁶ USAID Office of Human Capital and Talent Management (HCTM) Overview Dashboard, for Quarter End Date of September 30, 2023.

⁷ Workforce data on "Other Service" employees are not available for analysis.

The FY 2023 total USDH workforce increased by 4.16 percent from FY 2022. Tables 2-5, below, state the percentages of USAID's total USDH workforce by race, ethnicity, sex, and disability status.

In accordance with EEOC's MD-715 guidance, USAID examined FY 2023 workforce data for USAID's total USDH employees and five mission-critical occupational series spanning the areas of the employment lifecycle:

1. Miscellaneous Administration and Program (0301 Series);
2. Administrative Officer (0341 Series);
3. Management and Program Analysis (0343 Series);
4. Contracting (1102 Series); and
5. Information Technology (2210 Series).

Comparing the participation rates for a particular group (e.g., percentage of Hispanic/Latino Males in the USAID federal workforce) to the appropriate comparison or the federal goal value (e.g., percentage of Hispanic/Latino Males in the Civilian Labor Force [CLF] 2014-2018 five-year American Community Survey [ACS]) revealed triggers. Per EEOC guidance, a "trigger" is a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition. It is simply a red flag. Triggers can be gleaned from various sources of information, beginning with workforce statistics.

This report identifies triggers, or observed differences in participation rates (i.e., the proportions of employees across the demographic groups) and/or inclusion rates (i.e., the proportions of a total employee group found in a particular condition). Further, to determine whether there is a trigger at the executive (Senior Executive Service [SES] or SFS) level, MD-715 instructions advise agencies that they should use the permanent workforce as the default benchmark. Other benchmarks are using the feeder pools (i.e., GS-14/15) to determine promotion rates of each identified group.

Statistics and quantitative data are only a starting point for analysis that must consider the totality of the circumstances. To demonstrate this, EEOC provides the following examples of triggers:

- While the participation rate of individuals with targeted disabilities in the Agency's total workforce is 1.47 percent, they are separating from the Agency at a rate of 6.73 percent.
- While the participation rate of Hispanic females in the mission-critical occupation of program analyst has increased from 1.28 percent to 1.98 percent over the past five years, that rate remains below their availability of 3.76 percent in the Civilian Labor

Force (CLF) for that position.

- Although Black males comprise 10.3 percent of the Agency's permanent workforce, they represent only 2.93 percent of Agency employees in senior-grade-level (GS 13-SES) positions.
- During the fiscal year in question, 17 EEO complaints raised the issue of non-promotion to grades 13 through SES, up from 2 during the previous fiscal year.
- The director of the Agency's field operations division received numerous complaints from Hispanic employees that they were being subjected to workplace hostilities at the hands of their non-Hispanic coworkers.
- The results of an exit interview showed that 63 percent of Black/African American employees who voluntarily separated from the Agency during the fiscal year identified limited opportunities for career development as the primary reason for separation.

For persons with disabilities and targeted disabilities, triggers are defined as not meeting the federal goals of 12 percent and 2 percent, respectively, in the overall workforce and in grade clusters (GS-1 through GS-10, GS-11 through SES/SFS and equivalents). For disabled employees, a trigger exists regardless of the magnitude of the discrepancy between the goal and the participation rate. Similarly, the trigger regarding participation rate of the SES/SFS cadres comes from the comparison of the representation rate in the total workforce of the racial/ethnic minority group, sex, or disability status group being assessed and their representation within the SES/SFS cadres.

Data are pulled from several sources. Data found within these systems require voluntary self-identification of demographic information (i.e., race, national origin, disability status, and sex). Further, the data tables used for drafting this report are templates provided by EEOC. Therefore, it is possible for data to be inconsistent because:

- self-identification was not made by employees;
- data were entered incorrectly into the system;
- it is possible that the systems that track workforce data do not properly align with USAID's Human Resources data collection systems; or
- the EEOC data table template does not allow for a field (for example, in applicant flow data tables, USA Staffing has an "omitted" category when comparing sex and race/national origin data that EEOC does not have).

USAID continues to work on these data-quality issues with its partners.

In addition, several triggers were noted throughout this report relating to various race, national origin, sex, and disability status categories. This report requires analysis on the underrepresentation of women, minorities, persons with disabilities/targeted disabilities, and the intersectionality of those categories only. Upon completion of trigger analysis, further

research is done into the root causes of the triggers noted, which is the remainder of the barrier analysis process. Barrier analysis is a year-round, Agency-wide activity to determine what policies, practices, procedures, and/or conditions may be causing barriers to underrepresented women, minority, and disability groups. In FY 2023, USAID BAWGs began the process of conducting barrier analyses into triggers identified in the FY 2022 version of this report. The Agency understands that all of these triggers require analysis, but we must be methodical about the root cause analyses. Accordingly, the triggers noted below will be reviewed in the FY 2023–2025 reporting cycles.

USAID Workforce Analyses

USAID total workforce by sex and race/ethnicity compared to the CLF/ACS benchmark and disability status as compared to the Federal Disability Goals (“Disability Goals”).

Table I: USAID Total Workforce Summary⁸

⁸ Table 1, above, shows the overall representation of all groups within USAID’s workforce, without narrowing down to USDHs, who are the main focus of this report. Numbers in red in the FY 2023 column represent when a group is below the ACS/CLF benchmark. Numbers in green in the FY 2023 column represent groups who meet or exceed the ACS/CLF benchmark.

USAID Total Workforce Summary Fiscal Year Comparison					
Demographic Category	FY22	FY23	CLF (2014-2018 ACS)	Current FY Gap (% points)	
USAID Total Workforce	4,424	4,608			
Male	43.20%	42.21%	51.79%	-9.58%	
Female	56.80%	57.79%	48.21%	9.58%	
Hispanic/Latino	Male	2.89%	3.15%	6.82%	-3.67%
	Female	3.84%	4.10%	6.16%	-2.06%
White	Male	28.77%	27.41%	35.64%	-8.23%
	Female	31.69%	31.66%	31.82%	-0.16%
African American/Black	Male	6.98%	7.36%	5.70%	1.66%
	Female	14.06%	14.54%	6.61%	7.93%
Asian	Male	4.09%	3.88%	2.19%	1.69%
	Female	6.35%	6.64%	2.18%	4.46%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.02%	0.08%	-0.06%
	Female	0.00%	0.13%	0.08%	0.05%
American Indian/ Alaska Native	Male	0.00%	0.15%	0.31%	-0.16%
	Female	0.18%	0.17%	0.31%	-0.14%
Two or More Races	Male	0.00%	0.24%	1.05%	-0.81%
	Female	0.01%	0.54%	1.05%	-0.51%

USAID’s USDH workforce is composed of CS and FS employees, both permanent and temporary. The table above and the analysis below are based on the permanent federal workforce, which will be used throughout the remainder of the report. Figures in red indicate a trigger or anomaly between the benchmark and the representation rate. While each trigger is highlighted, USAID is not able to focus on every disparity all at once, and root cause analysis varies by demographic group, hiring mechanism, and intersectionality of these factors. The focus for FY 2023 was to determine root cause analysis for underrepresented groups based on the primary concerns for each of the permanent hiring categories (i.e., CS and FS). For CS employees, conducting root cause analysis on pay gaps among males and females became a priority. Further, while some groups show underrepresentation based on the benchmark, they are not traditionally underrepresented groups and will not be addressed in this report. Therefore, Part I provides the action plan items for further analysis in the FYs 2023 – 2025 reporting cycles.

Table 2: USAID FY 2023 Total Permanent Workforce Participation Rates

USAID Total Permanent Workforce Participation Rates Fiscal Year Comparison					
Demographic Category	FY22	FY23	CLF (2014-2018 ACS)	Current FY Gap (% points)	
USAID Total Workforce	3,709	3,845			
Male	44.70%	43.38%	51.79%	-8.41%	
Female	55.30%	56.62%	48.21%	8.41%	
Hispanic/Latino	Male	3.13%	3.36%	6.82%	-3.46%
	Female	3.64%	3.85%	6.16%	-2.31%
White	Male	29.41%	27.75%	35.64%	-7.89%
	Female	29.74%	30.04%	31.82%	-1.78%
African American/Black	Male	7.60%	7.85%	5.70%	2.15%
	Female	15.02%	15.53%	6.61%	8.92%
Asian	Male	4.18%	3.95%	2.19%	1.76%
	Female	5.96%	6.22%	2.18%	4.04%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.03%	0.08%	-0.05%
	Female	0.08%	0.16%	0.08%	0.08%
American Indian/ Alaska Native	Male	0.16%	0.18%	0.31%	-0.13%
	Female	0.22%	0.21%	0.31%	-0.10%
Two or More Races	Male	0.22%	0.26%	1.05%	-0.79%
	Female	0.65%	0.62%	1.05%	-0.43%
USAID Total Permanent Workforce: Disability Participation Rates Fiscal Year Comparison					
Demographic Category	FY22	FY23	Federal Disability Hiring Goal	Current FY Gap (% points)	
Persons with Disability (PWD)	5.25%	6.18%	12.00%	-5.82%	
Persons with Targeted Disability (PTWD)	1.38%	1.45%	2.00%	-0.55%	

The largest permanent employee group by race or ethnicity for FY 2023 is White (57.79 percent), followed by African American/Black (23.38 percent), Asian (10.71 percent), Hispanic/Latino (7.21 percent), Two or more races (0.88 percent), American Indian/Alaskan Native (0.39 percent), and Native Hawaiian/Other Pacific Islander (0.19 percent). Of the permanent workforce, 56.62 percent are Females and 43.38 percent are Males.

Of the total workforce, 89.95 percent of employees have no reported disabilities or did not identify a disability; 6.18 percent have a reported disability, of which, 1.45 percent employees have a targeted disability.

a. Lower than expected representation of Hispanic/Latino Male and Females in the total permanent USAID workforce in FY 2023.

The FY 2023 participation rate for Hispanic/Latino Males in FY 2023 was 3.36 percent, under their CLF representation rate of 6.82 percent (gap: -3.46 percent). The representation rate of Hispanic/Latino Males slightly increased by 0.23 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Hispanic/Latino Females in FY 2023 was 3.85 percent, under their CLF representation rate of 6.16 percent (gap: -2.31 percent). The representation rate of Hispanic/Latino Females slightly increased by 0.21 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

b. Lower than expected representation of Native Hawaiian/Other Pacific Islander Males in the total USAID workforce in FY 2023.

The FY 2023 participation rate for Native Hawaiian/Other Pacific Islander Males in FY 2023 was 0.03 percent, under their CLF representation rate of 0.08 percent (gap: -0.05 percent). The representation rate of Native Hawaiian/Other Pacific Islander Males slightly increased by 0.03 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

c. Lower than expected representation of American Indian or Alaska Native Males and Females in the total USAID workforce in FY 2023.

The FY 2023 participation rate for American Indian or Alaska Native Males in FY 2023 was 0.18 percent, under their CLF representation rate of 0.31 percent (gap: -0.13 percent). The representation rate of American Indian or Alaska Native Males slightly increased by 0.02 percent from FY 2022; however, they remain as an underrepresented group for this fiscal year.

The FY 2023 participation rate for American Indian or Alaska Native Females in FY 2023 was 0.21 percent, under their CLF representation rate of 0.31 percent (gap: -0.10 percent). The representation rate of American Indian or Alaska Native Females slightly decreased by 0.01 percent from FY 2022; therefore, they remain as an underrepresented group for this fiscal year.

d. Lower than expected representation of Two or More Races Male and Females in the total USAID workforce in FY 2023.

The FY 2023 participation rate for Two or More Races Males in FY 2023 was 0.26 percent, under their CLF representation rate of 1.05 percent (gap: -0.79 percent). The representation rate of Two or More Races Males slightly increased by 0.04 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Two or More Races Females in FY 2023 was 0.62 percent, under their CLF representation rate of 1.05 percent (gap: -0.43 percent). The representation rate of Two or More Races Females slightly decreased by 0.03 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

e. Lower than expected representation of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) in the total USAID workforce in FY 2023.

The FY 2023 participation rate for PWD in FY 2023 was 6.18 percent, under their Federal Goal representation rate of 12 percent (gap: -5.82 percent). The representation rate of PWD slightly increased by 0.93 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for PWTD in FY 2023 was 1.45 percent, under their Federal Goal representation rate of 2.00 percent (gap: -0.55 percent). The representation rate of PWTD slightly increased by 0.07 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

USAID CS Permanent Workforce

USAID's FY 2023 CS permanent workforce is underrepresented in several categories, which will require further investigation and analysis into the root cause of the underrepresentation. The table below details underrepresented groups within the CS workforce only.

Table 3: USAID FY 2023 CS Permanent Workforce Participation Rates

USAID Civil Service (CS) Permanent Workforce Participation Rates Fiscal Year Comparison				
Demographic Category	FY22	FY23	2023 Total Permanent Workforce	Current FY Gap (% points)
USAID Total Workforce	1,783	1,906		
Male	39.15%	38.20%	43.38%	-5.18%
Female	60.85%	61.80%	56.62%	5.18%
Hispanic/Latino	Male	3.14%	3.36%	-0.16%
	Female	3.87%	3.85%	0.24%
White	Male	22.32%	27.75%	-6.34%
	Female	28.88%	30.04%	-0.87%
African American/Black	Male	8.92%	7.85%	1.28%
	Female	21.42%	15.53%	6.14%
Asian	Male	4.49%	3.95%	0.09%
	Female	5.78%	6.22%	-0.24%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.03%	0.02%
	Female	0.06%	0.16%	-0.06%
American Indian/ Alaska Native	Male	0.11%	0.18%	-0.08%
	Female	0.17%	0.21%	-0.05%
Two or More Races	Male	0.17%	0.26%	0.00%
	Female	0.67%	0.62%	0.01%
USAID Total CS Permanent Workforce: Disability Participation Rates Fiscal Year Comparison				
Demographic Category	FY22	FY23	Federal Disability Hiring Goal	Current FY Gap (% points)
PWD Overall	9.03%	10.11%	12.00%	-1.89%
PWD Grade Cluster GS-1 through GS-10	10.87%	7.96%		-4.04%
PWD Grade Cluster GS-11 & Above	9.04%	10.24%		-1.76%
PWTD Overall	2.12%	2.13%	2.00%	0.13%
PWTD Grade Cluster GS-1 through GS-10	6.52%	0.88%		-1.12%
PWTD Grade Cluster GS-11 & Above	2.01%	2.20%		0.20%

a. Lower than expected representation of Hispanic/Latino Males in the USAID CS workforce in FY 2023.

The FY 2023 representation rate for Hispanic/Latino Males in FY 2023 was 3.20 percent, under their total permanent workforce (TPWF) rate of 3.36 percent (gap: -0.16 percent). The representation rate of Hispanic/Latino Males slightly increased by 0.06 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

b. Lower than expected representation of Asian Females in the USAID CS workforce in FY 2023.

The FY 2023 participation rate of Asian Females in FY 2023 was 5.98 percent, under the TPWF

rate of 6.22 percent (gap: -0.24 percent). The representation rate of Asian Females slightly increased by 0.20 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

c. Lower than expected representation of Native Hawaiian/Other Pacific Islander Females in the USAID CS workforce in FY 2023.

The FY 2023 participation rate for Native Hawaiian/Other Pacific Islander Females in FY 2023 was 0.10 percent, under their TPWF rate of 0.16 percent (gap: -0.06 percent). The representation rate of Native Hawaiian/Other Pacific Islander Females slightly increased by 0.04 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

d. Lower than expected representation of American Indian/Alaska Native Male and Females in the USAID CS workforce in FY 2023.

The FY 2023 participation rate for Native Indian/Alaska Native Males in FY 2023 was 0.10 percent, under their TPWF rate of 0.18 percent (gap: -0.08 percent). The representation rate of Native Indian/Alaska Native Males slightly decreased by 0.01 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Native Indian/Alaska Native Females in FY 2023 was 0.16 percent, under their TPWF rate of 0.21 percent (gap: -0.05 percent). The representation rate of Native Indian/Alaska Native Females slightly decreased by 0.01 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

e. Lower than expected representation of PWD Overall and within Grade Clusters in the USAID CS workforce in FY 2023.

The FY 2023 participation rate for PWD in FY 2023 was 10.11 percent, under their Federal Goal representation rate of 12 percent (gap: -1.89 percent). The representation rate of PWD slightly increased by 1.08 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for PWD Grade Cluster GS-I through GS-10 in FY 2023 was 7.96 percent, under their Federal Goal representation rate of 12 percent (gap: -4.04 percent). The representation rate of PWD Grade Cluster GS-I through GS-10 slightly decreased by 2.91 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for PWD Grade Cluster GS-I I and Above in FY 2023 was 10.24 percent, under their Federal Goal representation rate of 12 percent (gap: -1.76 percent). The representation rate of PWD Grade Cluster GS-I I and Above slightly increased by 1.20 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

USAID FS Permanent Workforce

USAID’s FY 2023 FS permanent workforce is underrepresented in several categories, which will require further investigation and analysis into the root cause of the underrepresentation. The table below details underrepresented groups within the FS workforce only.

Table 4: USAID FS Permanent Workforce Participation Rates

USAID Foreign Service (FS) Permanent Workforce Participation Rates Fiscal Year Comparison					
Demographic Category	FY22	FY23	2023 Total Permanent Workforce	Current FY Gap (% points)	
USAID Total Workforce	1,926	1,939			
Male	50.16%	48.48%	43.38%	5.10%	
Female	49.84%	51.52%	56.62%	-5.10%	
Hispanic/Latino	Male	3.12%	3.51%	3.36%	0.15%
	Female	3.43%	3.61%	3.85%	-0.24%
White	Male	35.98%	33.99%	27.75%	6.24%
	Female	30.53%	30.89%	30.04%	0.85%
African American/Black	Male	6.39%	6.60%	7.85%	-1.25%
	Female	9.09%	9.49%	15.53%	-6.04%
Asian	Male	3.89%	3.87%	3.95%	-0.08%
	Female	6.13%	6.45%	6.22%	0.23%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.00%	0.03%	-0.03%
	Female	0.10%	0.21%	0.16%	0.05%
American Indian/ Alaska Native	Male	0.21%	0.26%	0.18%	0.08%
	Female	0.26%	0.26%	0.21%	0.05%
Two or More Races	Male	0.26%	0.26%	0.26%	0.00%
	Female	0.62%	0.62%	0.62%	0.00%
USAID Total FS Permanent Workforce: Disability Participation Rates Fiscal Year Comparison					
Demographic Category	FY22	FY23	Federal Disability Hiring Goal	Current FY Gap (% points)	
PWD Overall	2.80%	1.74%	12.00%	-10.26%	
PWD Grade Cluster (FS 09-04)	3.03%	0.65%		-11.35%	
PWD Grade Cluster (FS 03-SFS)	2.51%	2.59%		-9.41%	
PWTD Overall	0.83%	0.52%	2.00%	-1.48%	
PWTD Grade Cluster (FS 09-04)	0.81%	0.12%		-1.88%	
PWTD Grade Cluster (FS 03-SFS)	1.02%	0.85%		-1.15%	

a. Lower than expected representation of Hispanic/Latino Females in the USAID FS workforce in FY 2023.

The FY 2023 representation rate for Hispanic/Latino Females in the FS for FY 2023 was 3.61 percent, under their TPWF rate of 3.85 percent (gap: -0.24 percent). The representation rate of Hispanic/Latino Females slightly increased by 0.18 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

b. Lower than expected representation of African American/Black Male and Females in the USAID FS workforce in FY 2023.

The FY 2023 representation rate of African American/Black Males in the FS for FY 2023 was 6.60 percent, under the TPWF rate of 7.85 percent (gap: -1.25 percent). The representation rate of African American/Black Males slightly increased 0.21 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate of African American/Black Females in the FS for FY 2023 was 9.49 percent, under the TPWF rate of 15.53 percent (gap: -6.04 percent). The representation rate of African American/Black Females slightly increased 0.40 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

c. Lower than expected representation of Asian Male in the USAID FS workforce in FY 2023.

The FY 2023 representation rate of Asian Males in FY 2023 was 3.87 percent, under the TPWF rate of 3.95 percent (gap: -0.08 percent). The representation rate of Asian Males slightly decreased 0.02 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

d. Lower than expected representation of Native Hawaiian/Other Pacific Islander Males in the USAID FS workforce in FY 2023.

The FY 2023 representation rate for Native Hawaiian/Other Pacific Islander Males in the FS for FY 2023 was 0.00 percent, under their TPWF rate of 0.03 percent (gap: -0.03 percent). The

representation rate of Native Hawaiian/Other Pacific Islander Males was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

e. Lower than expected representation of PWD/PWTD Overall and within Grade Clusters in the USAID FS workforce in FY 2023.

The FY 2023 representation rate for PWD in the overall FS workforce for FY 2023 was 1.74 percent, under their Federal Goal representation rate of 12.00 percent (gap: -10.26 percent). The representation rate of PWD slightly decreased by 1.06 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate for PWD Grade Cluster FS 09-04 in FY 2023 was 0.65 percent, under their Federal Goal representation rate of 12 percent (gap: -11.35 percent). The representation rate of PWD Grade Cluster FS 09-04 slightly decreased by 2.38 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate for PWD Grade Cluster FS 03-SFS in FY 2023 was 2.59 percent, under their Federal Goal representation rate of 12 percent (gap: -9.41 percent). The representation rate of PWD Grade Cluster FS 03-SFS slightly increased by 0.08 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate for PWTD in the overall FS for FY 2023 was 0.52 percent, under their Federal Goal representation rate of 2.00 percent (gap: -1.48 percent). The representation rate of PWTD slightly decreased 0.31 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate for PWTD Grade Cluster FS 09-04 in FY 2023 was 0.12 percent, under their Federal Goal representation rate of 2 percent (gap: 1.88 percent). The representation rate of PWTD Grade Cluster FS 09-04 slightly decreased by 0.69 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 representation rate for PWTD Grade Cluster FS 03-SFS in FY 2023 was 0.85 percent, under their Federal Goal representation rate of 2 percent (gap: -1.15 percent). The representation rate of PWTD Grade Cluster FS 03-SFS slightly decreased by 0.17 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

USAID SES and SFS Level Positions in the Permanent Workforce

USAID’s FY 2023 SES and SFS level positions in the TPWF are underrepresented in several categories. In future years, USAID plans to conduct barrier analysis to determine the root causes driving the lower-than-expected participation rates at the SES level as noted in Tables 5 and 6 below. USAID intends to analyze its immediate GS-14 and GS-15 feeder pools to SES positions; and to analyze whether there is a glass ceiling,⁹ a blocked pipeline, or any other impediment to equal opportunity.

Table 5: USAID FY 2023 SES Participation Rates

USAID Civilian Service (CS) Permanent Workforce SES Participation Rates Fiscal Year 2023				
Race, Ethnicity, Sex, Disability Status		FY 2023		Current FY Gap (% points)
		USAID SES Participation Rate	2023 Total Permanent Workforce	
Hispanic/Latino	Male	0.00%	3.36%	-3.36%
	Female	2.17%	3.85%	-1.68%
African American/Black	Female	15.22%	15.53%	-0.31%
Asian	Female	4.35%	6.22%	-1.87%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.03%	-0.03%
	Female	0.00%	0.16%	-0.16%
American Indian/ Alaska Native	Male	0.00%	0.18%	-0.18%
	Female	0.00%	0.21%	-0.21%
Two or More Races	Male	0.00%	0.26%	-0.26%
	Female	0.00%	0.62%	-0.62%

a. Lower than expected participation of Hispanic/Latino Male and Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for Hispanic/Latino Males in the SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 3.36 percent (gap: -3.36 percent). The representation rate of Hispanic/Latino Males in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Hispanic/Latino Females in SES ranks in FY 2023 was 2.17 percent, under their TPWF rate of 3.85 percent (gap: -1.68 percent). The representation rate

⁹ The term “glass ceiling” is used to describe an impassable barrier that keeps a certain group of individuals from advancing their careers regardless of their qualifications.

of Hispanic/Latino Females in the SES ranks decreased 1.74 percent from FY 2022, therefore identifying them as an underrepresented group for this fiscal year.

b. Lower than expected participation of African American Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for African American Females in SES ranks in FY 2023 was 15.22 percent, under their TPWF rate of 15.53 percent (gap: -0.31 percent). The representation rate of African American Females in the SES ranks slightly decreased 0.69 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

c. Lower than expected participation of Asian Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for Asian Females in SES ranks in FY 2023 was 4.35 percent, under their TPWF rate of 6.22 percent (gap: -1.87 percent). The representation rate of Asians in the SES ranks slightly decreased 1.52 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

d. Lower than expected participation of Native Hawaiian/Other Pacific Islander Male and Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for Native Hawaiian/Other Pacific Islander Males in the SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.03 percent (gap: -0.03 percent). The representation rate of Native Hawaiian/Other Pacific Islander Males in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Native Hawaiian/Other Pacific Islander Females in SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.16 percent (gap: -0.16 percent). The representation rate of Native Hawaiian/Other Pacific Islander Females in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

e. Lower than expected representation of American Indian/Alaska Native Male and Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for American Indian/Alaska Native Males in the SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.18 percent (gap: -0.18 percent). The representation rate of American Indian/Alaska Native Males in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for American Indian/Alaska Native Females in SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.21 percent (gap: -0.21 percent). The representation rate of American Indian/Alaska Native Females in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

f. Lower than expected representation of Two or More Races Male and Females in the SES in the USAID workforce in FY 2023.

The FY 2023 participation rate for Two or More Races Males in the SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.26 percent (gap: -0.26 percent). The representation rate of Two or More Races Males in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Two or More Races Females in SES ranks in FY 2023 was 0.00 percent, under their TPWF rate of 0.62 percent (gap: -0.62 percent). The representation rate of Two or More Races Females in the SES ranks was static at 0.00 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

Table 6: USAID FY 2023 SFS Participation Rates

USAID Foreign Service (FS) Permanent Workforce SFS Participation Rates Fiscal Year 2023				
Race, Ethnicity, Sex, Disability Status		FY 2023		Current FY Gap (% points)
		USAID SFS Participation Rate	2023 Total Permanent Workforce	
Hispanic/Latino	Male	1.88%	3.36%	-1.48%
	Female	1.88%	3.85%	-1.97%
African American/Black	Male	5.63%	7.85%	-2.22%
	Female	4.38%	15.53%	-11.15%
Asian	Male	2.50%	3.95%	-1.45%
	Female	5.63%	6.22%	-0.59%
Native Hawaiian/ Other Pacific Islander	Female	0.00%	0.16%	-0.16%
American Indian/ Alaska Native	Male	0.00%	0.18%	-0.18%
	Female	0.00%	0.21%	-0.21%
Two or More Races	Male	0.00%	0.26%	-0.26%
	Female	0.00%	0.62%	-0.62%

g. Lower than expected participation of Hispanic/Latino Male and Females in the SFS workforce in FY 2023.

The FY 2023 participation rate for Hispanic/Latino Males in SFS in positions in FY 2023 was 1.88 percent, under their TPWF rate of 3.36 percent (gap: -1.48 percent). The representation rate of Hispanic/Latino Males in the SFS ranks slightly increased 1.88 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Hispanic/Latino Females in SFS in positions in FY 2023 was 1.88 percent, under their TPWF rate of 3.85 percent (gap: -1.97 percent). The representation rate of Hispanic/Latino Females in the SFS ranks slightly decreased 0.39 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

h. Lower than expected participation of African American/Black Male and Females in the SFS workforce in FY 2023.

The FY 2023 participation rate for African American/Black Males in SFS positions in FY 2023 was 5.63 percent, under their TPWF rate of 7.85 percent (gap: -2.22 percent). The

representation rate of African American/Black Males in the SFS ranks decreased 10.28 percent from FY 2022; therefore, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for African American/Black Females in SFS positions in FY 2023 was 4.38 percent, under their TPWF rate of 15.53 percent (gap: -11.15 percent). The representation rate of African American/Black Females in the SFS ranks increased 2.11 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

i. Lower than expected participation of Asian Male and Females in the SFS workforce in FY 2023.

The FY 2023 participation rate for Asian Males in SFS positions in FY 2023 was 2.50 percent, under their TPWF rate of 3.95 percent (gap: -1.45 percent). The representation rate of Asian Males in the SFS ranks increased 2.50 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

The FY 2023 participation rate for Asian Females in SFS positions in FY 2023 was 5.63 percent, under their TPWF rate of 6.22 percent (gap: -0.59 percent). The representation rate of Asian Females in the SFS ranks increased 5.63 percent from FY 2022; however, they remain an underrepresented group for this fiscal year.

USAID Mission-Critical Occupation (MCO) Workforce

The FY 2023 MCO workforce is underrepresented in several categories, which will require further investigation and analysis into the root cause of the underrepresentation. The trigger analysis below describes the top five MCOs of Miscellaneous Administration and Program (0301 Series), Administrative Officer (0341 Series), Management and Program Analysis (0343 Series), Contracting (1102 Series) and Information Technology (2210 Series), respectively.¹⁰

a. Lower than expected participation of Hispanic/Latino Male and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for Hispanic/Latino Males in FY 2023 was 0.00 percent, 0.00 percent, 2.44 percent, 0.00 percent, 7.69 percent, compared to their civilian service total permanent workforce (CS TPWF) rate of 3.20 percent (gap: -3.20 percent, -3.20 percent, -0.76 percent, -3.20 percent, 4.49 percent). They are an underrepresented group in four of the five

¹⁰ For purposes of this report, MCOs are defined as agency occupations that are mission-related with career advancement potential and heavily populated within the agency.

MCOs for this fiscal year.

The FY 2023 MCO representation rates for Hispanic/Latino Females in FY 2023 was 1.39 percent, 18.18 percent, 7.32 percent, 9.76 percent, 0.00 percent, compared to their CS TPWF rate of 4.09 percent (gap: -2.70 percent, 14.09 percent, 3.23 percent, 5.67 percent, -4.09 percent). They are an underrepresented group in two of the five MCOs for this fiscal year.

b. Lower than expected participation of African American/Black Males and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for African American/Black Males in FY 2023 was 9.72 percent, 27.27 percent, 14.63 percent, 2.44 percent, 7.69 percent, compared to their CS TPWF rate of 9.13 percent (gap: 0.59 percent, 18.14 percent, 5.50 percent, -6.69 percent, -1.44 percent). They are an underrepresented group in two of the five MCOs for this fiscal year.

The FY 2023 MCO representation rates for African American/Black Females in FY 2023 was 16.67 percent, 36.36 percent, 7.32 percent, 24.39 percent, 30.77 percent, compared to their CS TPWF rate of 21.67 percent (gap: -5.00 percent, 14.69 percent, -14.35 percent, 2.72 percent, 9.10 percent). They are an underrepresented group in two of the five MCOs for this fiscal year.

c. Lower than expected participation of Asian Males and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for Asian Males in FY 2023 was 5.56 percent, 0.00 percent, 2.44 percent, 4.88 percent, 0.00 percent, compared to their CS TPWF rate of 4.04 percent (gap: 1.52 percent, -4.04 percent, -1.60 percent, 0.84 percent, -4.04 percent). They are an underrepresented group in three of the five MCOs for this fiscal year.

The FY 2023 MCO representation rates for Asian Females in FY 2023 was 11.11 percent, 9.09 percent, 7.32 percent, 2.44 percent, 0.00 percent, compared to their CS TPWF rate of 5.98 percent (gap: 5.13 percent, 3.11 percent, 1.34 percent, -3.54 percent, -5.98 percent). They are an underrepresented group in two of the five MCOs for this fiscal year.

d. Lower than expected participation of Native Hawaiian/Other Pacific Islander Males and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for Native Hawaiian/ Other Pacific Islander Males in FY

2023 was 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.05 percent (gap: -0.05 percent, -0.05 percent, -0.05 percent, -0.05 percent, -0.05 percent). They are an underrepresented group in all five of the MCOs for this fiscal year.

The FY 2023 Mission-Critical Occupations (MCO) representation rates for Native Hawaiian/ Other Pacific Islander Females in FY 2023 was 1.39 percent, 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.10 percent (gap: 1.29 percent, -0.10 percent, -0.10 percent, -0.10 percent, -0.10 percent). They are an underrepresented group in four of the five MCOs for this fiscal year.

e. Lower than expected participation of American Indian/Alaska Native Males and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for American Indian/Alaska Native Males in FY 2023 was 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.10 percent (gap: -0.10 percent, -0.10 percent, -0.10 percent, -0.10 percent, -0.10 percent). They are an underrepresented group in all five of the MCOs for this fiscal year.

The FY 2023 MCO representation rates for American Indian/Alaska Native Females in FY 2023 was 1.39 percent, 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.16 percent (gap: -0.16 percent, -0.16 percent, -0.16 percent, -0.16 percent, -0.16 percent). They are an underrepresented group in all five of the MCOs for this fiscal year.

f. Lower than expected participation of Two or More Races Males and Females in the MCO workforce in FY 2023.

The FY 2023 MCO representation rates for Two or More Races Males in FY 2023 was 0.00 percent, 9.09 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.26 percent (gap: -0.26 percent, 8.83 percent, -0.26 percent, -0.26 percent, -0.26 percent). They are an underrepresented group in four of the five MCOs for this fiscal year.

The FY 2023 MCO representation rates for Two or More Races Females in FY 2023 was 1.39 percent, 0.00 percent, 0.00 percent, 0.00 percent, 0.00 percent, compared to their CS TPWF rate of 0.63 percent (gap: -0.63 percent, -0.63 percent, -0.63 percent, -0.63 percent, -0.63 percent). They are an underrepresented group in all five of the MCOs for this fiscal year.

USAID Total Permanent Employee Gains vs Losses

FY 2023 USDH Gains and Losses by Demographic Category shows two triggers that suggest a low entry - high exit issue, which will require further investigation and analysis into the root cause(s). The following triggers were identified:

- a. Persons with Disabilities left the Agency at a rate of 10.90 percent in comparison to their entry rate of 9.42 percent; a difference of -1.48 percent.
- b. Persons with Targeted Disabilities left the Agency at a rate of 100.00 percent in comparison to their entry rate of 1.82 percent; a difference of -98.18 percent.

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

Part J – Summary of Triggers Leading to Barrier Analysis	
Trigger J-1	Underrepresentation exists in several categories related to persons with disabilities and persons with targeted disabilities, requiring further analysis for strategic barrier analysis.

Trend of Formal Complaints by Issue									
FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
Issues	# Filed	Issues	# Filed	Issues	# Filed	Issues	# Filed	Issues	# Filed
Performance Evaluation/ Appraisal	15	Assignment of Duties	18	Terms/ Conditions of Employment	25	Promotion/ Non-Selection	37	Appointment/ Hire	11
Constructive Discharge	13	Terms/ Conditions of Employment	16	Harassment (non-sexual)	21	Appointment/ Hire	36	Harassment (non-sexual)	6
Promotion/ Non-Selection	5	Harassment (non-sexual)	10	Promotion/ Non-Selection	15	Performance Evaluation/ Appraisal	15	Promotion / Non-Selection	6
Terms/ Conditions of Employment	5	Promotion/ Non-Selection	8	Assignment of Duties	11	Harassment (non-sexual)	12	Disciplinary Action	5
Harassment (non-sexual)	5	Pay including Overtime	8	Time and Attendance	7	Terms/ Conditions of Employment	12	Awards	3
Reasonable Accommodation	5	Contractor Renewal	-	-	-	-	-	Telework-	2

Number of Formal Complaints by Basis				
FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Sex (8)	Reprisal (14)	Reprisal (18)	Sex (8)	Race (12)
Race (7)	Race (14)	Race (11)	Race (7)	Sex (12)
Reprisal (7)	Sex (12)	Sex (11)	Reprisal (7)	Color (8)
Age (6)	Color (7)	Disability (8)	Age (6)	Reprisal (6)
National Origin (5)	Disability (7)	Age (7)	National Origin (5)	National Origin (6)
-	-	Color and National Origin (4)	-	Age (5)

Trends Based on Complaints Data

In reviewing the year-over-year complaints data, the bases of sex and reprisal have consistently been in the top three bases. While sex remained a top complaint basis, in FY 2023, the second most selected basis was race, indicating a shift. Finally, while the number of informal contacts are roughly the same each fiscal year, the number of formal complaints decreased in FY 2023. This information will be considered as USAID continues to conduct a thorough barrier analysis.

Part E.4 – Executive Summary: Accomplishments

During FY 2023, USAID counted many accomplishments related to the Agency's EEO Program. The Agency has prioritized finding ways to expand the permanent workforce and secure equitable benefits for all who contribute to USAID's mission. Additionally, the Agency has continued to support advances in pay equity, flexible schedules, and access to professional training.

- USAID increased engagement with its Mission-based employees, leveraging the use of technology (e.g., webinars, video teleconferences). This engagement meant that colleagues across the globe had access to special observances, commemorative program events, briefings, and presentations on EEO Programs, such as Anti-Harassment and related diversity, equity, inclusion topics, and regional FSN conferences.
- Administrator Power released the Foreign Service National Empowerment Implementation Plan along with a statement outlining the Agency's need to elevate its FSN workforce by promoting greater recognition, equity, inclusion, and accessibility.

Beyond the Workforce Accomplishments

USAID is committed to affirmative employment and DEIA measures. Efforts have resulted in a number of accomplishments both internal and external to the Agency. USAID has more than 80 Missions across the world where we strive to create fair and equitable places to live and work. Some of the Agency's work and accomplishments outside of the affirmative employment arena are highlighted below.

- USAID expanded compensated internship opportunities by providing 29 additional internships in FY 2023 and launched the Overseas Pathways Internship, with 3 students participating in the pilot program serving in the Eastern and Southern Caribbean and Regional Development Mission for Asia/Thailand Missions.
- USAID saw an increase in Payne Fellowship applications. A total of 880 applications, the largest applicant pool in the program's ten-year history, resulted in a 61.76 percent increase from the 2022 application cycle. The Payne Fellowship Program has funded 119 Payne Fellows to date, with approximately 80 percent of the Fellows coming from underrepresented racial and ethnic groups.
- In FY 2023, the USAID graduated young professionals from diverse backgrounds and several geographic regions young professionals development programs. Young

professionals were recruited and competitively selected to work in USAID offices to gain career-enhancing experience with the objective of future employment and/or further professional opportunities in international development.

- In FY 2023, USAID expanded its recruiting measures in rural areas. This allowed several Missions to extend opportunities to people who would not otherwise have an opportunity to work for USAID. The measures included awareness efforts, grand challenges, and model USAID programs to the U.S. Territories, Indian Country and within Native Hawaiian communities. USAID signed memoranda of understanding (MOUs) with multiple Minority-Serving Institutions (MSIs) and organizations including the Hispanic Association of Colleges and Universities.
- In FY 2023, USAID hosted several FSN Empowerment Conferences, to hear the voices of locally employed staff and their concerns. Representatives from Missions across USAID came together with senior officials in Washington, D.C., to discuss topics such as pay equity, DEIA, promotions, and security.

Part E.5 – Executive Summary: Planned Activities

In FY 2024, USAID will continue to make progress in creating and maintaining a Model EEO Program. Planned efforts include:

- USAID’s OCR will continue to lead the BAWGs and conduct root cause analysis on triggers identified in Part I and Part J, below. The BAWG process includes but not limited to:
 - reviewing workforce demographic data to identify triggers;
 - conduct fact-finding inquiries with offices, employees, and other partners to gather insights;
 - developing and reviewing plans of action;
 - reviewing quantitative and qualitative data to identify root causes of triggers; and
 - coordinating the implementation and tracking of action plans to remove barriers
- USAID’s OCR will organize Staff Assistance Visits (SAVs) to conduct thorough, accurate, and effective EEO Program assessments of USAID’s “field offices,” as it is described by the EEOC. However, USAID does not use “field offices” terminology so SAVs will be conducted with each B/IO/M. The objective of the SAV is to create and maintain a Model EEO Program across the agency, in support of [USAID’s mission, vision, and values](#), its [Commitment to Equal Employment Opportunity](#), and DEIA Strategic Plan.

The SAV is an informational and educational tool for the workforce to learn more about the Agency's EEO Program functions and their EEO rights and responsibilities.

- USAID's Office of Human Capital and Talent Management (HCTM) plans to expand the candidate pipeline of individuals from underserved communities by increasing internship, fellowships, and recruitment pipelines to Historically Black Colleges and Universities (HBCU) and other MSIs. HCTM continues to conduct strategic recruitment to attract, source, and refer candidates from traditionally underrepresented groups for employment consideration. The Agency supports these efforts through special campaigns, advertising and marketing solutions, and the administration of special employment programs to target groups.

Part F – USAID Certification

I,	Stephen Shih, Director, Office of Civil Rights, USAID	I am the Principal EEO Director/Official for
	U.S. Agency for International Development	
<p>The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEOC MD-715. If an essential element was not fully compliant with the standards of EEOC MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
Stephen Shih, Director, Office of Civil Rights, USAID		
Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEOC MD-715		Date
Paloma Adams-Allen Deputy Administrator for Management and Resources, USAID		
Signature of Agency Head or Agency Head Designee		Date

Part G – Self-Assessment Checklist FY 2023

Essential Element A: Demonstrated Commitment From Agency Leadership

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

→ Compliance Indicator ↓ Measures	A.1 - The Agency issues an effective, up-to-date EEO policy statement	Measure Met? (Yes, No, N/A)?	Comments
A.1.a	Does the Agency annually issue a signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	The USAID Administrator released the written EEO policy statement to the workforce on October 24, 2022.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [See 29 CFR §1614.101(a)]	Yes	
→ Compliance Indicator ↓ Measures	A.2 - The Agency has communicated EEO policies and procedures to all employees	Measure Met? (Yes, No, N/A)?	Comments
A.2.a	Does the Agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [See MD-715, II(A)]	Yes	
A.2.a.2	Reasonable accommodation procedures? [See 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the Agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see	No	Planned activities for A.2.b.1 can be found in Part H-1 .

	29 C.F.R § 1614.102(b)(7)]		
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	Plans related to this element have been completed and can be found in Part H-1 .
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	ADS Chapter 111 Procedures for Providing Reasonable Accommodation/ USAID Website: Reasonable Accommodations
A.2.c	Does the Agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	The EEO Complaint process is shared during new employee orientation and throughout the informal and formal complaint processes. USAID's internal website also contains references.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	The ADR process is shared during new employee orientation and throughout the informal and formal complaint processes. USAID's internal website also contains references.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	Yes	The RA process is shared during the new employee orientation. Soon after, a refresher in-person training on the RA process is held and tailored to the needs of USAID's Foreign Service/Overseas employees.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	The Anti-Harassment process is shared during new entrant orientation. Guidance is shared during training at different USAID locations and during the anti-harassment allegation processing. USAID's internal

			website also contains references.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	This information is shared during training events at different USAID locations, in Agency Notices, and USAID's internal website also contains references.
→ Compliance Indicator ↓ Measures	A.3 – The Agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes, No, N/A)?	Comments
A.3.a	Does the Agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [See 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	Yes	USAID ADS 491 provides guidance: https://www.usaid.gov/sites/default/files/documents/491.pdf "EQUAL EMPLOYMENT OPPORTUNITY AWARD – This award recognizes one individual or one group that makes exceptional contributions that further USAID's equal opportunity goals related to diversity, support and promotion of the Federally Assisted/conducted Program, and/or the use of small, women and minority businesses. These contributions must far exceed the individual's or group's normal job responsibilities and the Agency's existing Equal Employment Opportunity (EEO) rules, regulations, and policies."
A.3.b	Does the Agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [See 5 CFR Part 250]	Yes	

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

This element requires that the Agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the Agency's strategic mission.

→ Compliance Indicator ↓ Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes, No, N/A)?	Comments
B.1.a	Is the Agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [See 29 CFR §1614.102(b)(4)]	No	Planned activities for B.1.a can be found in Part H-2 .
B.1.a.1	If the EEO Director does not report to the Agency head, does the EEO Director report to the same Agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the Agency head designee in the comments.	No	The Director of Civil Rights (EEO Director) reports directly to the Deputy Administrator for Management and Resources. Planned activities for B.1.a.1 can be found in Part H-2 .
B.1.a.2	Does the Agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the Agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the Agency's EEO program? [See 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the Agency, and other senior management officials, the "State of the Agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [See MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	Yes	The State of the Agency presentation held July 2023, to the senior leaders of the Agency including the Deputy Administrator. However, the Agency Administrator was not able to attend.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [See MD-715, II(B)]	Yes	

→ Compliance Indicator ↓ Measures	B.2 - The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes, No, N/A)?	Comments
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [See MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [See 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [See 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final Agency decisions? [See 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [See 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the Agency head? [See 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the Agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [See 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	The Agency has no subordinate level components.
→ Compliance Indicator ↓ Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes, No, N/A)?	Comments

B.3.a	Do EEO program officials participate in Agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the Agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	FY 2022–2026 Joint Strategic Plan (Department of State and USAID) Goal 4; Objective 4.1 is to build and equip a diverse, inclusive, resilient, and dynamic workforce.
→ Compliance Indicator ↓ Measures	B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes, No, N/A)?	Comments
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the Agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the Agency for possible program deficiencies? [See MD-715, II(D)]	No	Planned activities for B.4.a.1 can be found in Part H-3 .
B.4.a.2	to enable the Agency to conduct a thorough barrier analysis of its workforce? [See MD-715, II(B)]	No	Planned activities for B.4.a.2 can be found in Part H-3 .
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final Agency decisions, and legal sufficiency reviews? [See 29 CFR § 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	

B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [See MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [See 29 CFR §1614.102(c)(2)]	No	Planned activities for B.4.a.5 can be found in Part H-3 .
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [See MD-715, II(B)]	Yes	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [See MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Females Program, Hispanic Employment Program, and Persons with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	Planned activities for B.4.a.8 can be found in Part H-3 . This deficiency is marked as complete .
B.4.a.9	to effectively manage its anti-harassment program? [See MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
B.4.a.10	to effectively manage its reasonable accommodation program? [See 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [See MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the Agency? [See 29 CFR § 1614.102(a)(1)]	Yes	

B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [See MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the Agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the Agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	
→ Compliance Indicator ↓ Measures	B.5 - The Agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes, No, N/A)?	Comments
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program:		
B.5.a.1	EEO Complaint Process? [See MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [See 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [See MD-715(II)(B)]	Yes	
B.5.a.4	Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [See MD-715, II(B)]	Yes	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [See MD-715(II)(E)]	Yes	

→ Compliance Indicator ↓ Measures	B.6 - The Agency involves managers in the implementation of its EEO program.	Measure Met? (Yes, No, N/A)?	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [See MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [See MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J, or the Executive Summary)? [See MD-715 Instructions, Sec. I]	Yes	Planned activities for B.6.c can be found in Part H-5 . This deficiency is marked as complete.
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

Essential Element C: Management and Program Accountability			
This element requires the Agency head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the Agency's EEO Program and Plan.			
→ Compliance Indicator ↓ Measures	C.1 - The Agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes, No, N/A)?	Comments
C.1.a	Does the Agency regularly assess its component and field offices for possible EEO program deficiencies? [See 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	Planned activities for C.1.a can be found in Part H-3 .

C.1.b	Does the Agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	Planned activities for C.1.b can be found in Part H-3 .
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [See MD-715, II(C)]	N/A	Field audits have not been conducted, no recommendations were made for implementation.
→ Compliance Indicator ↓ Measures	C.2 - The Agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes, No, N/A)?	Comments
C.2.a	Has the Agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [See EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the Agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [See EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes	
C.2.a.3	Does the Agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [See Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	

C.2.a.4	Does the Agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the Agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
C.2.a.6	Do the Agency's training materials on its anti-harassment policy include examples of disability-based harassment? [See 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the Agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [See 29 CFR 1614.203(d)(3)]	Yes	
C.2.b.1	Is there a designated Agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the Agency? [See 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the Agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [See MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the Agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [See 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the Agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the Agency in its affirmative	Yes	

	action plan? [See 29 CFR 1614.203(d)(3)(i)(M)]		
C.2.b.5	Does the Agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	No	During FY 2023, the OCR/DE Reasonable Accommodation Program processed all but three accommodation requests within the 30-business days timeframe, as set forth in the USAID policy: ADS 111, Procedures for Providing Reasonable Accommodation. The average processing time in FY 2023 was 11 days. Planned activities and comments for C.1.b can be found in Part H-6 .
C.2.c	Has the Agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [See 29 CFR 1614.203(d)(6)]	Yes	
C.2.c.1	Does the Agency post its procedures for processing requests for Personal Assistance Services on its public website? [See 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	Yes	https://www.usaid.gov/careers/reasonable-accommodations
→ Compliance Indicator ↓ Measures	C.3 - The Agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes, No, N/A)?	Comments
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to Agency EEO policies and principles and their participation in the EEO program?	Yes	

C.3.b	Does the Agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO Problems/disagreements/conflicts, including the participation in ADR proceedings? [See MD-110, Ch. 3.I]	Yes	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [See 29 CFR §1614.102(b)(6)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [See MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [See MD-715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [See 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [See 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [See MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [See Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the Agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [See MD-715, II(C)]	Yes	

C.3.c	Does the EEO Director recommend to the Agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [See 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the Agency? [See 29 CFR §1614.102(c)(2)]	Yes	The OCR Director serves in an advisory capacity. Employee and Labor Relations (ELR) implements suggested disciplinary actions with guidance from the Office of General Counsel (OGC).
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [See 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the Agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [See MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [See 29 CFR 1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office with timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [See MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [See 29 CFR	Yes	

	§1614.203(d); MD-715, II(C)]		
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [See MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [See MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [See MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [See MD-715, II(C)]	Yes	
→ Compliance Indicator ↓ Measures	C.5 - Following a finding of discrimination, the Agency explores whether it should take disciplinary action.	Measure Met? (Yes, No, N/A)?	Comments
C.5.a	Does the Agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); See also Douglas v. Veterans Administration, 5 MSPR 280 (1981)	Yes	
C.5.b	When appropriate, does the Agency discipline or sanction managers and employees for discriminatory conduct? [See 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	However, there were no findings that required disciplinary action during this reporting period.
C.5.c	If the Agency has a finding of discrimination (or settles cases in which a finding was likely), does the Agency inform managers and supervisors about the discriminatory conduct? [See MD-715, II(C)]	Yes	
→ Compliance Indicator ↓ Measures	C.6 - The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes, No, N/A)?	Comments
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal	Yes	This activity is conducted as requested. In addition, OCR posts the Agency's MD-715 Report and Annual Federal Equal Employment Opportunity

	updates, barrier analysis plans, and special emphasis updates? [See MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.		Statistical Report of Discrimination Complaints (EEOC Form 462) on the Agency's intranet.
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [See MD-715 Instructions, Sec. I]	Yes	

Essential Element D: Proactive Prevention

This element requires that the Agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

→ Compliance Indicator ↓ Measures	D.1 - The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes, No, N/A)?	Comments
D.1.a	Does the Agency have a process for identifying triggers in the workplace? [See MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the Agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [See MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the Agency conduct exit interviews or surveys that include questions on how the Agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [See 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	

→ Compliance Indicator ↓ Measures	D.2 - The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes, No, N/A)?	Comments
D.2.a	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [See MD-715, (II)(B)]	Yes	
D.2.b	Does the Agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [See 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the Agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [See 29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the Agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [See MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	Yes	USAID regularly uses the following: Complaint/grievance data, employee climate surveys, reasonable accommodation program; anti-harassment program data.
→ Compliance Indicator ↓ Measures	D.3 - The Agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes, No, N/A)?	Comments
D.3.a.	Does the Agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [See 29 CFR §1614.102(a)(3)]	No	Planned activities for D.3.a can be found in Part H-5 .

D.3.b	If the Agency identified one or more barriers during the reporting period, did the Agency implement a plan in Part I, including meeting the target dates for the planned activities? [See MD-715, II(D)]	No	Planned activities for D.3.b can be found in Part H-5 .
D.3.c	Does the Agency periodically review the effectiveness of the plans? [See MD-715, II(D)]	No	Planned activities for D.3.c can be found in Part H-5 .
→ Compliance Indicator ↓ Measures	D.4 - The Agency has an affirmative action plan for persons with disabilities, including those with targeted disabilities	Measure Met? (Yes, No, N/A)?	Comments
D.4.a	Does the Agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	No	Planned activities for D.4.a can be found in Part H-1 .
D.4.b	Does the Agency take specific steps to ensure qualified persons with disabilities are aware of and encouraged to apply for job vacancies? [See 29 CFR 1614.203(d)(1)(i)]	Yes	https://www.usaid.gov/careers
D.4.c	Does the Agency ensure that disability-related questions from members of the public are answered promptly and correctly? [See 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	https://www.usaid.gov/careers/reasonable-accommodations
D.4.d	Has the Agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the Agency until it meets the goals? [See 29 CFR 1614.203(d)(7)(ii)]	Yes	https://usaidcareerfair.conference.tc/

Essential Element E: Efficiency

This element requires the Agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency's EEO programs and an efficient and fair dispute resolution process.

→ Compliance Indicator ↓ Measures	E.1 - The Agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes, No, N/A)?	Comments
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E.1.a	Does the Agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.b	Does the Agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the Agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
E.1.d	Does the Agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	The average processing time in FY 2023 was 31 days.
E.1.e	Does the Agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the Agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	
E.1.g	If the Agency does not timely complete investigations, does the Agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
E.1.h	When the complainant does not request a hearing, does the Agency timely issue the final Agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	
E.1.i	Does the Agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	

E.1.j	If the Agency uses contractors to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	Contractors may conduct counseling or investigations. Agency case managers (Agency EEO specialists) keep track of contractors' work to stay within regulatory timeframes. Case managers also review contractors' work products and return them for correction if necessary. Performance issues can be escalated to the Contracting Officer if not addressed.
E.1.k	If the Agency uses employees to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
E.1.1	Does the Agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	
→ Compliance Indicator ↓ Measures	E.2 - The Agency has a neutral EEO process.	Measure Met? (Yes, No, N/A)?	Comments
E.2.a	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [See MD-110, Ch. 1(IV)(D)]	Yes	OGC is not consulted for any case processing to adhere to the firewall. When OCR Complaints and Resolution Division does need legal assistance for case processing, no one in the litigation team is consulted.
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the Agency representative? [See MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	The OCR Complaints and Resolution Division has three attorneys on staff, including the Division Chief.

E.2.c	If the EEO office relies on the Agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the Agency representative? [See MD-110, Ch. 1(IV)(D)]	N/A	OCR does not rely on the Agency's defensive function for sufficiency review because it has attorneys on staff.
E.2.d	Does the Agency ensure that its Agency representative does not intrude upon EEO counseling, investigations, and final Agency decisions? [See MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)	Yes	
→ Compliance Indicator ↓ Measures	E.3 - The Agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes, No, N/A)?	Comments
E.3.a	Has the Agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [See 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the Agency require managers and supervisors to participate in ADR once it has been offered? [See MD-715, II(A)(1)]	Yes	
E.3.c	Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the Agency ensure a management official with settlement authority is accessible during the dispute resolution process? [See MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the Agency prohibit the responsible management official named in the dispute from having settlement authority? [See MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the Agency annually evaluate the effectiveness of its ADR program? [See MD-110, Ch. 3(II)(D)]	Yes	

→ Compliance Indicator ↓ Measures	E.4 - The Agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes, No, N/A)?	Comments
E.4.a	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [See MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of Agency employees? [See 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [See MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [See MD-715, II(E)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the Agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
→ Compliance Indicator ↓ Measures	E.5 - The Agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes, No, N/A)?	Comments
E.5.a	Does the Agency monitor trends in its EEO program to determine whether the Agency is meeting its obligations under the statutes EEOC enforces? [See MD-715, II(E)] If "yes", provide an example in the comments.	Yes	OCR Director meets bi-weekly with the EEO Complaints and Affirmative Employment teams to discuss EEO program trends.

E.5.b	Does the Agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [See MD-715, II(E)] If "yes", provide an example in the comments.	Yes	USAID employs a best practice from the National Archives and Records Administration: the Accountability Working Group comprising OCR, the General Counsel, and HCTM Employee and Labor Relations to address challenges/barriers to effective dispute resolution, counter challenges to effective accountability of bad actors, bolster trust/respect of Agency mechanisms for ensuring workplace standards of conduct, and advance proactive solutions to mitigate Agency liability and promote civility across a dispersed geographical workforce.
E.5.c	Does the Agency compare its performance in the EEO process to other federal agencies of similar size? [See MD-715, II(E)]	Yes	

Essential Element F: Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

→ Compliance Indicator ↓ Measures	F.1 - The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes, No, N/A)?	Comments
F.1.a	Does the Agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final Agency actions? [See 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the Agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [See MD-715, II(F)]	Yes	

F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [See MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [See MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the Agency, does the Agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 9(IX)(H)]	Yes	

→ Compliance Indicator ↓ Measures	F.2 - The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes, No, N/A)?	Comments
F.2.a	Does the Agency timely respond and fully comply with EEOC orders? [See 29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2.a.1	When a complainant requests a hearing, does the Agency timely forward the investigative file to the appropriate EEOC hearing office? [See 29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the Agency, does the Agency ensure timely compliance with the orders of relief? [See 29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the Agency timely forward the investigative file to EEOC's Office of Federal Operations? [See 29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the Agency promptly provide EEOC with the required documentation for completing compliance?	Yes	

→ Compliance Indicator ↓ Measures	F.3 - The Agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes, No, N/A)?	Comments
F.3.a	Does the Agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the Agency timely post on its public webpage its quarterly No FEAR Act data? [See 29 CFR §1614.703(d)]	Yes	

Part H – USAID FY 2023 Plan to Attain the Essential Elements of a Model EEO Program

EEOC FORM 715-02 PART H		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[US Agency for International Development]		Agency Part H-1 FY 2023		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>A.2.b.1 - The Agency does not post the business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website.</p> <p>A.2.b.2 - The Agency does not post written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process throughout the workplace and on its public website.</p> <p>D.4.a - The Agency does not post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)]</p>			
OBJECTIVE:	Ensure OCR Divisions post their contact information and program-related laws and policy statements in prominent places in the workplace and online.			
RESPONSIBLE OFFICIAL:	OCR, Stephen Shih, OCR Director OCR, Liza Almo, Complaints and Resolution Division Chief OCR, LaKeta Burgess, Affirmative Employment Division Chief OCR, Mark McKay, Disability Employment Division Chief OCR, Natalie Simpson, Acting Administrative Management Specialist Officer			
DATE OBJECTIVE INITIATED:	October 2021			
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2024			
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date	
1. OCR will post the contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website. A.2.b.1	Yes	09/30/2024		

2. OCR will post written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process throughout the workplace and on its public website. A.2.b.2	Yes	09/30/2024	
3. OCR/DE will post the Agency's MD-715 Part J (Affirmative Action Plan) on Inter- and Intranet sites. D.4.a	Yes	09/30/2024	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Accomplishments:

- In April 2023, OCR hired a Communications Specialist to improve the communications to and from OCR, internally and externally.
- The OCR Communications Specialist has updated OCR external and internal sites.

FY 2023 Modification:

- A more reasonable timeframe was added to this plan to ensure OCR's Communications Specialist, who was hired in FY 2023, would have time to learn the system, office, and update the site.

EEOC FORM 715-02 PART H		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]		Agency Part H-2 FY 2023		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.1.a - The Agency Head is not the immediate supervisor of the person who has day-to-day control over the EEO office (i.e., EEO Director).</p> <p>B.1.a.1 - The EEO Director does not report to the same Agency head designee as the mission-related programmatic offices?</p>			
OBJECTIVE:	Ensure the EEO Director directly reports to the Agency Head.			
RESPONSIBLE OFFICIAL:	USAID Administrator, Samantha Power A/AID, Paloma Adams-Allen, USAID Deputy Administrator for Management and Resources (M/R) General Counsel, Jack Ohlweiler			
DATE OBJECTIVE INITIATED:	September 2021			
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2024			
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date	
1. USAID will review the legalities and suitability to address reporting structure for the OCR Director. Including benchmarking with other agencies to determine best practices. B.1.a, B.1.a.1	Yes	9/30/2024		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE				
FY 2023 Accomplishment:				

- In late FY 2023, USAID began to review the processes to realign the reporting structure of the OCR Director to the Administrator. Currently, the OCR Director reports to the Deputy Administrator M/R, who has responsibilities over the Agency management and resources functions. The OCR Director does have access to the Administrator as necessary.

FY 2023 Modification:

- The planned activity for this item has been updated to reflect the current posture of USAID's commitment to addressing all deficiencies.

EEOC FORM 715-02 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
[U.S. Agency for International Development]		Agency Part H-3 FY 2023
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.4 - The Agency did not allocate sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:</p> <p>B.4.a.1 - To conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]</p> <p>B.4.a.2 - To enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]</p> <p>B.4.a.5 - To conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable. [see 29 CFR §1614.102(c)(2)]</p> <p>B.4.a.8 - To effectively administer its special emphasis programs (such as, Federal Females Program, Hispanic Employment Program, and Persons with Disabilities Program Manager). [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]</p> <p>C.1 - The Agency does not conduct regular internal audits of its component and field offices on:</p> <p>C.1.a - Possible EEO program deficiencies. [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.</p> <p>C.1.b - Agency efforts to remove barriers from the workplace. [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.</p>	
OBJECTIVE:	To ensure the Agency allocates sufficient funding and staffing to successfully implement and monitor the compliance of EEO programs.	
RESPONSIBLE OFFICIAL:	OCR, Stephen Shih, OCR Director OCR, LaKeta Burgess, Affirmative Employment Division Chief A/AID, Paloma Adams-Allen, USAID Deputy Administrator for Management and Resources (M/R) HCTM, Kathryn Davis Stevens, Acting Chief Human Capital Officer	
DATE OBJECTIVE INITIATED:	December 2019	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2025	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date
1. OCR Director and Affirmative Employment Division Chief will collaborate with HCTM to evaluate staffing and budgetary needs to determine the full scope of resources required to ensure model EEO programs, to timely and thoroughly administer the Special Emphasis Program, thoroughly conduct year-round barrier analysis, and manage the Staff Assistance Visits to conduct field audits. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b	Yes	9/30/2023	1/5/2023
2. OCR Director and Affirmative Employment Division Chief will collaborate with HCTM to request full staffing and budgetary resources to ensure USAID is able to fully manage all EEO programs. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b	Yes	5/30/2023	5/30/2023
3. OCR Affirmative Employment Division will meet with Bureau/Mission/Independent Office partners to determine the scope and expectations of conducting Staff Assistance Visits/field audits. B.4.a.5, C.1.a, C.1.b	Yes	1/15/2025	7/20/2023
4. OCR will conduct trend analysis for EEO programs to ensure compliance and determine relevance of data on barrier analysis. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b	Yes	9/30/2024	3/15/2023
5. OCR will review work with the Office of Acquisition Administration (OAA) to determine feasibility of a contract for conducting barrier analysis. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b	Yes	9/30/2025	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Accomplishments:

- OCR Director and Affirmative Employment Division Chief did review staffing needs and submitted a staffing package requesting multiple Full Time Equivalent (FTE) billet allocations for FY 2023 - FY 2024; however, those FTEs were not granted.
- The Affirmative Employment Division hired both permanent and temporary staff in FY 2023 to further the mission of this Division.

FY 2023 Modification:

- While staffing has increased on the Affirmative Employment team, an agency wide barrier analysis has not yet produced identifiable barriers or action plan items. An additional item was added, and the target date changed.
- USAID resolved deficiency B.4.a.8.

EEOC FORM 715-02 PART H		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
[U.S. Agency for International Development]		Agency Part H-4 FY 2023	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.5.a.1 - All managers and supervisors have not received training on their responsibilities under the EEO Complaint Process.</p> <p>B.5.a.3 - All managers and supervisors have not received training on their responsibilities under the Anti-Harassment Policy.</p> <p>B.5.a.4 - All managers and supervisors have not received training on their responsibilities regarding Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications.</p> <p>B.5.a.5 - All managers and supervisors have not received training on their responsibilities regarding ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR.</p>		
OBJECTIVE:	To ensure all managers have received training on their responsibilities in the EEO Complaint Process, Anti-Harassment, effective communication, and ADR procedures.		
RESPONSIBLE OFFICIAL:	OCR, Stephen Shih, OCR Director OCR, Liza Almo, Complaints and Resolution Division Chief HCTM, Kathryn Davis Stevens, Acting Chief Human Capital Officer Employee Labor Relations (ELR), Nick Gottlieb, ELR Director		
DATE OBJECTIVE INITIATED:	September 2019		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2023		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date

1. OCR Complaints and Resolution Division Chief will finalize the training structure with the contractor/vendor. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	Yes	9/30/2023	09/30/2023
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REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2022 Accomplishment:

- In FY 2023, USAID trained over 1,270 managers, supervisors, administrative management services officers, executive officers, and attorneys from the Office of the General Counsel regarding No FEAR and complaint processing.
- OCR's Complaints and Resolution (OCR/CR) started the training campaign in 2021 and every year it trains thousands of employees. In FY 2023, CR conducted mandatory training for managers/supervisors. USAID's Respectful, Inclusive, and Safe Environment (RISE) Skills for Managing Misconduct also covers these areas.

FY 2022 Modification:

- USAID resolved deficiencies B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5.
This plan is considered completed and closed.

EEOC FORM 715-02 PART H		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]		Agency Part H-5 FY 2023		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.6 - The Agency involves senior managers in the implementation of its EEO program.</p> <p>B.6.c When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]</p> <p>D.3.a - The Agency does not effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices. [see 29 CFR §1614.102(a)(3)]</p> <p>D.3.b - The Agency has not identified one or more barriers during the reporting period, and the Agency did not implement a plan in Part I, including meeting the target dates for the planned activities. [see MD-715, II(D)]</p> <p>D.3.c - The Agency does not periodically review the effectiveness of the plans. [see MD-715, II(D)]</p>			
OBJECTIVE:	<ul style="list-style-type: none"> To ensure managers are substantially involved in the implementation of the Agency's EEO Program, conducting barrier analysis, and development and implementation of EEO Action Plans. To establish a year-round Barrier Analysis Working Group and process to identify barriers, leveraging senior leaders, employees, and other resources. 			
RESPONSIBLE OFFICIAL:	OCR, Stephen Shih, OCR Director OCR, LaKeta Burgess, Affirmative Employment Division Chief HCTM, Kathryn Davis Stevens, Acting Chief Human Capital Officer HCTM, Adetola Abiade, Assistant to the Administrator			
DATE OBJECTIVE INITIATED:	April 2020			
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2024			
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date	

1. OCR Affirmative Employment Division Chief will socialize the importance of barrier analysis and full participation of all senior managers to the entire workforce. B.6.c, D.3.a, D.3.b, D.3.c	Yes	6/30/2023	8/02/2023
2. OCR and HCTM will collaborate to create a year-round barrier analysis working group, including senior managers and employees from other Bureaus/Missions/Independent Offices. B.6.c, D.3.a, D.3.b, D.3.c	Yes	11/30/2023	8/31/2023
3. HCTM will ensure all managers and supervisors have an element in their performance that requires them to assist with identifying and eliminating barriers (i.e., hosting special observances, championing barrier analysis subgroups, including OCR in analysis efforts). B.6.c, D.3.a, D.3.b, D.3.c	Yes	5/31/2024	
4. OCR will convene a barrier analysis working group will conduct root cause analysis to determine barriers related to identified triggers, create action plan items, and identify effective ways senior managers can help implement Special Emphasis Programs. B.6.c, D.3.a, D.3.b, D.3.c	Yes	9/30/2023	9/01/2023
5. OCR will conduct Staff Assistance Visits that will include members from several divisions (Affirmative Employment, Complaints and Resolution, and Disability Employment). Members will provide USAID staff, including managers, with EEO-related training to cover complaints, reasonable accommodations, religious accommodations, special emphasis programs, and barrier analysis. B.6.c, D.3.a, D.3.b, D.3.c	Yes	9/30/2024	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Accomplishment:

- The Affirmative Employment Division socialized the MD-715 and Barrier Analysis Working Groups (BAWGs) in an Agency Notice on August 2, 2023, and in the USAID Counselor’s Corner Newsletter on August 31, 2023. OCR and HCTM are the main partners in the BAWGs, which continue to operate to find possible barriers noted in the trigger analysis found in this report.

FY 2023 Modification:

- USAID resolved deficiency B.6.b
- Target due dates were updated to ensure proper time was allotted to achieve goals.

EEOC FORM 715-02 PART H		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]			Agency Part H-6 FY 2022	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>C.2 - The Agency has established procedures to prevent all forms of EEO discrimination.</p> <p>C.2.b.5 - The Agency did not process all accommodation requests within the timeframe set forth in its reasonable accommodation procedures.</p>			
OBJECTIVE:	To establish procedures to eliminate delays in the processing of Anti-Harassment cases and reasonable accommodation requests. C.2.b.5			
RESPONSIBLE OFFICIAL:	OCR, Liza Almo, Acting OCR Director, OCR, Liza Almo, Complaints and Resolution Division Chief OCR, Mark McKay, Disability Employment Division Chief M/MS/OD Budget Team, Harish Ramroop, Supervisor			
DATE OBJECTIVE INITIATED:	September 2021			
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2024			
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date	
1. OCR Complaints and Resolution Division will establish procedures to ensure Anti-Harassment complaints are being tracked and processed within the timeliness guidelines. C.2.a.5	Yes	9/30/2022	9/30/2022	
2. OCR Disability Employment Division will identify and address the challenges to processing at least 90 percent of RA requests within the defined time frame. Requests taking longer are as a result of extenuating circumstances (e.g., need to purchase specially made equipment, deliver items overseas, etc.), the Agency seeks to provide interim accommodations. C.2.b.5	Yes	9/30/2023	9/30/2023	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2022 Accomplishments:

- The agency resolved deficiency C.2.a.5.
- USAID timely processed 99.8% of Reasonable Accommodation (RA) requests in FY 2023. The volume of RA contacts has increased 65% due to the Agency's Future of Work/Position Designation and Work Environment Initiatives (in response to the April 13, 2023 Office of Management and Budget Memorandum M-23-15, Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments). Despite the RA program being inundated with Remote Work and Telework requests, we timely responded to this increased workload.

FY 2022 Modification:

- Based on accomplishments, USAID considers this plan **completed and closed**.

Part I – FY 2023 EEO Plan to Eliminate Identified Barriers

USAID Part I: EEO Plan Overview*			
Did the agency conduct a barrier analysis during the reporting period?	YES	NO	If no, provide an explanation below:
<p>During FY 2023, OCR's Affirmative Employment (AE) Division began increasing staff, beginning with the hiring of an AE Division Chief, Policy and Data staff, and Special Emphasis Program Managers. In FY 2023, OCR/AE collaborated with several offices within the Agency to create Barrier Analysis Working Groups (BAWGs). Root cause analysis requires a specialized approach for each trigger; therefore, each BAWG for the below Part I and Part J plans are at various stages of the analytic process. Barrier analysis will likely span through to FY 2025 based on current resources.</p>			

I-1 Statement of Condition That Was a Trigger for a Potential Barrier

MD-715 Part I-1	U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2023
TRIGGER ANALYSIS	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>There are several underrepresented groups in the overall Civil Service Permanent Workforce as compared to the Total Permanent Workforce (TPWF). (Recruitment and Retention)</p> <p>There are pay inequities among Females as compared to Males in the Civil Service Permanent Workforce. (Pay equity)</p> <ul style="list-style-type: none"> • The FY 2023 representation rate for Hispanic/Latino Males in FY 2023 was 3.20 percent, under their TPWF rate of 3.36 percent (gap: -0.16 percent). • The FY 2023 participation rate of Asian Females in FY 2023 was 5.98 percent, under the TPWF rate of 6.22 percent (gap: -0.24 percent). • The FY 2023 participation rate for Native Hawaiian/Other Pacific Islander Females in FY 2023 was 0.10 percent, under their TPWF rate of 0.16 percent (gap: -0.06 percent). • The FY 2023 participation rate for Native Indian/Alaska Native Males in FY 2023 was 0.10 percent, under their TPWF rate of 0.18 percent (gap: -0.08 percent). • The FY 2023 participation rate for Native Indian/Alaska Native Females in FY 2023 was 0.16 percent, under their TPWF rate of 0.21 percent (gap: -0.05 percent). • Females are receiving less pay than their Male counterparts, even though there are more Females in the overall workforce. (Pay Equity) <p><u>Salary Trigger Analysis by Sex (Male/Female):</u></p> <ul style="list-style-type: none"> • While Females represent 56.62% of the total permanent workforce, a review of the A5 Salary table indicates that Females lose representation as they rise

	<p>from the salary of 130, 000- 140, 000 range to the highest 181,000 and over.</p> <ul style="list-style-type: none"> ● Females are concentrated at five salary levels: <ul style="list-style-type: none"> ○ 94.44% at \$40,001-50,000 (compared to Males at 5.56%) ○ 75.56% at \$50,001-60,000 (compared to Males at 24.44%) ○ 64.86% at \$60,001-70,000 (compared to Males at 35.14%) ○ 64.65% at \$70,001-80,000 (compared to Males at 35.35%) ○ 59.05% at \$90,001-100,000 (compared to Males at 40.95%) ● While Males represent 43.38% of the total permanent workforce, a review of the A5 Salary tables indicates that as Males rise through the ranks, their representation and salaries increase. ● Males are concentrated at three salary ranges: <ul style="list-style-type: none"> ○ 54.22% at \$150,001-160,000 (compared to Females at 45.78%) ○ 100% at \$170,000- 180,000 (compared to Females at 0%) ○ 50.073% at \$180,001 (compared to Females at 49.27%) ● Overall, it appears that the salary for Females declines once they pass the \$70,001-80,000, increases at the \$90,001-100,000 range, but then drops significantly beyond that point.
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SOURCE OF TRIGGER:	Workforce Data Tables
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WORKFORCE DATA TABLE:	TABLE A1: Total Workforce Data Tables TABLE A5: Salary Table
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EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply:			
	All Men		Asian Males	
	All Women	x	Asian Females	x
	Hispanic/Latino Males	x	Native Hawaiian/ Other Pacific Islander Males	
	Hispanic/Latino Females		Native Hawaiian/ Other Pacific Islander Females	x
	White Males	x	American Indian/ Alaska Native Males	x
	White Females	x	American Indian/ Alaska Native Females	x
	African American/Black Males		Two or More Races Males	
African American/Black Females		Two or More Races Females		

BARRIER ANALYSIS PROCESS

SOURCES OF DATA:	Sources	Source Reviewed (Yes/No)?		Identify Information Collected
	Workforce Data Tables	Yes		Table A1 and Table A5
	Complaint Data	Yes		FY 2023 462 Report data
	Grievance Data	Yes		No AFGE FY 2023 data available. AFSA FY 2023 Data
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No		USAID did not have any findings in FY 2023.
	Climate Assessment Survey (e.g., FEVS)	No		
	Exit Interview Data	No		
	Focus Groups	No		
	Interviews	No		
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N/A		
	Other (Please Describe)			
STATUS OF BARRIER ANALYSIS PROCESS:	Barrier Analysis Process Completed? (Yes or No)	No		

	Barrier(s) Identified? (Yes or No)	No	Barrier Analysis not completed.			
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	Barriers not yet identified; pending completion of barrier analysis on or about 9/2025.					
EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)						
OBJECTIVE:	Objective	Date Initiated	Target Date	Sufficient Funding and Staffing? (Yes or No)	Modified Date	Date Completed
	Expand on knowledge and best practices associated with an agency's barriers by increasing partners' understanding of workforce underrepresentation and trends.	9/30/2020	9/30/2021	Yes		
	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier for all identified groups in this trigger.	9/30/2020	9/30/2021	Yes		
	Generate a pool of diverse applicants for external vacancies.	9/30/2020	9/30/2021	Yes		

RESPONSIBLE OFFICIAL(S):	Title	Name	Performance Standards Address Plan? (Yes or No)
	Director, Office of Civil Rights	Stephen Shih	Yes
	HCTM, Acting Chief Human Capital Officer (CHCO), HCTM	Kathryn Davis Stevens	Yes
	HCTM, Human Capital Service Center	Kathryn Davis Stevens	Yes
	HCTM, Office of External Outreach and	George Booth	Yes

PLANNED ACTIONS TOWARDS COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Modified Date	Completion Date
9/30/2023	1. Benchmark with other agencies for best practices in conducting barrier analysis; determine feasibility of obtaining a contractor to assist with all or some of the barrier analysis; leverage Employee Resource Groups (ERGs) to devise affirmative employment plans for their targeted communities; conduct appropriate market research; and develop a		9/30/2023

	project schedule and standard operating procedure for conducting barrier analysis.		
5/31/2023	2. Establish focus groups to conduct barrier analysis for the underrepresentation of civilian service permanent workforce and pay equity within the civilian service.		1/15/2023
9/30/2023	3. Begin barrier analysis of identified triggers.		7/15/2023
6/30/2025	4. Develop Action Plans to address identified root causes and steps to remove barriers.		
9/30/2024	5. Leverage Employee Resource Groups (ERGs) and other special emphasis groups to create a strategic recruitment strategy and a plan to share USAID announcements externally.		

REPORT OF ACCOMPLISHMENTS

2023 - The Agency established focus groups to conduct barrier analysis for the underrepresentation of civilian service permanent workforce and pay equity within the civilian service.

In FY 2023, the Affirmative Employment Division Chief discussed best practices for ERGs and barrier analysis with other agencies, such as the State Department and Army Corps of Engineers.

REPORT OF MODIFICATIONS

2023 - None

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

MD-715 Part I-2	U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2023
TRIGGER ANALYSIS	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>There are several underrepresented groups in the Foreign Service Permanent workforce as compared to the Total Permanent Workforce (TPWF).</p> <ul style="list-style-type: none"> ● The FY 2023 representation rate for Hispanic/Latino Females in the FS for FY 2023 was 3.61 percent, under their TPWF rate of 3.85 percent (gap: -0.24 percent). ● The FY 2023 representation rate of African American/Black Males in the FS for FY 2023 was 6.60 percent, under the TPWF rate of 7.85 percent (gap: -1.25 percent). ● The FY 2023 representation rate of African American/Black Females in the FS for FY 2023 was 9.49 percent, under the TPWF rate of 15.53 percent (gap: -6.04 percent). ● The FY 2023 representation rate of Asian Males in FY 2023 was 3.87 percent, under the TPWF rate of 3.95 percent (gap: -0.08 percent). ● The FY 2023 representation rate for Native Hawaiian/Other Pacific Islander Males in the FS for FY 2023 was 0.00 percent, under their TPWF rate of 0.03 percent (gap: -0.03 percent). ● Foreign Service Permanent Workforce (Promotion rates, specifically) <ul style="list-style-type: none"> ○ All groups, until underrepresentation is identified. Agency Initiative: Determine underrepresentation rates for FS promotions. ○ The FY 2023 participation rate for Hispanic/Latino Males in SFS in positions in FY 2023 was 1.88 percent, under their TPWF rate of 3.36 percent (gap: -1.48 percent). ○ The FY 2023 participation rate for Hispanic/Latino Females in SFS in positions in FY 2023 was 1.88 percent, under their TPWF rate of 3.85 percent (gap: -1.97 percent). ○ The FY 2023 participation rate for African American/Black Males in SFS positions in FY 2023 was 5.63 percent, under their TPWF rate of 7.85 percent (gap: -2.22 percent). ○ The FY 2023 participation rate for African American/Black Females in SFS positions in FY 2023 was 4.38 percent, under their TPWF rate of 15.53 percent (gap: -11.15 percent). ○ The FY 2023 participation rate for Asian Males in SFS positions in FY 2023 was 2.50 percent, under their TPWF rate of 3.95 percent (gap: -1.45 percent). ○ The FY 2023 participation rate for Asian Females in SFS positions in FY 2023 was 5.63 percent, under their TPWF rate of 6.22 percent (gap: -0.59 percent).
SOURCE OF TRIGGER:	Workforce Data Tables
WORKFORCE DATA TABLE:	TABLE A1: Total Workforce Data Tables

EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply:			
	All Men		Asian Males	x
	All Women	x	Asian Females	x
	Hispanic/Latino Male		Native Hawaiian/ Other Pacific Islander Male	x
	Hispanic/Latino Female	x	Native Hawaiian/ Other Pacific Islander Female	
	White Male	x	American Indian/ Alaska Native Male	
	White Female		American Indian/ Alaska Native Female	x
	African American/Black Male	x	Two or More Races Male	
African American/Black Female	x	Two or More Races Female		

BARRIER ANALYSIS PROCESS

SOURCES OF DATA:	Sources	Source Reviewed (Yes/No)?	Identify Information Collected
	Workforce Data Tables	Yes	Table A1
	Complaint Data	Yes	FY 2023 462 Report data
	Grievance Data	Yes	No AFGE FY 2023 data available. AFSA FY 2023 Data
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	USAID did not have any findings in FY 2022.

	Climate Assessment Survey (e.g., FEVS)	No				
	Exit Interview Data	No				
	Focus Groups	No				
	Interviews	No				
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N/A				
	Other (Please Describe)					
STATUS OF BARRIER ANALYSIS PROCESS:	Barrier Analysis Process Completed? (Yes or No)	No	The BAWG for this plan maintained a consistent meeting schedule, taking a strategic approach to beginning the barrier analysis process. The BAWG has made meaningful progress, but has not yet identified a barrier.			
	Barrier(s) Identified? (Yes or No)	No	Barrier Analysis not completed.			
STATEMENT OF IDENTIFIED BARRIER(S) : (Description of Policy, Procedure, or Practice)	Barriers not yet identified; pending completion of barrier analysis on or about FY 2025.					
EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)						
OBJECTIVE S:	Objective	Date Initiated	Target Date	Sufficient Funding and Staffing? (Yes or No)	Modified Date	Date Completed
	Expand on knowledge and best practices associated with an agency's barriers by increasing partners' understanding of workforce	9/30/2020	9/30/2021	Yes	9/30/2023	

	underrepresentation and trends.					
	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier for all identified groups in this trigger.	9/30/2020	9/30/2021	Yes	9/30/2023	
	Generate a pool of diverse applicants for external vacancies.	9/30/2020	9/30/2021	Yes	9/30/2023	
RESPONSIBLE OFFICIAL(S) :	Title	Name	Performance Standards Address Plan? (Yes or No)			
	Director, Office of Civil Rights	Stephen Shih	Yes			
	HCTM, Acting Chief Human Capital Officer (CHCO), HCTM	Kathryn Davis Stevens	Yes			
	HCTM, Human Capital Service Center	Sheila Wright	Yes			
	HCTM, Office of External Outreach and	George Booth	Yes			
PLANNED ACTIONS TOWARDS COMPLETION OF OBJECTIVE:						
Target Date	Planned Activities	Modified Date	Completion Date			Responsible Office
9/30/2023	1. Benchmark with other agencies for best practices in conducting barrier analysis; determine feasibility of obtaining a contractor to assist with all or some of	9/30/2023	9/30/2023			OCR, HCTM, DEIA

	the barrier analysis; leverage Employee Resource Groups (ERGs) to devise affirmative employment plans for their targeted communities; conduct appropriate market research; and develop a project schedule and standard operating procedure for conducting barrier analysis.			
5/31/2023	2. Establish focus groups to conduct barrier analysis for the underrepresentation of foreign Service Permanent workforce.		1/15/2023	OCR, HCTM, Human Capital Service Center, DEIA
9/30/2023	3. Begin barrier analysis of identified triggers.		7/15/2023	OCR, HCTM, Human Capital Service Center, DEIA
6/30/2025	4. Develop Action Plans to address identified root causes and steps to remove barriers.			OCR, HCTM, Human Capital Service Center, DEIA
9/30/2024	5. Leverage Employee Resource Groups (ERGs) and other special emphasis groups to create a strategic recruitment strategy and a plan to share			HCTM, Office of External Outreach and Strategic Recruitment , DEIA

	USAID announcements externally.			
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REPORT OF ACCOMPLISHMENTS

2023 – The Agency established barrier analysis working groups to conduct barrier analysis for the underrepresentation of foreign service permanent workforce and pay equity within the foreign and began barrier analysis of identified triggers.

In FY 2023, the Affirmative Employment Division Chief discussed best practices for ERGs and barrier analysis with other agencies, such as the State Department and Army Corps of Engineers.

REPORT OF MODIFICATIONS

2023 – The plan was modified to allow time to determine the feasibility of obtaining a contractor to assist with the barrier analysis; leverage Employee Resource Groups (ERGs) to devise affirmative employment plans for their targeted communities; and develop a project schedule and standard operating procedure for conducting barrier analysis.

**Part J – Special Program Plan for
the Recruitment, Hiring,
Advancement, and Retention of
Persons with Disabilities/Targeted
Disabilities – FY 2023**

Part J – Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) requires agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

- I. Using the goal of 12 percent as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.
- | | | |
|---------------------------------|---|-----------------------------|
| a. Cluster GS-I to GS-10 (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. Cluster GS-II to SES (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| c. Cluster FS-09 to FS-05 (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| d. Cluster FS-04 to SFS (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Civil Service Trigger(s):

- PWD in the Permanent workforce GS-01 to GS-10 grade cluster represent **7.96 percent** of the Permanent workforce, under the 12 percent Federal goal (-4.04 percent gap).
- PWD in the Permanent workforce GS-II to SES grade cluster represent **6.14 percent** of the Permanent workforce, under the 12 percent Federal goal (-5.86 percent gap).
- PWD in the CS workforce GS-01 to GS-10 grade cluster represent **7.96 percent** of the CS workforce, under the 12 percent Federal goal (-4.04 percent gap).
- PWD in the CS workforce grade cluster GS-II to SES represent **10.24 percent** of the CS workforce, under the 12 percent Federal goal (-1.76 percent gap).

Foreign Service Trigger(s):

- PWD in the FS grade cluster FS-09 to FS-05 grade cluster represent **0.00 percent** under their Federal Goal representation rate of 12.00 percent.

- PWD in the FS grade cluster FS-04 to SFS represent **2.08 percent** under their Federal Goal representation rate of 12.00 percent (gap: -9.92 percent).

Note: The lowest grade representation for Foreign Service Officers in FY23 is FS-05.

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

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

Civil Service Trigger(s):

- PWTD in the Permanent workforce GS-01 to GS-10 grade cluster represent **0.88 percent** of the Permanent workforce, under the 2.00 percent Federal goal (-1.12 percent gap).
- PWTD in the Permanent workforce grade cluster GS-11 to SES represent **1.47 percent** of the Permanent workforce, under the 2.00 percent Federal goal (-0.53 percent gap).
- PWTD in the CS workforce GS-01 to GS-10 grade cluster represent **0.88 percent** of the CS workforce, under the 2.00 percent Federal goal (-1.12 percent gap).

Foreign Service Trigger(s) :

- PWTD in the FS grade cluster FS-09 to FS-05 represent **0.00 percent**, under the Federal Goal representation rate of 2.00 percent.

Note: The lowest grade representation for Foreign Service Officers in FY23 is FS-05.

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

Throughout the fiscal year, the Agency communicated the numerical goals to the hiring managers and/or recruiters through participation in the following events:

1. Internal Schedule A hiring authority sessions for the USAID workforce and the Employees with Disabilities employee resource group to respond to a hiring surge to fill available civil service positions; and
2. The Crisis Operations Staffing Hiring Webinar and Discovering New Employment Opportunities for positions within Conflict Prevention and Stabilization/Office of Transition Initiatives, the Bureau for Humanitarian Assistance and the Bureau for Global Health. USAID has hosted a series of hiring fairs to support this effort, with specific fairs for veterans and persons with disabilities, as well as fairs open to all candidates.

The Agency provided Notices and several documents pertaining to the Future of Work/Position Designation and Work Environment Initiatives, and reasonable accommodation related topics and recruitment efforts. The notices and documents presented to the Agency's workforce were:

- Administrator Power's Executive Message to commemorate the 2023 National Disability Employment Awareness Month (10/3/2023)
- Annual Update for Requesting ASL Interpreting and CART Services (2/08/2023)
- Issuance of Revised ADS Chapter III to Incorporate Procedures for Providing Reasonable Accommodation Under the Pregnant Workers Fairness Act (6/1/2023);
- Making Reasonable Accommodation Requests Prior to Increased In-Office Presence in Washington, DC (6/30/2023)

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. Plan to Provide Sufficient and Competent Staffing for the Disability Program

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

Yes **X** No 0

2. Identify all staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1	0	0	Milana Pilco, Disability Employment Program Manager (DEPM), HCTM, XOSR
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Milana Pilco, Disability Employment Program Manager (DEPM), HCTM, XOSR
Processing reasonable accommodation requests from applicants and employees	3	0	0	Mark McKay, Reasonable Accommodation Program Manager (OCR)
Section 508 Compliance	2	2	0	William Morgan, Supervisory IT Specialist (M/CIO)
Architectural Barriers Act Compliance	2	0	0	Dr. Anthony Bennett, Division Chief, (M/MS), Chris Orbits, Safety and Occupational Health Manager (M/MS)
Special Emphasis Program for PWD and PWTD	1	0	0	Milana Pilco, Disability Employment Program Manager (DEPM), HCTM, XOSR

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

Yes **X** No 0

The Disability team participated in training to enhance their knowledge, skills, and abilities needed to improve or maintain proficiency in their present jobs as American Sign Language Interpreter and Reasonable Accommodation Specialists. This year the team attended the following classes/conferences virtually and/or in-person:

- 38th Annual California State University Northridge Assistive Technology Conference;
- Job Accommodation Network’s monthly Accommodation and Compliance Webcast;
- National ADA Symposium;
- EEOC’s EdCon quarterly training sessions;
- Registry of Interpreters for the Deaf, Inc. 2023 National Conference;
- Department of Labor’s Federal Exchange on Employment & Disability Meetings;
- 2023 EXCEL Training Conference Marking Milestones: Looking Back, Moving Forward;
- Deaf in Government “Advancement through Accessibility;”
- Management Directives-715 Barrier Analysis presented by Rushford and Associates;
- Federal EEO Advisor, cyberFEDS, and Thomson Reuters Westlaw subscribers;
- Member of the Department of Labor’s Interagency Disability Senior Leadership Networking Group and Department of Defense’s Reasonable Accommodation Collaboration Meeting.
- DEIA Office of Personnel Management’s (OPM) Summit A Whole-of-Government “Approach to Disability Employment - Join us in transforming federal service to meet the needs of all!”

B. Plan to Ensure Sufficient Funding for the Disability Program

I. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s

plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes **X** No 0

The Agency provided sufficient funding and other resources in FY 2023 to successfully implement the reasonable accommodation program (i.e., ergonomics, assistive technology, travel-related), establish a new contract to provide the Relay Conference Captioning (in place of the General Service Administration), and contract renewal for the sign language interpreting and captioning services (through FY 2027) for the Deaf and Hard of Hearing workforce.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities

- I. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

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

Outreach

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

Recruitment

USAID participated in the Workforce Recruitment Program (WRP) and various job and career fairs targeted to people with disabilities (PWD) throughout the reporting period. The Agency also conducted outreach and strategic recruitment efforts to PWD through webinar and in-person sessions with students and professional associations from Gallaudet University, George Washington University's Disability Services, National Federation of the Blind, Blacks in Government, National Vocational Rehabilitation Conference, Morehouse and the Atlanta University Career Fair to promote student employment and career opportunities.

USAID HCTM is in the process of streamlining the Standard Operating Procedures (SOP) for non-competitive hiring processes and enhanced mechanisms for targeting and sourcing non-competitive applicants with Veteran and Schedule A (Persons with Disabilities) appointing eligibility and hosted a Virtual Career Fair for Veterans and Persons with Disabilities. USAID attended eight Career Fairs which included over 300 veterans and candidates with disabilities registered for the Career Fair, 21 hiring managers representing nine different B/IOs participated, and 24 total one-on-one interviews successfully took place resulting in a total of 9 tentative job offers extended to Career Fair attendees. Additionally, all the collected registrant resumes were added to HCTM's repository of candidates, adding nearly 200 more resumes from veterans and people with disabilities.

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

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

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

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

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

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

- The Agency determines if an individual is eligible by requesting that the individual submit disability medical documentation from an authorized health provider.
Note: Medical documentation is maintained separately in compliance with applicable regulations.
- Upon verification of required documents to ensure eligibility based on intellectual disability, severe physical disability, or a psychiatric disability, documentation of eligibility for employment under Schedule A (e.g., Schedule A letter), is forwarded to the appropriate HR specialist for adjudication of position qualifications. The specialist evaluates the resume on education and experience to determine occupational series and grade level to be considered non-competitive appointments within the Agency. If the applicant is found to be qualified, the resume is forwarded to the Human Capital Services Team (HCSC) for consideration.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

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

The Agency administers “A Roadmap to Success: Hiring, Retaining, and Including People with Disabilities” training to managers and supervisors annually through USAID University, which is USAID's learning management system that provides interactive instructional guides and tutorials. The training addresses hiring using non-competitive hiring authorities.

B. Plan to Establish Contacts with Disability Employment Organizations

Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

In FY 2023, USAID continued its partnership with Employment Opportunity Publications (EOP) and Deaf Digest by advertising our career opportunities within numerous periodicals under the EOP umbrella. In addition, we participated in 9 virtual career fairs run by the group.

C. Progression Towards Goals (Recruitment and Hiring)

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

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

Among the new hires in the permanent workforce, triggers exist for:

Overall Agency Trigger(s):

- PWD represented **7.54 percent** of new hires in the permanent workforce, which is below the 12 percent Federal benchmark (gap: -4.46 percent).
- PWTD represented **1.15 percent** of new hires in the permanent workforce, which is below the 2 percent Federal benchmark (gap: -0.85 percent).

Civil Service Trigger(s):

- PWD represented **10.27 percent** of new hires in the CS permanent workforce, which is below the 12 percent Federal benchmark (gap: -1.73 percent).

- PWTD represented **1.62 percent** of new hires in the CS permanent workforce, which is below the 2 percent Federal benchmark (gap: -0.38 percent).

Foreign Service

- PWD represented **3.41 percent** of new hires in the FS permanent workforce, which is below the 12 percent Federal benchmark (gap: -8.59 percent).
- PWTD represented **0.49 percent** of new hires in the FS permanent workforce, which is below the 2 percent Federal benchmark (gap: -1.51 percent).

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

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

- **No triggers**

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

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

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

- **No triggers**

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

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

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

- **No triggers**

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

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

OCR/DE collaborated with HCTM/External Outreach and Strategic Recruitment (HCTM/XOSR), A/DEIA, and the Human Capital Services Center (HCTM/HCSC) in support of President Biden's E.O. 14035, DEIA in the Federal Workforce, in the sourcing and hiring of veterans and persons with disabilities via non-competitive hiring authorities. HCTM/XOSR's Selective Placement Program Coordinator for Individuals with Disabilities was onboarded in February 2023. This Selective Placement Program Coordinator is responsible for coordinating with B/IOs to hire qualified individuals with disabilities and targeted disabilities; they also facilitate recruitment activities with external Disability community partners.

Throughout the fiscal year, OCR/DE, A/DEIA, HCTM/XOSR, and HCTWM/HCSC held the following events:

- Internal Schedule A hiring authority sessions for the USAID workforce and the Employees with Disabilities employee resource group to respond to a hiring surge to fill available civil service positions; and
- The Crisis Operations Staffing Hiring Webinar and Discovering New Employment Opportunities for positions within Conflict Prevention and Stabilization/Office of Transition Initiatives, the Bureau for Humanitarian Assistance and the Bureau for Global Health. USAID has hosted a series of hiring fairs to support this effort, with specific fairs for veterans and persons with disabilities, as well as fairs open to all candidates.

The Agency has posted its affirmative action plan “Affirmative Action Plan for People With Disabilities” on its public website.

B. Career Development Opportunities

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

- USAID provides training and development opportunities to all hiring categories of the Agency’s workforce. In addition to internal development programs, the Agency leverages agreements with various intergovernmental organizations and private institutions of learning with an emphasis on leadership development and diversity, equity, inclusion, and accessibility initiatives at the core of its curriculum. Examples of these programs include:
 - Office of Personnel Management, Center for Leadership Development, Federal Executive Institute (CLD-FEI) partners with USAID for the design and delivery of USAID’s four series Leadership Development Program (Intentional, Collaborative, Adaptive Leadership, and Strategic Leadership), leadership training for junior and upcoming leaders (Cultivating the Leader Within) and online learning events for USAID senior leaders;
 - International Career Advancement Program (ICAP) sponsored by the Josef Korbel School of International Studies at the University of Denver and the Aspen Institute;
 - Department of State, Foreign Service Institute National Security Executive Leadership Seminar (NSELS); Long-term training at Department of Defense War Colleges and Command and Staff Colleges; and
 - General Schedule Administration, White House Leadership Development Program (WHLDP).

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

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

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

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

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

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant

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

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

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

C. Awards

- I. Using the **inclusion rate as the benchmark**, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.
 - a. Awards, Bonuses, & Incentives (PWD) Yes **X** No 0
 - b. Awards, Bonuses, & Incentives (PWTD) Yes **X** No 0

Overall Agency Triggers:

Total time Off Awards
21-30 hours: PWTD received this award at a rate of **2.88 percent**, which is lower than the inclusion rate of 4.76 percent (gap: -1.88 percent), compared to PWOD award rate of 86.54 percent.

Cash Awards
\$500 and under: PWD received this award at a rate of **6.86 percent**, which is below the inclusion rate of 8.20 percent (gap: -1.34 percent).
 PWTD received this award at a rate of **0.98 percent**, which is below the inclusion rate of 4.76 percent (gap: -3.78 percent), compared to PWOD award rate of 90.85 percent.

\$501 - \$999: PWD received this award at a rate of **6.63 percent**, which is below the inclusion rate of 18.75 percent (gap -12.127 percent).
 PWTD received this award at a rate of **2.35 percent**, which is below the inclusion rate of 26.98 percent (gap -24.63 percent), compared to PWOD award rate of 89.50 percent.

\$1000 - \$1999: PWD received this award at a rate of **5.57 percent**, which is below the inclusion rate of 17.19 percent (gap: -11.62 percent).

PWTD received this award at a rate of **1.90 percent**, which is below the inclusion rate of 23.81 percent (gap: -21.91 percent), compared to PWOD award rate of 89.87 percent.

\$2000 - \$2999: PWD received this award at a rate of **6.58 percent**, which is below the inclusion rate of 22.66 percent (gap: -16.08 percent).

PWTD received this award at a rate of **1.70 percent**, which is below the inclusion rate of 23.81 percent (gap: -22.11 percent), compared to PWOD award rate of 89.46 percent.

\$3000 - \$3999: PWD received this award at a rate of **6.44 percent**, which is below the inclusion rate of 14.84 percent (gap: -8.40 percent).

PWTD received this award at a rate of **1.69 percent**, which is below the inclusion rate of 15.87 percent (gap: -14.18 percent), compared to PWOD award rate of 88.81 percent.

\$4000 - \$4999: PWD received this award at a rate of **5.83 percent**, which is below the inclusion rate of 9.38 percent (gap: -3.55 percent).

PWTD received this award at a rate of **1.21 percent**, which is below the inclusion rate of 7.94 percent (gap: -6.73 percent), compared to PWOD award rate of 91.02 percent.

\$5000 or More: PWD received this award at a rate of **4.90 percent**, which is below the inclusion rate of 11.33 percent (gap: -6.43 percent).

PWTD received this award at a rate of **1.18 percent**, which is below the inclusion rate of 11.11 percent (gap: -9.93 percent), compared to PWOD award rate of 92.23 percent.

Quality Step Increase (QSI)

PWTD received this award at a rate of **1.52 percent**, which is below the inclusion rate of 4.76 percent (gap: -3.24 percent), compared to PWOD award rate of 87.31 percent.

Civil Service Triggers:

Total time Off Awards

1-10 hours: PWTD received this award at a rate of **2.17 percent**, which is below the inclusion rate of 2.44 percent (gap: -0.27 percent), compared to PWOD rate of 73.91 percent and PWD rate of 10.87 percent.

21-30 hours: PWTD received this award at a rate of **2.50 percent**, which is lower than the inclusion rate of 4.88 percent (gap: -2.38 percent), compared to PWOD rate of 8.75 percent and PWD rate of 85.00 percent.

Cash Awards

\$500 and under: PWTD received this award at a rate of **2.70 percent**, which is below the inclusion rate of 7.32 percent (gap: -4.62 percent), compared to PWOD rate of 84.68 percent and PWD rate of 13.51 percent.

\$501 - \$999: PWD received this award at a rate of **10.62 percent**, which is below the inclusion rate of 21.35 percent (gap: -10.73 percent).

PWTD received this award at a rate of **3.37 percent**, which is below the inclusion rate of 31.71 percent (gap: -28.43 percent), compared to PWOD award rate of 83.42 percent.

\$1000 - \$1999: PWD received this award at a rate of **8.87 percent**, which is below the inclusion rate of 19.27 percent (gap: -10.40 percent).

PWTD received this award at a rate of **2.88 percent**, which is below the inclusion rate of 29.27 percent (gap: -26.39 percent), compared to PWOD award rate of 84.17 percent.

\$2000 - \$2999: PWD received this award at a rate of **9.82 percent**, which is below the inclusion rate of 25.00 percent (gap: -15.18 percent).

PWTD received this award at a rate of **2.25 percent**, which is below the inclusion rate of 26.83 percent (gap: -24.58 percent), compared to PWOD award rate of 84.05 percent.

\$3000 - \$3999: PWD received this award at a rate of **9.76 percent**, which is below the inclusion rate of 15.10 percent (gap: -5.34 percent).

PWTD received this award at a rate of **2.69 percent**, which is below the inclusion rate of 19.51 percent (gap: -16.82 percent), compared to PWOD award rate of 82.83 percent.

\$4000 - \$4999: PWD received this award at a rate of **8.68 percent**, which is below the inclusion rate of 9.90 percent (gap: -1.22 percent).

PWTD received this award at a rate of **1.83 percent**, which is below the inclusion rate of 9.76 percent (gap: -7.93 percent), compared to PWOD award rate of 86.30 percent.

Cash Awards \$5000 or More: PWD received this award at a rate of **6.27 percent**, which is below the inclusion rate of 9.90 percent (gap: -3.63 percent).

PWTD received this award at a rate of **0.99 percent**, which is below the inclusion rate of 7.321 percent (gap: -6.33 percent), compared to PWOD award rate of 89.44 percent.

QSI

PWTD received this award at a rate of **2.11 percent**, which is below the inclusion rate of 7.32 percent (gap: -5.21 percent), compared to PWD award rate of 7.75 percent and PWOD award rate of 83.80 percent.

Foreign Service Triggers:

Total time Off Awards

21-30 hours: PWTD received this award at **4.17 percent** compared to their inclusion rate of 4.55 percent, respectively (gap: -0.41 percent). Compared to PWD at a rate of 4.17 percent and PWOD who received this award at the rate of 91.67 percent.

31-40 hours: PWTD received this award at **0 percent** compared to their inclusion rate of 3.13 percent. Compared to PWD at a rate of 9.09 percent and PWOD who received this award at the rate of 90.91 percent.

Cash Awards

\$500 and under: PWD received this award at a rate of **3.08 percent**, which is below the inclusion rate of 9.38 percent (gap: -6.30 percent), compared to PWOD rate of 94.36 percent.

\$501 - \$999: PWD received this award at a rate of **2.07 percent**, which is below the inclusion rate of 10.94 percent (gap: -8.87 percent) and PWTD received this award at a rate of **1.18 percent**, which is below their inclusion rate of 18.18 percent (gap: -17.00 percent). Compared to PWOD rate of 96.45 percent.

\$1000 - \$1999: PWD received this award at a rate of **1.88 percent**, which is below the inclusion rate of 10.94 percent (gap: -9.06 percent) and PWTD received this award at a rate of **0.80 percent**, which is below their inclusion rate of 13.64 percent (gap: -12.84 percent). Compared to PWOD rate of 96.25 percent.

\$2000 - \$2999: PWD received this award at a rate of **2.54 percent**, which is below the inclusion rate of 15.63 percent (gap: -13.09 percent), and PWTD received this award at a rate of **1.02 percent**, which is below their inclusion rate of 18.18 percent (gap: -17.16 percent). Compared to PWOD rate of 96.18 percent.

\$3000 - \$3999: PWD received this award at a rate of **3.07 percent**, which is below the inclusion rate of 14.06 percent (gap: -10.99 percent), and PWTD received this award at a rate of **0.68 percent**, which is below their inclusion rate of 9.09 percent (gap: -8.41 percent). Compared to PWOD rate of 94.88 percent.

\$4000 - \$4999: PWD received this award at a rate of **2.59 percent**, which is below the inclusion rate of 7.81 percent (gap: -5.22 percent), and PWTD received this award at a rate of **0.52 percent**, which is below their inclusion rate of 4.55 percent (gap: -4.03 percent). Compared to PWOD rate of 96.37 percent

\$5000 or more: PWD received this award at a rate of **3.46 percent**, which is below the inclusion rate of 15.63 percent (gap: -12.17 percent), and PWTD received this award at a rate of **1.38 percent**, which is below their inclusion rate of 18.18 percent (gap: -16.80 percent). Compared to PWOD rate of 95.16 percent

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

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

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

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

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

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

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

D. Promotions

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

- | | | | |
|-------------------------------------|-------|------|--------------|
| Qualified Internal Applicants (PWD) | Yes 0 | No 0 | N/A X |
| Internal Selections (PWD) | Yes 0 | No 0 | N/A X |

b. Grade GS-15

- | | | | |
|-------------------------------------|-------|-------------|-------|
| Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| Internal Selections (PWD) | Yes 0 | No X | N/A 0 |

c. Grade GS-14

- | | | | |
|-------------------------------------|-------|-------------|-------|
| Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| Internal Selections (PWD) | Yes 0 | No X | N/A 0 |

d. Grade GS-13

- | | | | |
|-------------------------------------|-------|-------------|-------|
| Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| Internal Selections (PWD) | Yes 0 | No X | N/A 0 |

Civil Service:

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

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

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

Qualified Internal Applicants (PWTD)	Yes 0	No 0	N/A X
Internal Selections (PWTD)	Yes 0	No 0	N/A X

b. Grade GS-15

Qualified Internal Applicants (PWTD)	Yes 0	No X	N/A 0
Internal Selections (PWTD)	Yes 0	No X	N/A 0

c. Grade GS-14

Qualified Internal Applicants (PWTD)	Yes 0	No X	N/A 0
Internal Selections (PWTD)	Yes 0	No X	N/A 0

d. Grade GS-13

Qualified Internal Applicants (PWTD)	Yes 0	No X	N/A 0
Internal Selections (PWTD)	Yes 0	No X	N/A 0

Civil Service:

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

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

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

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

Civil Service:

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

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

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

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

Civil Service:

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

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

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

a. Executives (SES)

Qualified Internal Applicants (PWD)	Yes 0	No 0	N/A X
Internal Selections (PWD)	Yes 0	No 0	N/A X

b. Managers (CS)

Qualified Internal Applicants (PWD)	Yes 0	No X	N/A 0
Internal Selections (PWD)	Yes 0	No X	N/A 0

c. Supervisors (CS)

Qualified Internal Applicants (PWD)	Yes 0	No X	N/A 0
Internal Selections (PWD)	Yes 0	No X	N/A 0

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

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

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

a. Executives

Qualified Internal Applicants (PWTD)	Yes 0	No 0	N/A X
Internal Selections (PWTD)	Yes 0	No 0	N/A X

b. Managers

Qualified Internal Applicants (PWTD)	Yes 0	No X	N/A 0
Internal Selections (PWTD)	Yes 0	No X	N/A 0

c. Supervisors

Qualified Internal Applicants (PWTD)	Yes 0	No X	N/A 0
Internal Selections (PWTD)	Yes 0	No X	N/A 0

Agency Overall:

The application process does not indicate any triggers regarding CS internal hires/selectee supervisory positions at this time.

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

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

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

Agency Overall:

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

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

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

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

Agency Overall

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

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

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should:

1. analyze workforce separation data to identify barriers retaining employees with disabilities;
2. describe efforts to ensure accessibility of technology and facilities; and
3. provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

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

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

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

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

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

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

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

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

- No triggers

B. Accessibility of Technology and Facilities

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

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

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

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

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

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

USAID's Bureau for Management, Office of the Chief Information Office (M/CIO) is committed to making the Agency's Information and Communication Technology (ICT) accessible to individuals with disabilities. M/CIO is planning to complete the following tasks over the next fiscal year as part of its ongoing effort to meet or exceed the requirements of Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d):

1. Training:

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

2. Conformance Testing, Validation, Tracking and Reporting:

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

3. **ADS Policy Revision:**

Work with LPA to ensure that ADS 551 (Section 508 and Accessibility), ADS 302 mak (USAID Implementation of Section 508 of the Rehabilitation Act of 1973) and other Section 508 related policies and procedures are aligned with the latest Section 508 Standards and make the updates as needed.

USAID's Washington Real Estate Strategy in 2021-22 includes an ongoing renovation of space in the Ronald Reagan Building. The WRES design includes accessibility as a key design goal, and all designs and construction are built to meet ADA requirements with features such as automatic door openers.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

- I. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

During FY 2023, the Agency Reasonable Accommodation Program processed all but three (3) accommodation requests within the 30-business-days time frame, as set forth in the USAID policy: ADS 111, Procedures for Providing Reasonable Accommodation.

- a. The average processing time in FY 2023 was 11 days.
- b. The total contacts were 752.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

Information on reasonable accommodation was added in the bureau's ADS Chapters and on their intranet pages. HCTM updated their Human Capital page and included information on reasonable accommodation. The DE Division and ADS Policy Team updated the full revised internal policy to include the following additions:

We have enhanced the Disability Resource Center (DRC) intranet page with the latest resources and improved the [reasonable accommodation process flow chart](#), [RA fact sheet](#), and [brochure](#) to include DEIA terminology. This update also incorporates the recent federal law, Pregnant Workers Fairness Act. The DRC offers centralized information to managers, employees, and HR officials regarding the hiring, retention, development, and advancement of individuals with disabilities, and the increased access to USAID's hybrid environments.

The Agency approved an on-site demonstration center in the Ronald Reagan Building, to offer hands-on experience to Agency employees.

Under FY 2023's burden reduction plan, the Agency met with partners to review the accommodation purchase process for operating expenses- funded USDH employees.

The Agency will continue to improve the program to ensure timeliness, increase efficiency, and improve overall customer service by rolling out a new web-based portal for reasonable accommodation requests. This new portal Reasonable Accommodation Online Request System (RAORS) will launch during FY 2024; taking in new requests beginning January 8, 2024. Employees and their supervisors will be able to track accommodation requests using the new portal.

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

- Administrator Power's Executive Message to commemorate the 2022 National Disability Employment Awareness Month (10/3/2022);
- Annual Update for Requesting ASL Interpreting and CART Services (2/08/2023);

- Issuance of Revised ADS Chapter III to Incorporate Procedures for Providing Reasonable Accommodation Under the Pregnant Workers Fairness Act (6/1/2023); and,
- Making Reasonable Accommodation Requests Prior to Increased In-Office Presence in Washington, DC (6/30/2023).

The Agency incorporated reasonable accommodations in their Agency Notice disseminations:

- “New Telework/Remote Work Agreement Form is Available” With an approved reasonable accommodation should submit the new agreement based on the details of their reasonable accommodation in LaunchPad (7/11/2023);
- “Portable Electronic Devices” Requests to waive the PED restriction may be granted, in writing by SEC, on a case-by-case basis for special occasions and ceremonies. The PED policy outlines the requirements for such a request. Exceptions may be made for medical devices. Members of the workforce requesting an exception or reasonable accommodation due to the use of a medical device must submit a request to the Office of Civil Rights (OCR) (7/13/2023); and,
- Counselor’s Corner Newsletter invited DE to present an article on Pregnant Workers Fairness Act (8/31/2023).

The DE team was a frequent contributor and participant in various workgroups regarding the development and dissemination of information, guidance, and other reasonable accommodation resources to USAID Bureaus. The team provided the following trainings and/or events to USAID employees across M/B/IOs:

- October 20, 2022 – EEO Collateral Duty Counselors “A Discussion on Disability”;
- October 26, 2022 – Exhibitor at the Deputy Mission Directors Conference;
- October 27, 2022 – Reassignment as a reasonable accommodation training to HCTM’s Human Capital Services Center (HCSC);
- October 31, 2022 – Collaborated with OGC/EA for the Mission Director Managers’ Seminar on “Addressing performance conduct, EEO, Ethics, and DEIA issues at post;”
- November 9, 2022 – Collaborated with RFS/DEIA Council Inclusion at RFS: Eliminating barriers is good, important, and the law. What would be even better is creating an inclusive environment for all;

- November 14, 2022 AM and PM sessions November 18, 2022 PM session – Collaborated with HCTM/Employee and Labor Relations’s Future of Work Virtual Office hours: Position Designations at Six Months;
- November 17, 2022 – M Bureau Management on Workforce Recruitment Program for College Students with Disabilities;
- December 1, 2022 – Office of Inspector General (OIG) Executive Committee and Human Capital Employee Relations and Reasonable Accommodation (Mandatory training). Four hours training on Reasonable Accommodation, Medical Documentation and Confidentiality;
- December 6, 2022 – Reassignment as a reasonable accommodation training to HCTM’s Human Capital Services Center (HCSC);
- December 15, 2022 – Collaborated with DEIA Staffing Agency Priority Goals Data Driven Review to Management Operations Council;
- January 20, 2023 – Asia Bureau Management on Reasonable Accommodation & Applying Performance and Conduct Standards to Employees with Disabilities;
- February 23, 2023 – Global Health Management, DEIA, and AMS on Reasonable Accommodation and Applying Performance and Conduct Standards to Employees with Disabilities;
- March 9, 2023 – Collaborated Bureau for Management The Department of Labor’s Office of Disability Employment Policy and RA presented to the M Bureau Supervisory Forum on Workforce Recruitment Program for College Students with Disabilities.
- March 9, 2023 – Bureau for Conflict Prevention and Stabilization Management, DEIA, and AMS on Reasonable Accommodation & Applying Performance and Conduct Standards to Employees with Disabilities;
- May 5, 2023 – Exhibitor at the M Bureau Summit Marketplace;
- May 18, 2023 – Global Health Management, DEIA, and AMS on Reasonable Accommodation and Applying Performance and Conduct Standards to Employees with Disabilities;

- June 15, 2023 – M Bureau Management on Reasonable Accommodation & Applying Performance and Conduct Standards to Employees with Disabilities;
- September 28, 2023 - Collaborated with HCTM’s Work Environment Working Group;
- Participated as an exhibitor at three different resource fairs (in Ronald Reagan Building, USAID Annex, and virtually) on reasonable accommodation to support the transition to increase in-person presence; and,
- September 14, 27, 28, 2023 – Reasonable Accommodation: All You Need to Know to Assistant Administrators and Deputy Assistant Administrators.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

The Agency provides ADS Chapter III on Procedures for Providing Reasonable Accommodation to ensure efficient processing of requests, to include requirements for Personal Assistance Service (PAS) requests. The effectiveness of the procedures to implement the PAS requirement are to provide timely approved services, training to the Deciding Officials and employees the purposes of PAS, monitoring the trends to modify/update the PAS contract in the Agency with the service provider. OCR has a contract in place (since May 2020) to provide PAS to any employees whose disability requires those services.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data Involving Harassment

- I. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

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

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

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

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

• No triggers

B. EEO Complaint Data Involving Reasonable Accommodation

During the last fiscal year, did a higher percentage of PWD file a formal complaint alleging failure to provide reasonable accommodation, as compared to the government-wide average?

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

1. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

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

2. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

• No triggers

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group. In FY 2022, while there were many noted triggers for PWD and PWTD employees, further analysis needs to be conducted to identify strategic areas for barrier analysis. As such, the J-I plan addresses the steps of conducting barrier analysis for this part.

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

EEOC FORM 715-02 PART J-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	PWD and PWTD triggers exist in several categories, requiring further analysis.	
Barrier(s)	No barriers have been identified; however, potential barriers that have been identified are perception bias about PWD/PWTD in the workplace and lack of knowledge regarding hiring PWD/PWTD.	
Objective(s)	Conduct barrier analysis to determine areas of improvement related to the lifecycle of PWD and PWTD employees.	
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Cheryl Anderson		Yes
OCR, Director – Stephen Shih		Yes
OCR, Mark McKay – OCR DE Division Chief		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
No		No
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	A review of all MD-715 B tables revealed several triggers that require further analysis.
Complaint Data (Trends)	Yes	A review of complaints data was conducted, but did not show relevant trends at this time. The data will be considered in the barrier analysis process as an additional data point.
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	USAID had no findings in FY 2022.
Climate Assessment Survey (e.g., FEVS)	Yes	FEVS data was reviewed, but did not show any trends relating to PWD/PWTD.
Exit Interview Data	Yes	Exit interview data was reviewed, but did not show any trends relating to PWD/PWTD.
Focus Groups	No	
Interviews	No	
Reports (e.g.,	No	

Congress, EEOC, MSPB, GAO, OPM)					
Other (Please describe)		-			
#	Target Date	Planned Activities	Sufficient Staffing and Funding? (Yes or No)	Modified Date	Completion Date
1	9/30/2020	Administer an initial and periodic resurvey of staff to increase self-identification.	Yes		07/18/2022
2	9/30/2020	Share reports highlighting PWD trends to Agency leadership annually to ensure prioritization.	Yes		08/30/2022
3	10/31/2020	Send out Agency-wide communications on reasonable accommodation processes, resources, Schedule A Hiring, and the Disability Program Manager's contact information quarterly to increase visibility of available resources.	Yes	09/30/2021	09/30/2022
4	12/31/2020	Review FEVS data for additional insights.	Yes		02/28/2021
5	9/30/2025	OCR and HCTM will collaborate to implement a Barrier Analysis Working Group to determine necessary data requirements to strategically identify agency policies, practices, and procedures that may be causing barriers across the employee lifecycle that affect PWD and PWTD.	Yes	09/30/2022	8/30/2023
6	9/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities.	Yes	03/15/2022	09/30/2022
7	9/30/2022	Regularly review/monitor statistical information on new hires, promotions, and separations of PWD and PWTD.	Yes		07/30/2022

Accomplishments

Fiscal Year	Accomplishments and Modifications
2023	<p>Accomplishments</p> <ul style="list-style-type: none">• OCR and HCTM collaborated to create a BAWG for PWD/PWTD; however, further analysis is needed to determine if barriers exist and to adjust action items in this plan. <p>Modifications</p> <ul style="list-style-type: none">• None.

Appendix A: Glossary Abbreviations, Acronyms, and Common EEO Terms Used in this Report

Action Item: Clearly identified step to the attainment of an objective.

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

Civil Service: Consist of employees in the pay plan types Senior Executive Service (ES), General Merit (GM), General Schedule (GS), Senior Level Position (SL), and Senior Technical Position (ST).

CS: Civil Service

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

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

EEO Groups: White Males and Females (not of Hispanic/Latino origin), Black or African American Males and Females (not of Hispanic/Latino origin), Hispanic or Latino Males and Females, Asian American or Pacific Islander Males and Females, American Indian or Alaskan Native Males and Females, and two or more races Males and Females.

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

Foreign Service: Consist of employees in the pay plan types Senior Foreign Service (FE), Foreign Service Officer Career, Commissioned (FP), and Foreign Service Officer Career, Non-Commissioned (FO).

FS: Foreign Service

FSN: Foreign Service National

Major Occupations: Mission-oriented occupations or other occupations with 100 or more employees.

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

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

OCR: USAID's Office of Civil Rights

Other Services: Consist of employees in the pay plan types Administratively Determined Rate (AD), Experts (ED), Consultants (EF), Executive Pay (EX), and Inspector General (IG).

Program Analysis: Review of an entire agency's affirmative employment program.

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

Responsible Official: Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

SES: Senior Executive Service

SFS: Senior Foreign Service

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

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

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

TPWF: Total permanent workforce

Trigger: A trigger is a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition. It is simply a red flag.

Terms Regarding Race – National Origin – Ethnicity:

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

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

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

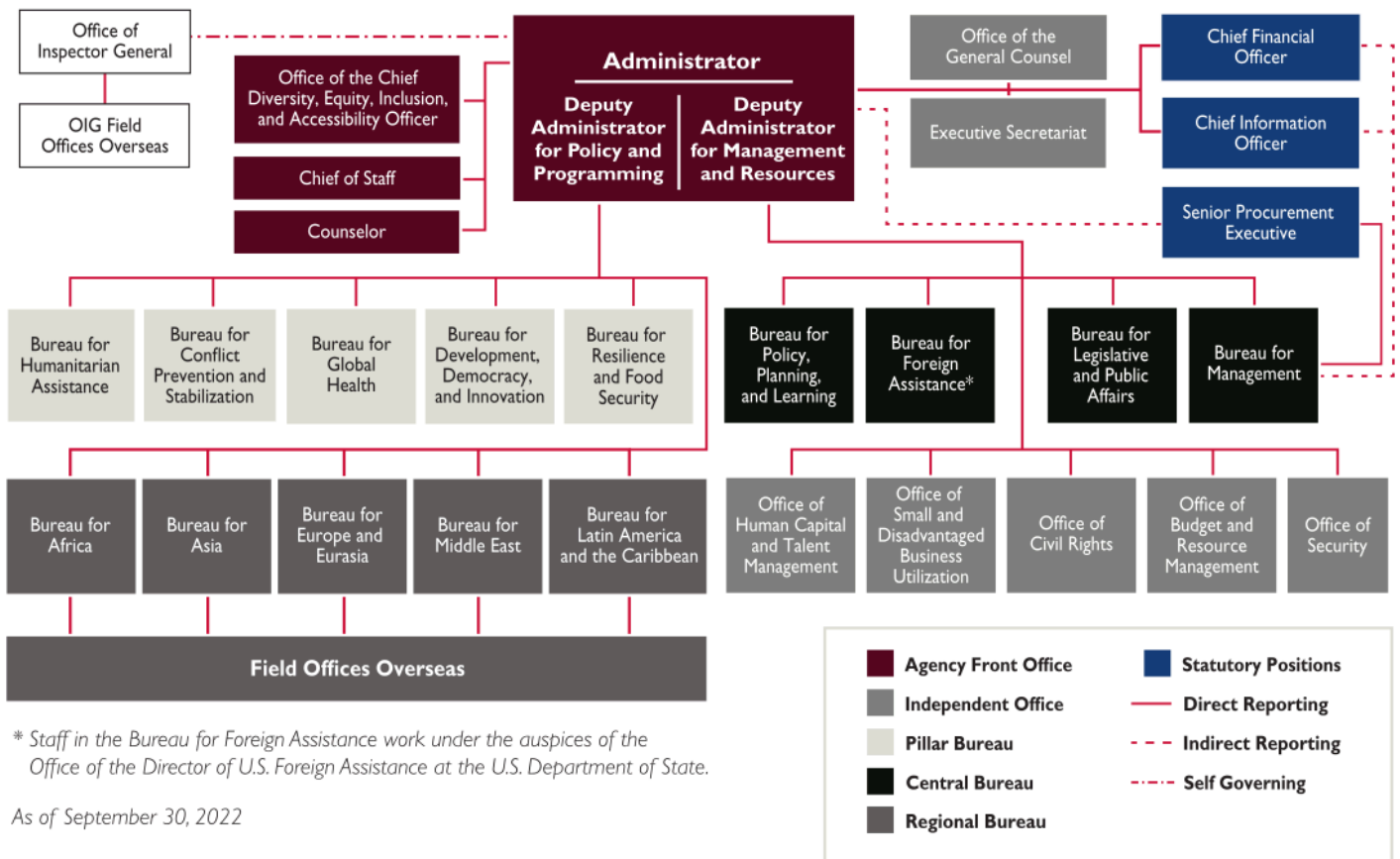
Hispanic or Latino: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

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

Two or More Races: All persons having two or more races, national origins, or ethnicities.

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

Appendix B: [USAID Organizational Chart](#)



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

As of September 30, 2022

Appendix C: FY 2023 [USAID EEO Policy Statement](#)

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Office of Origin: A/AID
Notice Category: Office of the Administrator
Date of Announcement: October 24, 2022
Distribution: USAID/General Notice

Reaffirming USAID’s Commitment to Equal Employment Opportunity

The original message was distributed earlier in the day by the Office of the Administrator. Any graphic-based content in the original message has been removed from this copy. Please visit [this link](#) to view the original message in GovDelivery.

Each year, we at USAID reaffirm our commitment to Equal Employment Opportunity, to make clear that we each have a responsibility to address inequality, tackle discrimination, and help create a workplace that is free of discrimination, harassment, and retaliation. At USAID, our ability to help create a safer, healthier, more democratic, and more prosperous world relies on our capability to foster a diverse, equitable, and inclusive workforce and culture, where everyone can thrive—so we must work tirelessly to help all members of USAID’s workforce receive equal treatment under the law.

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

Federal law and USAID policy prohibit discrimination, harassment, and EEO-related retaliation in the workplace in all employment-related decisions, including, but not limited to, recruitment, hiring, training, development and advancement, benefits, employee engagement and retention, and separations. Members of USAID’s workforce and applicants for employment who believe they have been subjected to discrimination or retaliation—or who are seeking additional information about their EEO rights and responsibilities—should contact the [Office of Civil Rights \(OCR\)](#) ([OCR-external](#)) or an EEO Counselor at EEQcomplaints@usaid.gov within 45 days from the date the discrimination was believed to have occurred, or when they became aware of it, or, if the discrimination involved a personnel action, from the date the action took effect.

Further, USAID does not tolerate workplace harassment, including sexual harassment, of any kind and will address such misconduct before it becomes severe or pervasive enough to be unlawful. I encourage all members of USAID’s workforce to promptly report suspected or alleged harassment to OCR at ocrharassment@usaid.gov or via the [USAID Misconduct Reporting Portal](#). USAID management officials must report allegations of harassment based on an EEO-protected class **within one business day** to OCR. All members of USAID’s workforce may be subject to corrective or disciplinary action if found to have engaged in misconduct. Management officials may be subject to corrective or disciplinary action if they fail to promptly report allegations of EEO-based harassment.

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

—Administrator Samantha Power

Any questions concerning this notice may be directed to:

-- Derek Fein, A/AID, dfein@usaid.gov

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Appendix D: FY 2022-2024 USAID DEIA Strategic Plan One Pager

OFFICE OF THE CHIEF DEIA OFFICER
OFFICE OF THE ADMINISTRATOR

DEIA STRATEGIC PLAN

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



DIVERSITY

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

EQUITY

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

INCLUSION

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

ACCESSIBILITY

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

SAFE WORKPLACES

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

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

Appendix E: FY 2021-2023 USAID DVAAP Report

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

7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees	3,645	9. # Of Veterans	270	10. # Of Disabled Veterans	259	11. # Of 30% Or More Disabled Veterans	85
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Overall Workforce Representation:

As of September 30, 2019, USAID's total workforce was 3,315. Of those, 259 (7.8%) were veteran employees. Of those 250 (7.5%) were disabled veterans, and 79 (2.4%) were 30 percent or more disabled veterans.

New Hires:

For the FY 2020 USAID hired 48 (8.1%) veteran employees. Of those, 44 (7.4%) were disabled veterans; and 14 (2.4%) were 30 percent more disabled veterans.

Separations:

30 (11.9%) separated as follows: 30 (11.9%) were disabled veterans, 8 (3.2%) were 30% or more disabled.

Promotions:

33 (8.0%) promotions as follows: 32 (7.8%) were disabled veterans, 12 (2.9%) were 30% or more disabled.

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Designated DVAAP Certifying Official:

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

Designated DVAAP POC:

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

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From	10/01/2020	To	09/30/2023
25. Agency Name	U.S. Agency for International Development (USAID)				
26. DVAAP POC's Name	Alicia Pierson				
27. Title	Veterans Employment Program Manager				
28. Telephone Number	(703) 310-0677	29. Email	apierson@usaid.gov		
30. Date Plan Last Amended		31. Date Effective	11/27/2019		
32. DVAAP Certifying Official's Name	Thomas Davis				
33. Title	Acting Deputy Chief Human Capital Officer				
34. Telephone Number	(202) 712-5500	35. Email	thdavis@usaid.gov		
36. DVAAP Certifying Official Signature		37. Date			

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

General Instructions:

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

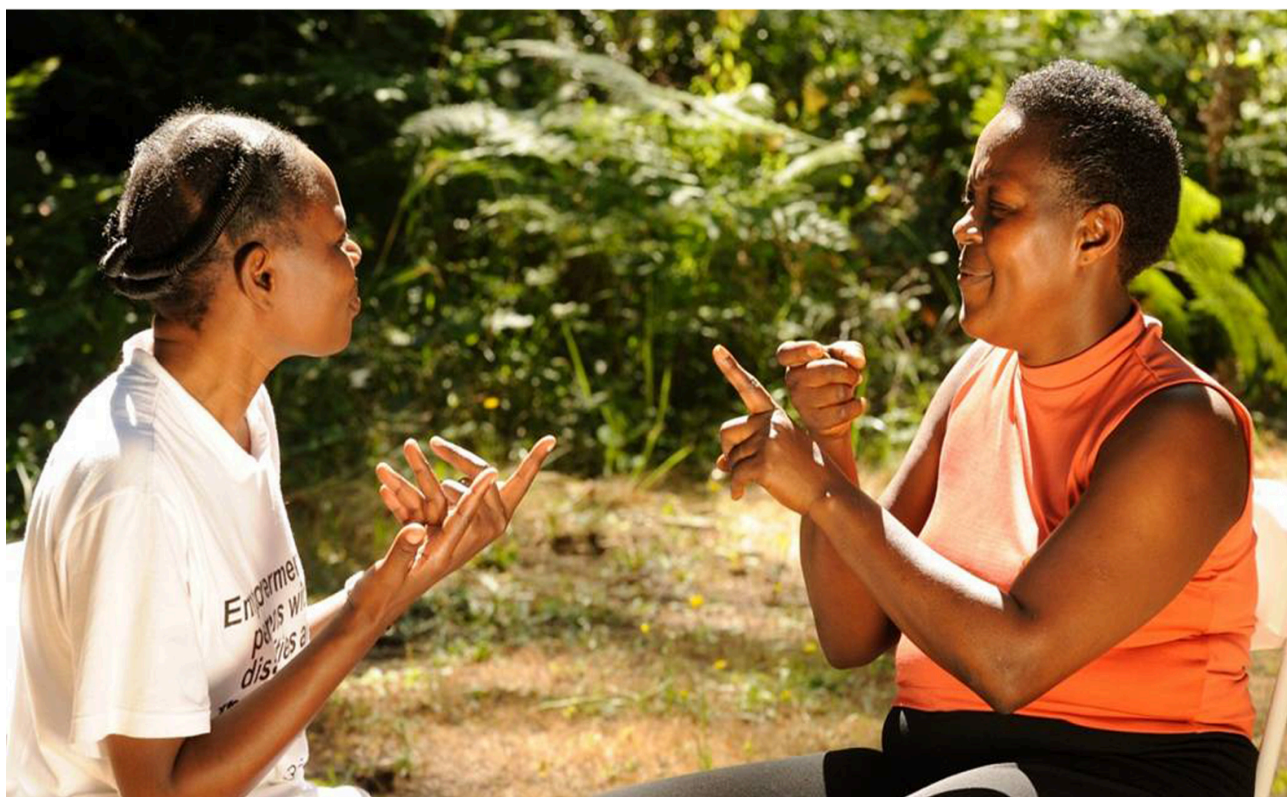
DVAAP Plan and Certification Information

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

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

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

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



DARCY KEIFEL FOR USAID

DISABILITY EMPLOYMENT STRATEGIC PLAN

Fiscal Years 2022–2024

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INTRODUCTION

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

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

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

PLAN FRAMEWORK

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

TALENT ACQUISITION

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

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

TALENT DEVELOPMENT

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

GOAL 2.1: PROFESSIONAL DEVELOPMENT OPPORTUNITIES ARE ACCESSIBLE

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

GOAL 2.2: PROFESSIONAL DEVELOPMENT INFRASTRUCTURE EFFECTIVELY SUPPORT EWD.

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

GOAL 2 PERFORMANCE MEASURES

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

EMPLOYMENT PERFORMANCE MANAGEMENT

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

GOAL 3.1: PERFORMANCE MANAGEMENT RESOURCES ARE ENHANCED.

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

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

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

GOAL 3.2: GUIDANCE ON ADVANCEMENT OPPORTUNITIES ARE PROVIDED.

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

GOAL 3 PERFORMANCE MEASURES

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

RETENTION

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

GOAL 4.1: ENSURE OPPORTUNITIES FOR INCLUSION ARE PROVIDED.

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

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

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

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

GOAL 4.3: REWARDS AND RECOGNITION PROGRAM OPPORTUNITIES ARE COMMUNICATED.

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

GOAL 4.4: USAID PROVIDES A FLEXIBLE, SUPPORTIVE ENVIRONMENT.

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

GOAL 4 PERFORMANCE MEASURES

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

EMPLOYMENT OF PERSONS WITH REPORTABLE AND TARGETED DISABILITY GOALS

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

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

LEADERSHIP COMMITMENT AND ACCOUNTABILITY

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

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

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

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

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

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

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

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

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

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

MONITORING AND EVALUATION

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

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

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

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

OUR COMMITMENT

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

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





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MESSAGE FROM THE SECRETARY

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

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

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

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

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

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

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

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

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

MESSAGE FROM THE SECRETARY

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

Antony Blinken

Antony J. Blinken
Secretary of State





MESSAGE FROM THE ADMINISTRATOR

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

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

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

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

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

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

Samantha Power
USAID Administrator

