

DRAFT REPORT
ON
ACHIEVING WORKFORCE DIVERSITY
IN
A.I.D.

by

The Minority Recruitment Advisory Committee
(M.R.A.G.)

Agency for International Development
Washington, D. C.

1992

I. EXECUTIVE SUMMARY

The need for workforce diversity has been a recurring theme in several of the recently conducted studies on the Agency's management and personnel systems. However, A.I.D. management has not yet taken sufficient steps to demonstrate the Agency's interest in realizing the human resource potential to be gained by such diversity. In fact, the most recent workforce data indicates that the Agency is actually cloning itself. Minorities and women are underrepresented in the overall composition of the Agency's workforce. Moreover, the Foreign Service is predominately non-minority and male, while the Civil Service is dominated by minority females, most of whom have been relegated to secretarial, clerical and administrative support positions. Neither women nor minorities have been particularly successful in advancing to the senior ranks in the Agency. Consequently, only a few are found in executive level positions in either of the Services.

In recent years, initiatives to hire minorities and women into the Agency have been extremely limited, primarily because of constant budgetary reductions and hiring freezes. Additionally, no major effort has been made to sustain an outreach recruitment program to seek all quality minorities and female candidates.

Since its inception, the Minority Recruitment Advisory Group (M.R.A.G.) has worked diligently to identify steps which the Agency could take to make its workforce more representative of the overall U.S. population. While reviewing the full scope of our task, it became clear that our approach would have to extend beyond changing the numbers associated with the Agency's EEO profile to include ways to institutionalize an approach that would systematically bring about the change in numbers.

With the advise of an outside consultant, we adopted the concept of "diversity management", a realistic approach to creating an environment that permits all employees to reach their full potential, regardless of race, gender, ethnicity or mental/physical condition. We recognize that this concept may not be the answer to all of the Agency's workforce problems and fully understand that its application will not be an easy task. However, its potential to (1) enhance the Agency's relevance to the changing composition of the workforce and (2) facilitate a more substantive response to Congressional mandates for diversity clearly outweighs its shortcomings.

II. INTRODUCTION

In 1990 the Administrator established the Minority Recruitment Advisory Group (M.R.A.G.) as a demonstration of the Agency's commitment to equal employment opportunity and the principles of affirmative action and assigned its work as one of the Agency's highest priorities. The Group, which is composed of experienced foreign service officers and civil service employees, was charged with providing advice to the Director of Personnel on how to achieve a more diverse workforce in A.I.D. Specific tasks included:

- providing advice to the Director of Personnel on strategies to enhance the agency's minority recruitment effort;

- identifying existing and potential barriers to the successful recruitment and retention of minorities;

- serving as an advocate for affirmative action throughout the Agency; and,

- assisting the Office of Personnel in preparing its initial report on the status of minority recruitment in A.I.D., and semi-annual reports thereafter.

MRAG has met continuously since the appointment of its members and is working steadily to help the Agency develop recommendations that will assist in achieving its mandate to create a diverse workforce.

This report serves to advance our effort to meet the Administrator's mandate by:

- introducing the concept of "diversity management";

- identifying the systemic barriers which prevent A.I.D. from achieving multicultural diversity; and,

- providing recommendations on management strategies to promote more equitable representation of all members of the workforce at all levels of employment in the Agency.

III. WHY WORKFORCE DIVERSITY?

In reviewing the imbalance in the Agency's existing workforce profile, MRAG concluded that A.I.D. management must now consider the achievement of workforce diversity as one of its major priorities.

Achieving workforce diversity is simply the smart thing to do. It provides greater opportunity for all A.I.D. employees to assist the Agency in meeting its organizational objectives.

Secondly, demographic changes will make it imperative that the Agency recruit and attract candidates from a very different work pool than has existed in the past. For the first time in the history of our country, most individuals now entering the workforce are minorities and women. New employees entering the workforce will represent the following:

Native women and minorities	62%
Immigrant men and women	22%
Native white men	15%

The Agency must be prepared to must be prepared to take advantage of this new work pool.

Thirdly, workforce diversity has become the mainstream agenda and is clearly reflective of what is strong about the U.S.

And finally, the business of A.I.D. is conducted in an environment where our clients represent a wide range of racial and cultural diversity. Having our workforce reflect could send a clear message that value diversity

Increasing workforce diversity is also the right thing to do. Everyone should have the opportunity to compete fairly for a job, an assignment, a promotion, or recognition, regardless of race, gender, ethnicity or physically challenging condition. To provide such opportunity would be promote policy of inclusiveness that would be non-threatening to any employee.

IV. FIRST STEPS TOWARD ACHIEVING WORKFORCE DIVERSITY

The Agency has given little attention to one of the most pressing problems facing it today -- preparing and providing for the cultural diversity of the its workforce. This problem must be addressed through a series of steps leading to the revamping and elimination of organizational policies and practices which have historically served as barriers to the achievement of greater diversity in A.I.D.

Such steps should include the following:

- o Management must make the achievement of workforce diversity an Agency priority.
- o Management must learn from private sector corporations and public agencies that are currently working on strategies to respond to the cultural diversity of their employees. Corporations, such as Avon, Proctor & Gamble, Corning, Digital, Quaker Oats and many others, are already working on instituting workforce diversity programs. In the public sector, the Environmental Protection Agency (EPA), the U.S. Department of Agriculture - APHIS, the Department of Defense (Defense Equal Opportunity Management Institute) the Department of Transportation, the Internal Revenue Service, the Department of Labor and others, have either established workforce diversity programs or are moving in that direction. Appendix A provides a more detailed description of the approaches and programs which have been undertaken by these organizations to address the diversity issue.

The Agency must create a policy environment that is conducive to change and promotes the full development and utilization of all employees.

V. PROVIDING FOR A NEWLY EMERGING WORKFORCE

One extremely popular managerial concept receiving increasing from public and private entities is the concept of "diversity management." Diversity Management is a realistic approach to creating an environment that permits all employees to reach their full potential in pursuit of organizational objectives, regardless of race, gender or ethnicity. The concept is a comprehensive managerial process for developing an environment that works for all employees and provides managers an opportunity to manage while simultaneously maximizing the contributions of each employee in a diverse work environment.

The concept is also an evolutionary process that allows the entire organization to develop steps for generating a natural capacity to tap the potential of all employees. It is inclusive and, therefore, is not threatening to any employee.

Components of Diversity Management

The Diversity Management concept consists of three basic components:

- Affirmative Action
- Valuing Diversity
- Managing Diversity

Affirmative Action. This concept is considered a legal, moral and social responsibility, which focuses on the profile improvement of the workforce. It requires implementation of positive results, oriented actions to overcome barriers to the achievement of a diverse workforce.

Valuing Diversity. This component is directed toward interpersonal relationships and consists of programs and initiatives designed to complement affirmative action while enhancing an individual's awareness, understanding, and acceptance of differences among people. "Valuing diversity" initiatives tend to draw attention to the ways men and women, or people of different races, reflect differences in values, attitudes, behavior styles, ways of thinking, and cultural background. The primary goal of "valuing diversity" is to challenge stereotypes, increase the awareness of others and improve interaction skills among staff. This component should be of great significance to A.I.D. since our clientele is culturally diverse.

Managing Diversity. This component focuses on organizational behavior change -- understanding existing culture; visioning desired culture; and modifying systems, policies and styles to accommodate the needs of the total workforce. It encompasses how people relate to each other and focuses on the individual and interpersonal levels, as opposed to the organizational level. It also involves the management strategy for eliminating institutional barriers which have prevented the Agency from achieving cultural diversity at all levels within the organization.

BENEFITS OF USING THE DIVERSITY MANAGEMENT APPROACH

The application of the Diversity Management Approach will empower the Agency to:

- o fully utilize the potential of all employees, particularly minorities and women and especially in management leadership positions.;
- o develop an environment which will improve its competitiveness in attracting the best and the brightest from an increasingly culturally diverse U.S. workforce;
- o better accomplish its mission through a culturally diverse workforce more reflective of the world in which we work;
- o Develop a sensitivity to the culture and values of its employees; and
- o be in a position to better manage the Agency's human resources while carrying out, in a substantive manner, the legislative and congressional mandates concerning workforce diversity.

In order to derive these benefits A.I.D. management will have to initiate a serious examination of the Agency, raise a series of questions, and be prepared to change its operating structure through a modification of the core culture. The Agency must ask itself the following fundamental questions:

- o Why the organizational operating structure of A.I.D. does not work naturally for everyone?
- o What steps must be taken by the Agency to allow it to do so?
- o Will the cultural roots of A.I.D. permit the Agency to take the necessary corrective actions? If not, what root changes are required?

VII. WHERE WE ARE TODAY

It the Agency has yet to make the level of fiscal and human resource investment needed to address one of its paramount responsibilities-- preparing and providing for the cultural diversity of its workforce. Responsibility for this poor performance may be primarily, attributed to three major institutional barriers:

- o Absence of a policy environment which is supportive of workforce diversity
- o Lack of financial and human resources to enable a response to such a policy environment; and
- o Lack of management accountability.

As a result, the Agency has developed a workforce profile which shows significant underrepresentation of minorities and women at all levels in the Foreign Service and at the senior levels in the Civil Service (See Appendix B). To change this profile the Administrator and senior management officials must initiate and direct major institutional change and be committed to the elimination of systemic barriers which have prevented the Agency from achieving workforce diversity (See Appendix C).

Evidence of the institutional barriers cited above is illustrated by the following:

Absence of policy environment

- o The Agency's current EEO Policy Statement falls short of giving managers a strong mandate to effect equal opportunity and does not provide for managerial accountability.
- o In announcing the Workforce Planning initiative in a September 14, 1990 memorandum, the Administrator made no mention of incorporating the Agency's EEO mandates into the workforce planning effort. No representative from the EOP Office was appointed to serve on the Committee. Although a small section of the report is devoted to the employment status of women and minorities, little attention was given to the subject of workforce diversity. The EEO

requirements of the Agency should have been a common theme throughout the document. These failures and omissions represent a lack of Agency commitment to the creation of policies that will foster greater workforce diversity.

Lack of financial and human resources

- o The Recruitment Office has no identifiable budget for recruitment activities. Over the past several years, only a minuscule and constantly diminishing amount of funds has been allocated for recruitment purposes. The absence of sufficient resources has precluded the initiation of a sustained recruitment activities for attracting qualified minorities and women. Although a few new initiatives have been developed and results are positive, a great deal more needs to be accomplished.

Lack of management accountability

- o The EOP Director and staff appear to be excluded from major policy initiatives that include EEO employment dimensions. Exclusion of this office in major Agency undertakings may account, to some extent, for the Agency's poor performance in achieving workforce diversity
- o Under the Foreign Service Act of 1980, A.I.D. is charged with "fostering the development and vigorous implementation of policies and procedures, including affirmative action programs, which will facilitate and encourage A) entry into and advancement in the Foreign Service by persons from all segments of American Society and B) equal opportunity and fair and equitable treatment for all without regard to political affiliation, race, color, religion, national origin, sex, marital status, age or handicapping condition. The Agency has not fulfilled this directive.
- o Executive Order 11478 requires A.I.D. to make equal employment opportunity through affirmative action an integral part of every Agency personnel policy and practice in employment, development, advancement and treatment of civilian employees in the Federal Government. The limited numbers of minorities and

women in the upper ranks of both the Civil Service (CS) and the Foreign Service (FS) demonstrate the Agency's lack of commitment to the equitable representation of women and minorities throughout the Agency. Moreover A.I.D. has not effectuated policies and practices to recruit, provide for training and outreach to minorities and women, or provide career development information to help these groups advance their careers.

- o An EEO Oversight Board, established in 1982 as a forum for the Administrator to enforce Affirmative Action Plans and for informal groups representing women and minorities to discuss their concerns, has not met since 1986.

**VII RECOMMENDATIONS FOR PROMOTING THE ADVANCEMENT
OF DIVERSITY IN A.I.D.**

For change to be effective, leadership and support must come from the top of the organization. Therefore, M.R.A.G. is recommending that the Administrator take the following action-oriented steps to motivate the Agency to achieve workforce diversity.

- o Endorse a comprehensive statement which sets forth the Agency's commitment to the achievement of cultural diversity at all levels in the Agency. (Target: Jan/Feb. 1993)
- o Authorize the development and implementation of a strategy to institutionalize diversity, which will require the investment of full-time resources. While M.R.A.G. does not have the capacity to devote the amount of time needed for development and implementation. (Target: Jan/Feb 1993)
- o Conduct a retreat for senior Agency managers to build a consensus and develop a vision for the Agency on incorporating cultural diversity in the day-to-day managerial affairs of the Agency. A consultant, experienced in diversity issues, should be engaged to guide the group in its grasp of workforce changes and dynamics and the role of future managers. (Target: Nov. 1992)
- o Establish and chair quarterly reviews to monitor the Agency's progress in achieving cultural diversity (Target: April/May 1993)
- o Establish an external oversight commission. (Target: Feb/March 1993)
- o Elevate the authority and visibility of the EOP Office. The Administrator should take a lead in seeking input from the EOP Office on the workforce diversity issue.
- o Establish a discrete, sacrosanct budget for Recruitment. (Target: Next budget cycle)

HRDM AND EOP INITIATIVES

In addition to the the recommendations for the administrator, we recommend that EOP and HRDM aggressively pursue several actions that were initiated in FY 1992. They include the following:

- o Merger of the current HRDM Recruitment Division with Workforce Planning, to form the Division of Workforce Planning and Recruitment, reporting directly to the HRDM Director and staffed with both foreign service and civil service employees. Some of these employees should have professional workforce planning skills. (Target: Immediately)
- o Assignment of all hiring responsibilities for foreign service and civil service, special interest employment programs and targeted recruitment to this new Division to ensure a transparent process. (Target: Concurrent with the establishment of the Workforce Planning and Recruitment Division)
- o Logistical arrangements that will make the new Division more visible, accessible and attractive to prospective candidates. (Target: Immediately)
- o The limitation of mid-career hiring to 20% of all agency foreign service hiring and ensuring cultural diversity within that percentage. (Target: Immediately)
- o The training of all Agency recruiters. (Target: March 1993)
- o Ensuring diverse representation of employees on all employment decision-making panels (i.e., promotion, technical review, screening, assignment, awards, etc.). Membership of panels should be maintained over time for consistency. (Target: Immediately)
- o The sensitization of the Technical Review Panel members to A.I.D. priorities regarding equal opportunity and workforce diversity. (Target: Immediately)
- o The inclusion of the principle of diversity in all aspects of the Agency's workforce planning and in the actual workforce plan. (Target: March/April 1993)

APPENDIX A

SELECTED WORKFORCE DIVERSITY PROGRAM MODELS

SELECTED DIVERSITY PROGRAM MODELS

A description of selected diversity approaches and programs sponsored by private sector corporations are described below. A common thread moving through each of these company-sponsored programs is the creation of a culturally diverse work environment. Some of the collective ingredients are:

1. A strong commitment from the Chief Executive Officer and senior-level officials to create a work environment in which cultural diversity is recognized and valued.
2. Development of strong awareness training programs involving all layers of corporate management and employees.
3. Institution of awareness training activities to sensitize management to cultural diversity and the needs of minority and women employees.
4. Holding management accountable for the success of the program and development and promotion of upward mobility opportunities for women and minorities.
5. Sponsorship of outreach programs to the community and internal personnel staff.

A. Private-Sector Programs

The following are brief descriptions of the cultural diversity programs of several private sector corporations.

The Corning Corporation

With a strong affirmative action commitment in the 1970's, the Corning Corporation targeted hiring minorities and women. After a few years, these newly-hired employees were either resigning or unable to advance to upper management levels, with attrition rates greater than those for white males.

The Chief Executive Officer of Corning identified the recruitment, retention and promotion of minorities and women as a major company problem and directed management to develop a diverse workforce that would closely mirror the company's customer base.

To bring about organizational change, the following steps were instituted:

1. Awareness Recognition

Two quality improvement teams headed by senior executives were appointed to break the cycle of recruitment and subsequent frustration. One team worked to facilitate the progress of Blacks, and the other to foster the progress of women.

2. Awareness Training

All salaried employees were required to participate in a mandatory awareness training program to identify unconscious company values working against minorities and women.

3. Recognition of Cultural Differences

A communications program was inaugurated in the company's in-house newspapers, which regularly publicized success stories about the diverse workforce and the accomplishments of minorities and women as a means of heightening sensitivity.

4. Outreach Recruitment Program

A nationwide scholarship program providing renewable grants of \$5,000 per year in exchange for a summer of paid employment at a Corning corporation institution was established to improve recruitment prospects. Most participants have become full-time employees since graduation and few have since left the company. Also, expanded an existing summer intern program requiring formal recruiting contracts with campus groups emphasizing minorities and women (i.e., Society of Women Engineers and National Black Minority Business Association).

The Digital Corporation

The Digital Equipment Corporation initiated an affirmative action program in the 1970's by concentrating on recruiting large numbers of minorities and women. Soon recognizing that additional activities beyond recruitment would be required to develop a diverse workplace, the company created an environment where every employee could realize his or her potential, with an emphasis on valuing and celebrating individual differences.

To respond to this concern about diversity, Digital created a corporate philosophy out of which developed a program, "Valuing Differences". This philosophy concentrates on transforming legal

and social pressures into the development of a more effective workforce.

The "Valuing Differences" program is comprised of two major training components:

1. Awareness Training:

Voluntary core groups are established to help people recognize their stereotypes and false assumptions. A company-trained facilitator works with groups of eight to ten people to encourage discussion and self-development and to help them "safely" struggle with their "prejudices". An additional voluntary training program, "Understanding the Dynamics of Diversity", is offered.

2. Community Outreach:

A number of senior managers participate with various Cultural Boards of Directors and Valuing Differences boards of directors. In these bodies, openness to individual differences is promoted. Younger managers are encouraged to become committed to the goal of diversity. Frequent celebrations of racial, gender and ethnic differences, such as Hispanic Heritage Week and Black History Month, are sponsored.

The Proctor & Gamble Corporation

Proctor & Gamble has a long-standing history of recruiting and hiring minorities and women and has been offering voluntary diversity training at all levels since the 1970's. The company recognizes that finding outstanding employees is only a part of the effort and that the major challenge is moving diversity upward. Voluntary diversity training has been available at all levels since the 1970's.

To create an environment conducive to helping all employees fulfill their potential, Proctor & Gamble has taken the following steps:

1. Awareness Recognition

Appointed a Corporate Diversity Strategy Task Force to clarify the concept of diversity; define its importance for the company; and identify strategies for making progress toward successfully managing a diverse workforce.

2. Awareness Training

The original voluntary diversity training program has broadened its emphasis on race and gender awareness to include the value of self-realization in a diverse environment.

3. Management Accountability

A thorough review of all management programs is under review to insure that all systems are working for all employees. A corporate survey has been undertaken to determine the work/family problems facing the corporate employees and to improve company benefit programs (i.e., dependent care).

The Xerox Corporation

The Xerox Corporation declared a strong commitment to affirmative action and minority and female recruitment in the mid-sixties. To address the issue of diversity, a balanced work force strategy has been established to assist the company in this endeavor.

The following components are major parts of Xerox's balanced workforce strategy.

1. Management Accountability:

Recruitment and representation goals are established in accordance with Federal guidelines and are constantly reviewed to insure the reflection of workforce demographics. Diversity goals are established for upper level jobs. Division and group managers are held accountable for achieving established goals.

2. Awareness Training:

Managers are required to participate in training programs designed to concentrate more on managing people, with less emphasis on managing diversity.

The Avon Corporation

The Avon Corporation instituted affirmative action policies in the 1970's and engaged the assistance of employment agencies specializing in identifying qualified minority personnel and contacts with Black and minority organizations on college campuses.

Avon instituted the following management policies and procedures to implement a diversity program.

1. Awareness Recognition

The company assumed that the key to recruiting, retaining and promoting minorities is acceptance of the notion by line management. To change their attitudes and behavior, an awareness training was initiated at all levels of management.

2. Management Accountability

A Multicultural Participation Council that meets regularly to oversee the process of managing diversity was formed by the Company. Participants include the Chief Executive Officer and high-level employees from throughout the company.

3. Awareness Training

Diverse groups of managers are sent to a training site where the participants, under the leadership of a training institute, confront their differences and learn to hear and avail themselves of viewpoints they initially disagreed with.

4. Employee Outreach

Through company support, three minority groups (Blacks, Hispanics, and Asian-Americans) developed networks in all corporate locations. Each network elects its own leaders and has an adviser from senior management. Networks have representatives on the Multicultural Participation Council where they serve as a conduit for employee views on diversity issues facing management.

These activities outline the actions taken by the above four corporations. It is notable, however, that several other major companies, including Exxon, Quaker Oats, Hughes Aircraft, American Airlines, Goodyear, Texas Instruments, Chevron, and many others.

While these approaches have been instituted in the private sector, the Federal government and A.I.D. have a great deal to learn from these initiatives. Many of these strategies can be adopted and implemented by the Federal sector. The private sector recognizes the changing workforce and is taking steps to become responsive to this dynamic.

B. Public-Sector Programs

The Federal government is recognizing the dynamics of a changing work environment, and several agencies have taken steps, in varying ways, to demonstrate leadership in this area.

The U.S. Office of Personnel Management

The Office of Personnel Management acknowledges diversity through the need to balance the work and family demands of Federal employees. The office's advocacy role in programs such as child care provision, elder care arrangements, alternative work schedules (flexible and compressed work schedules), part-time employment, flexiplace (work at home) and leave-transfer/leave banks, employee assistance programs, cafeteria benefits, is encouraging many departments and agencies to recognize these family and diversity issues.

The U.S. Department of Labor

The U.S. Department of Labor recently released findings of its study, "The Glass Ceiling Initiative", which examined if artificial barriers based on attitudinal or organization bias prevent qualified individuals from advancing upward in their organization into management-level positions. The study investigated a number of different corporations, evaluated research, and communicated with representatives of community-based women's, business, labor, and civil rights organizations.

The attitudinal and organizational barriers identified are very similar to the problems confronting A.I.D. The study found:

- Recruitment practices involving reliance on word-of-mouth and employee referral networking failed to acknowledge AA/EEO requirements.
- Developmental practices and credential building experiences, including advanced education, as well as career enhancing assignments, such as to corporate committees and task forces and special projects -- which are traditional precursors to advancement -- were often not as available to minorities and women.
- Accountability for Equal Employment Opportunity responsibilities did not apply to senior-level executives and corporate decisions.

The study concluded that qualified women and minorities are too often on the "outside looking into the executive suite".

The U. S. Environmental Protection Agency

The Environmental Protection Agency (EPA) established cultural diversity initiatives to address the subject of managing diversity at EPA in order to implement quality management practices, maximize the opportunities of workforce diversity, and to meet the challenges of attracting and recruiting the best qualified candidates from a shrinking labor pool. The directive for the work of this Committee was authorized by the Deputy Administrator of the Agency.

A Cultural Diversity Committee was established within the

Office of Human Resources Management to help prepare EPA to deal successfully with cultural diversity as it impacts the recruitment, utilization and retention of employees. Beginning with a two-day workshop, the committee adopted a study methodology and approach involving a literature search, data collection and analysis of personnel practices and workforce demographics, the conduct of an employee opinion survey and focus groups, and awareness training issues.

Work is enthusiastically progressing, and the Committee is optimistic about its prospects for developing a comprehensive communications strategy and a successful diversity program. The "Managing Diversity" model is being used as the basis for the work of the Committee. EPA is currently conducting an opinion survey among the employees of the agency. Awareness training programs have been instituted for managers and staff. Committee members have made several visits to major corporations to examine

their programs and activities.

The U. S. Department of Defense

The Department of Defense (DOD) has a long-standing diversity program, operated through the Defense Equal Opportunity Management Institute (DEOMI), based at Patrick Air Force Base in Florida. This program serves as the center for providing equal opportunity training and leadership to foster positive human relations for the Armed Forces. Education and training programs and consultation in human relations and equal opportunity are provided for DOD organizations, educational agencies, industry and the private sector. DEOMI also collects and disseminates information to assist EEO advisors and human relations professionals in carrying out their duties; conducts and disseminates research; and teaches a variety of resident courses and classes.

While most activities are directed toward the needs of the Armed Forces, a number of activities have particular appeal to other agencies, and some may have particular appeal to the needs of A.I.D., especially the Equal Opportunity Program Management

Course which deals with a variety of EEO and cultural issues.

Other Federal Activities

A number of other Federal agencies, including the Department of Transportation, the Central Intelligence Agency, the Internal Revenue Service, the Department of Agriculture.

It is important to note that in every instance in which corporations or Federal government agencies are instituting diversity practices, the support has come from the head of the agency.

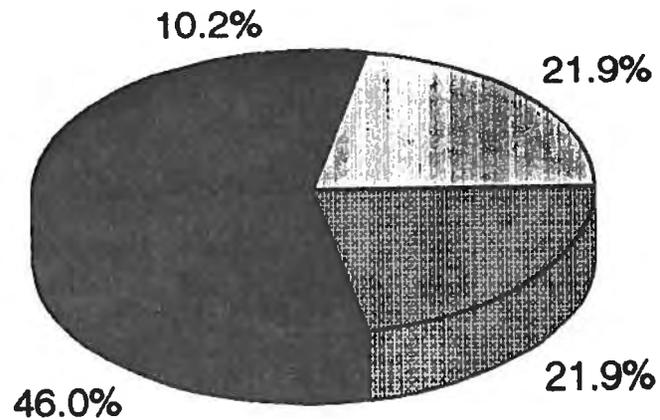
The American Institute for Managing Diversity is working with several other Federal departments and agencies to introduce the concept of "Managing Diversity" as these governmental issues confront their forthcoming issues relating to management of a changing work environment.

APPENDIX B

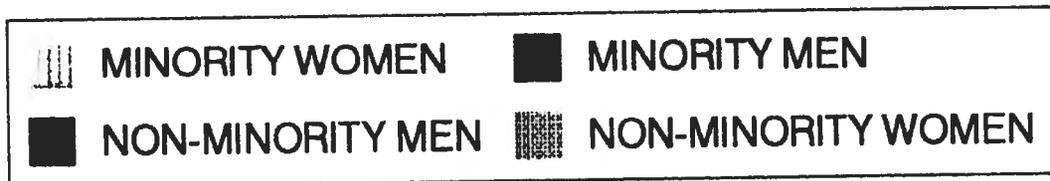
EEO PROFILE OF A.I.D.'S WORKFORCE

AGENCY FOR INTERNATIONAL DEVELOPMENT

TOTAL EEO WORKFORCE, FT/PT PERMANENT
AS OF JUNE 30, 1992



TOTAL: 3,370

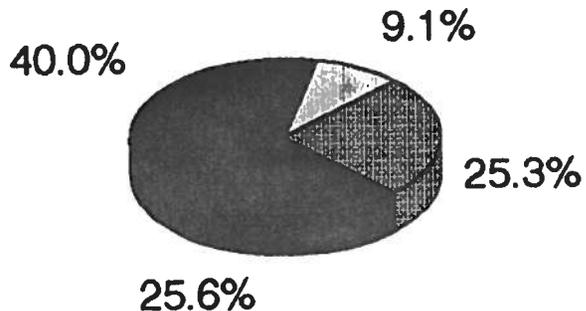


SOURCE: A.I.D./EOP

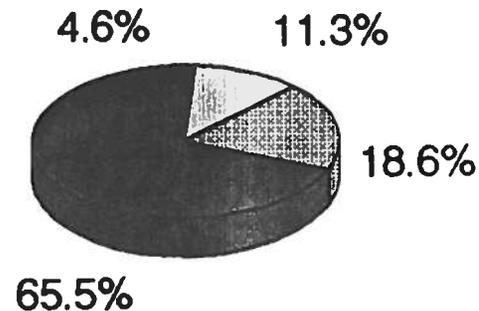
AGENCY FOR INTERNATIONAL DEVELOPMENT

EEO WORKFORCE PROFILE, FT/PT PERMANENT

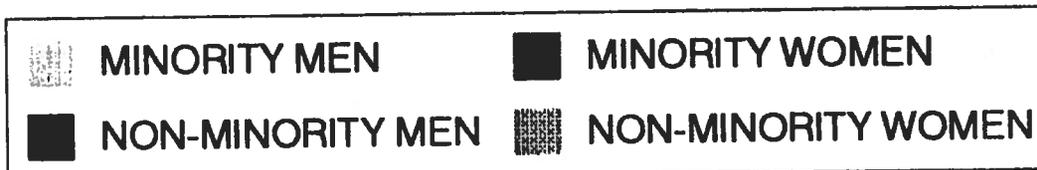
AS OF JUNE 30, 1992



CIVIL SERVICE
TOTAL: 1,646



FOREIGN SERVICE
TOTAL: 1,724



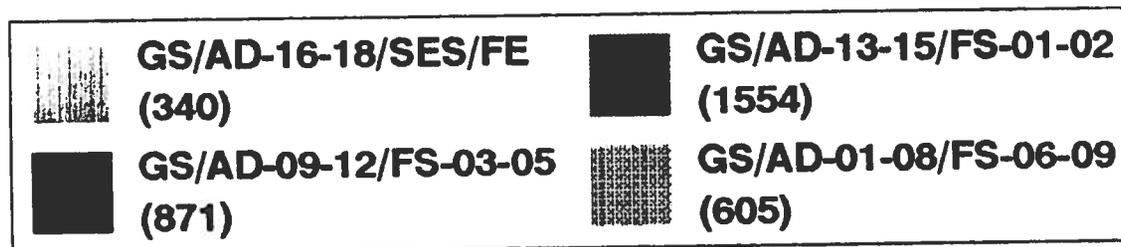
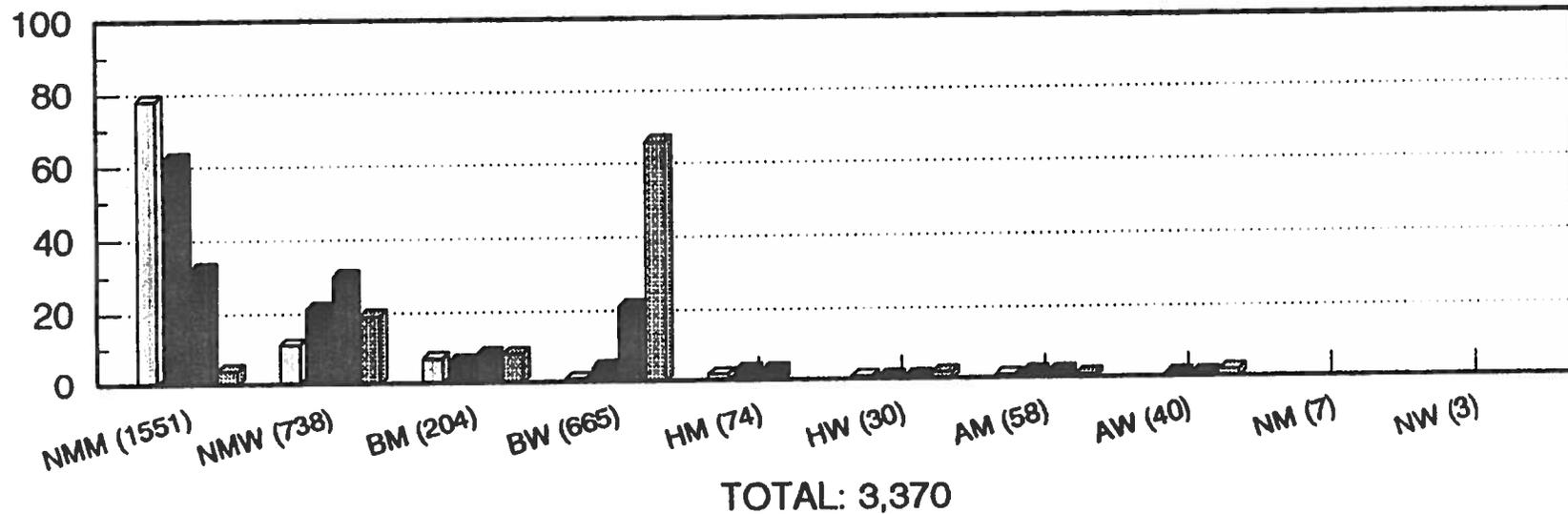
SOURCE: A.I.D./EOP

AGENCY FOR INTERNATIONAL DEVELOPMENT

TOTAL WORKFORCE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



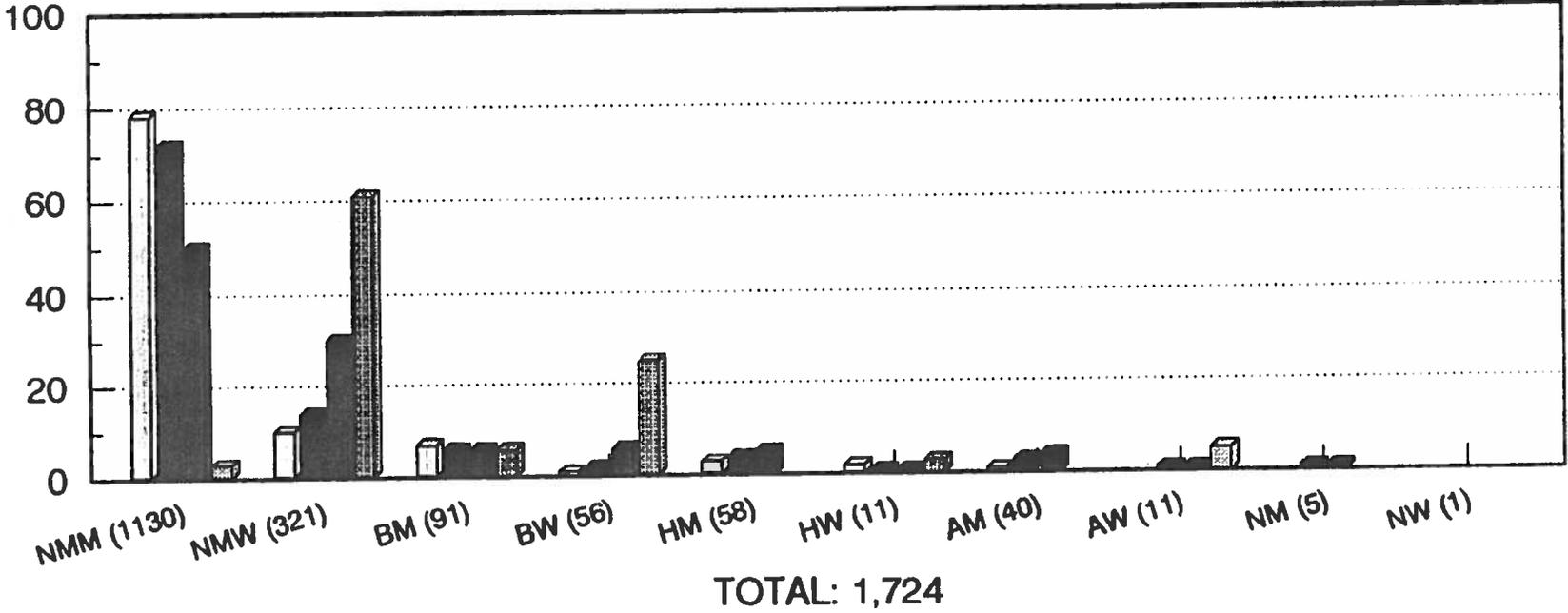
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AGENCY FOR INTERNATIONAL DEVELOPMENT

FOREIGN SERVICE PROFILE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



	FE/CM/MC/OC (280)		FS-01-02 (946)		FS-03-05 (457)		FS-06-09 (41)
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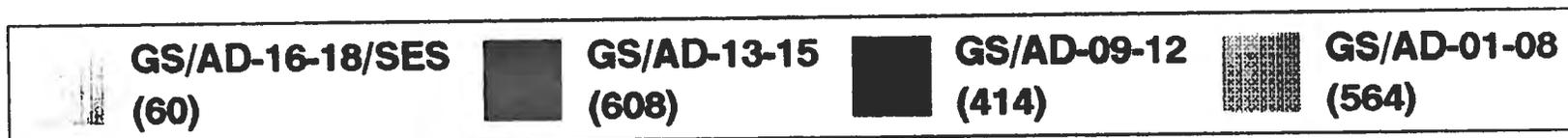
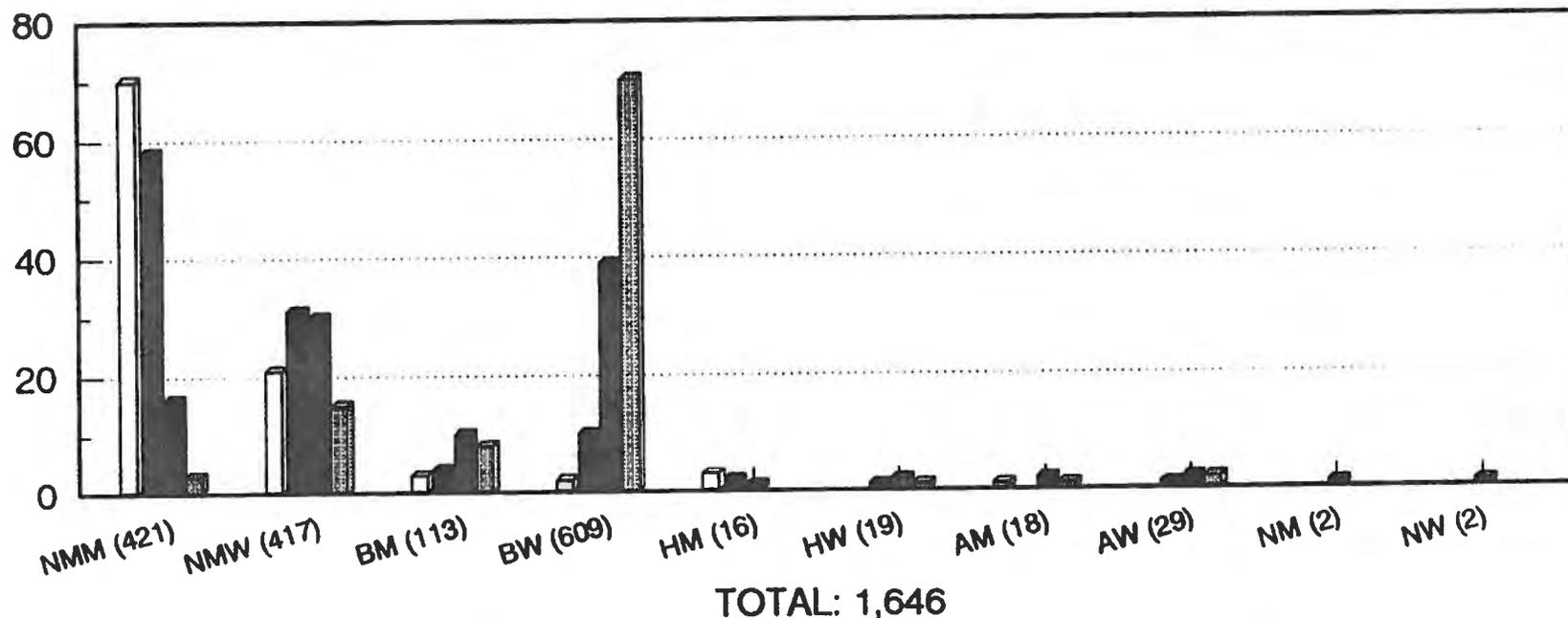
SOURCE: A.I.D./EOP

AGENCY FOR INTERNATIONAL DEVELOPMENT

CIVIL SERVICE PROFILE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



SOURCE: A.I.D./EOP

APPENDIX C

SUMMARY OF SYSTEMIC BARRIERS

SUMMARY OF SYSTEMIC BARRIERS

A. Recruitment Barriers

1. Limited Program Initiatives to Identify and Attract Potential Minority and Female Candidates
2. Insufficiency of Financial Resources for Recruitment Activity
3. Lack of Training Opportunities for Recruiters
4. Failure to Develop and Sustain Programs to Attract Mid Career Minority Candidates
5. Disparate Impact of Technical Review Committees When Screening Candidates for FS Positions
6. Incomplete Applicant and Personnel Data Flow
7. Lengthy Clearance Process
8. Lack of Collaboration Between Recruitment and Office of Equal Opportunity Programs
9. Physical location of the Recruitment Office

B. Retention Barriers

1. Limited Access to Other Methods of Entering Into A.I.D.'s Workforce
2. Inequity in The Personnel Assignment Process
3. Disparate Effect of "Stretch" Assignments
4. The Informal Organization
5. Absence of Separation Exit Interviews
6. Adverse Impact of Technology
7. Inadequate Preparation and Training of EEO Counselors
8. Inequity in the Awards Process
9. Absence of Upward Mobility Programs and Opportunities
10. Disproportionate Impact of LCE Authority on Senior Level Minorities.

C. Career Advancement and Training Barriers

- 1. Shortcomings of the Performance Evaluation Process**
- 2. Limited Opportunity for Cross Training Between Backstops and Occupational Specialties**
- 3. Need for Training as a Tool for Performance Improvement**
- 4. Need for Career Development Information and Assistance**
- 5. Low Representation of Women and Minorities in Executive and Senior-Level Positions**
- 6. Promotion Board Membership**
- 7. Need for EEO Monitoring and Data Dissemination**

ACHIEVING WORKFORCE DIVERSITY

IN

A.I.D.

PRIMARY GOAL

**TO ACHIEVE GREATER WORKFORCE
DIVERSITY IN A.I.D.**

STRATEGIC APPROACH

**EMBRACE THE MANAGEMENT CONCEPT OF
VALUING DIVERSITY**

WHY WORKFORCE DIVERSITY?

IT'S THE SMART THING TO DO.

- **ALL EMPLOYEES ASSIST IN MEETING ORGANIZATIONAL OBJECTIVES**
- **REALISTIC RESPONSE TO DEMOGRAPHIC CHANGES**
- **REPRESENTS THE STRENGTH OF OUR NATION**
- **AGENCY'S CLIENTS ARE RACIALLY AND CULTURALLY DIVERSE**

WHY WORKFORCE DIVERSITY?

IT'S THE RIGHT THING TO DO.

- **PROMOTES EQUAL OPPORTUNITY**
- **POLICY IS INCLUSIVE AND NON-THREATENING**

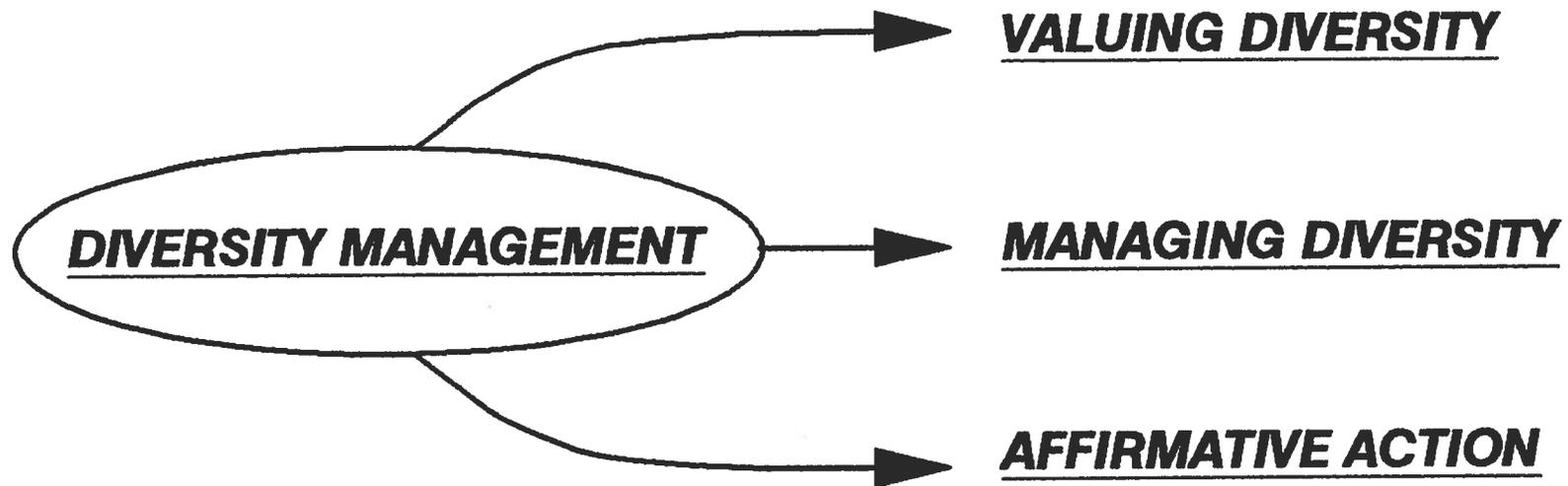
FIRST STEPS TOWARD ACHIEVING WORKFORCE DIVERSITY.

1. MAKE IT AN AGENCY PRIORITY
2. LEARN FROM OTHER PUBLIC AND PRIVATE AGENCIES:

XEROX CORPORATION
ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF PERSONNEL MANAGEMENT
DEPARTMENT OF TRANSPORTATION

3. CREATE A FAVORABLE POLICY ENVIRONMENT
4. DEVELOP A COMPREHENSIVE IMPLEMENTATION STRATEGY

COMPONENTS OF THE DIVERSITY MANAGEMENT CONCEPT



BENEFITS OF DIVERSITY MANAGEMENT

DIVERSITY MANAGEMENT WILL EMPOWER THE AGENCY TO:

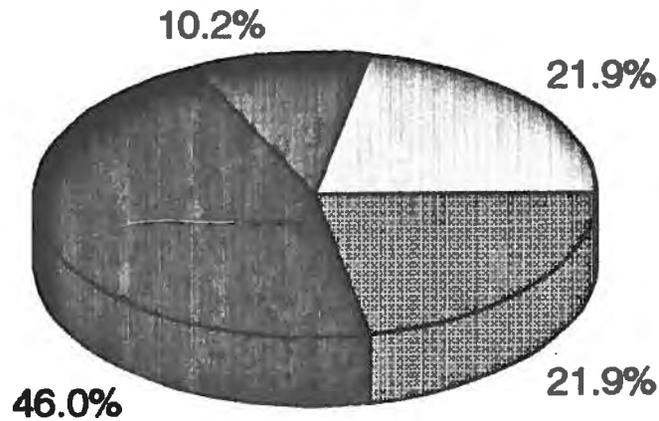
- **UTILIZE THE POTENTIAL OF ALL EMPLOYEES**
- **CREATE AN ENVIRONMENT THAT WILL ATTRACT THE BEST AND BRIGHTEST**
- **BETTER ACCOMPLISH ITS MISSION**
- **DEVELOP SENSITIVITY TO DIVERSE CULTURES AND VALUES**
- **CARRY OUT LEGISLATIVE AND CONGRESSIONAL MANDATES RELATIVE TO EQUAL OPPORTUNITY**

WHERE WE ARE TODAY

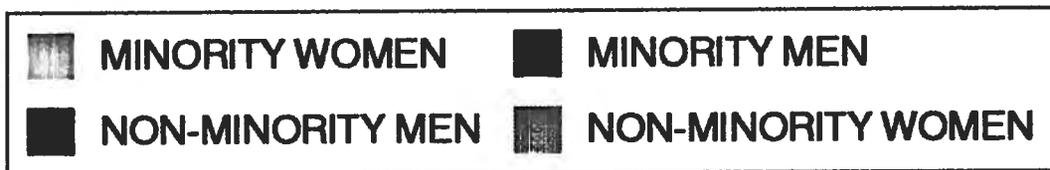
THREE MAJOR INSTITUTIONAL SHORTCOMINGS:

- **ABSENCE OF POLICY ENVIRONMENT**
- **LACK OF RESOURCES**
- **LACK OF MANAGEMENT ACCOUNTABILITY.**

AGENCY FOR INTERNATIONAL DEVELOPMENT
TOTAL EEO WORKFORCE, FT/PT PERMANENT
AS OF JUNE 30, 1992



TOTAL: 3,370

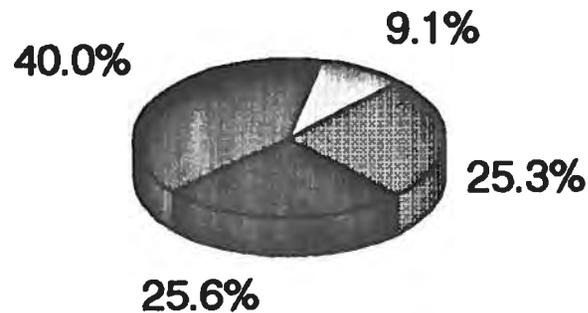


SOURCE: A.I.D./EOP

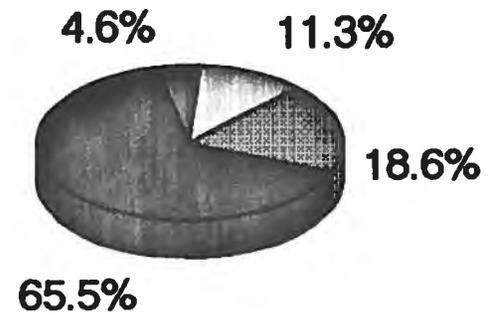
AGENCY FOR INTERNATIONAL DEVELOPMENT

EEO WORKFORCE PROFILE, FT/PT PERMANENT

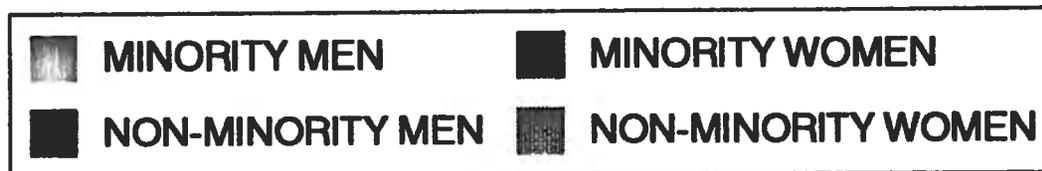
AS OF JUNE 30, 1992



CIVIL SERVICE
TOTAL: 1,646



FOREIGN SERVICE
TOTAL: 1,724



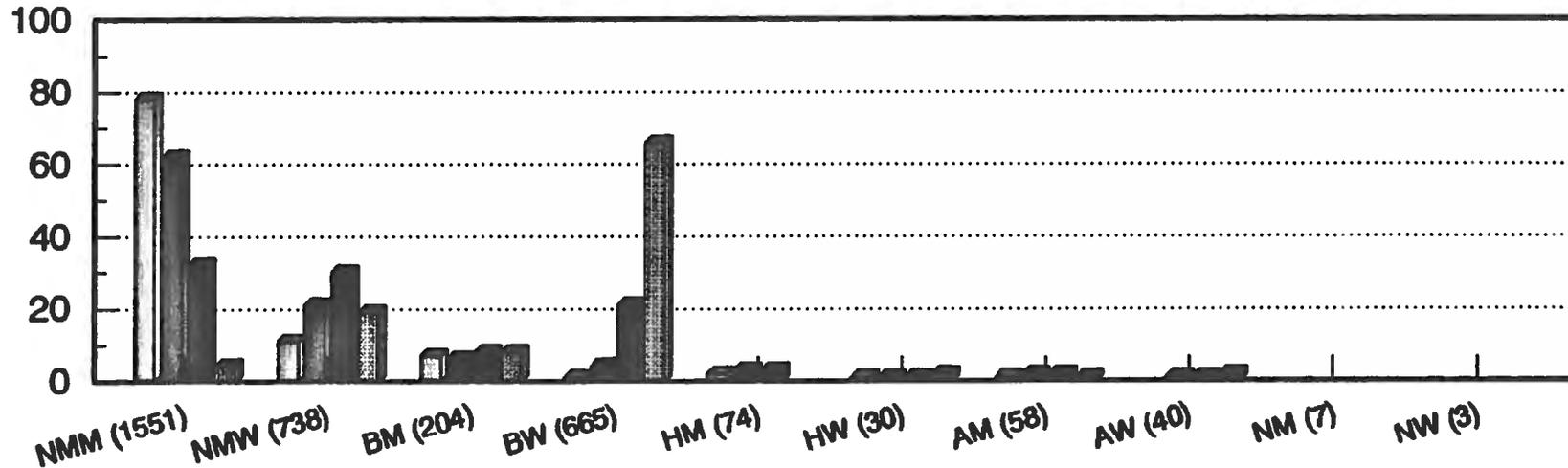
SOURCE: A.I.D./EOP

AGENCY FOR INTERNATIONAL DEVELOPMENT

TOTAL WORKFORCE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



TOTAL: 3,370



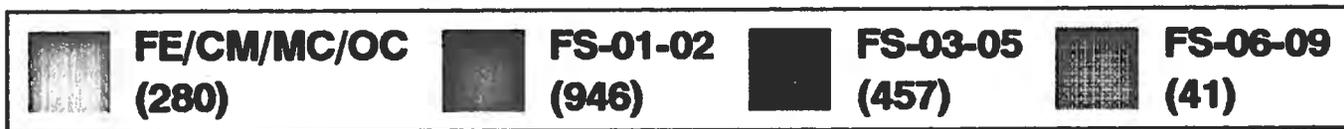
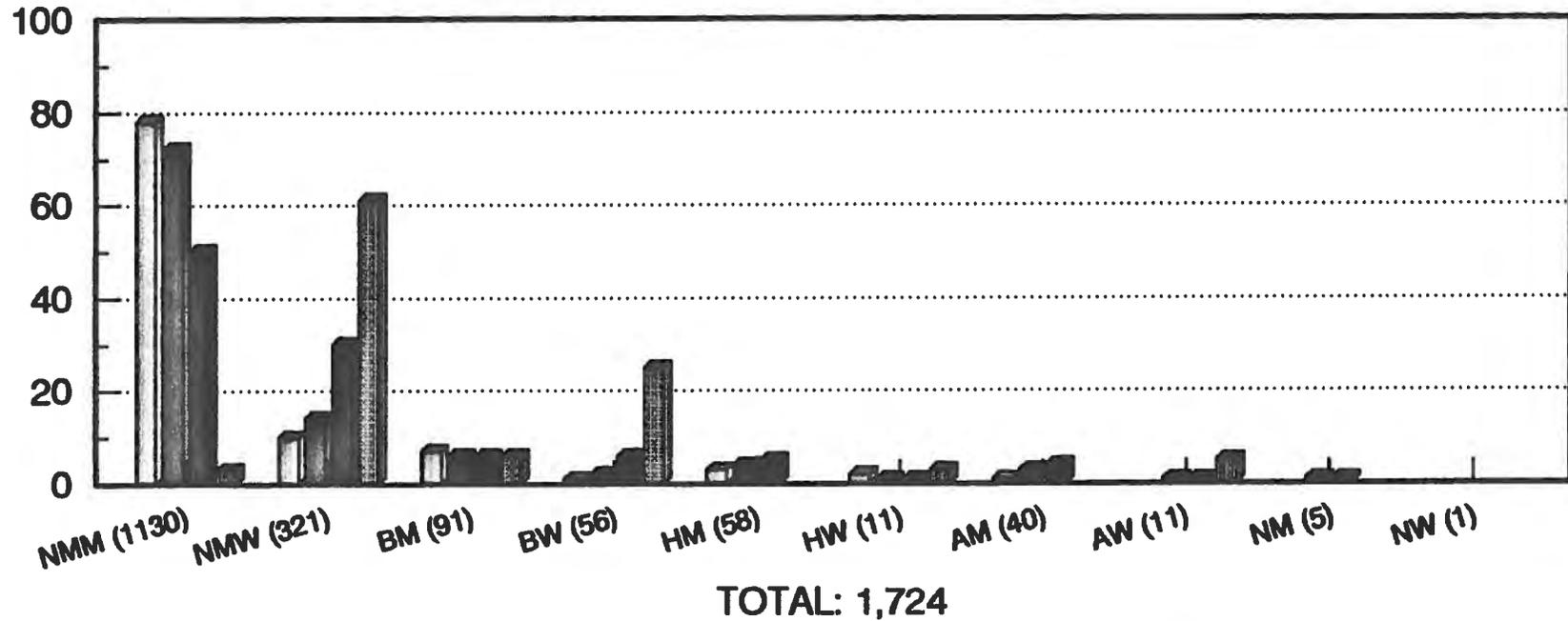
SOURCE: A.I.D./EOP

AGENCY FOR INTERNATIONAL DEVELOPMENT

FOREIGN SERVICE PROFILE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



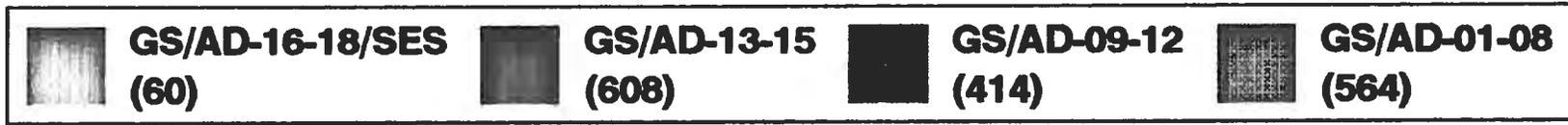
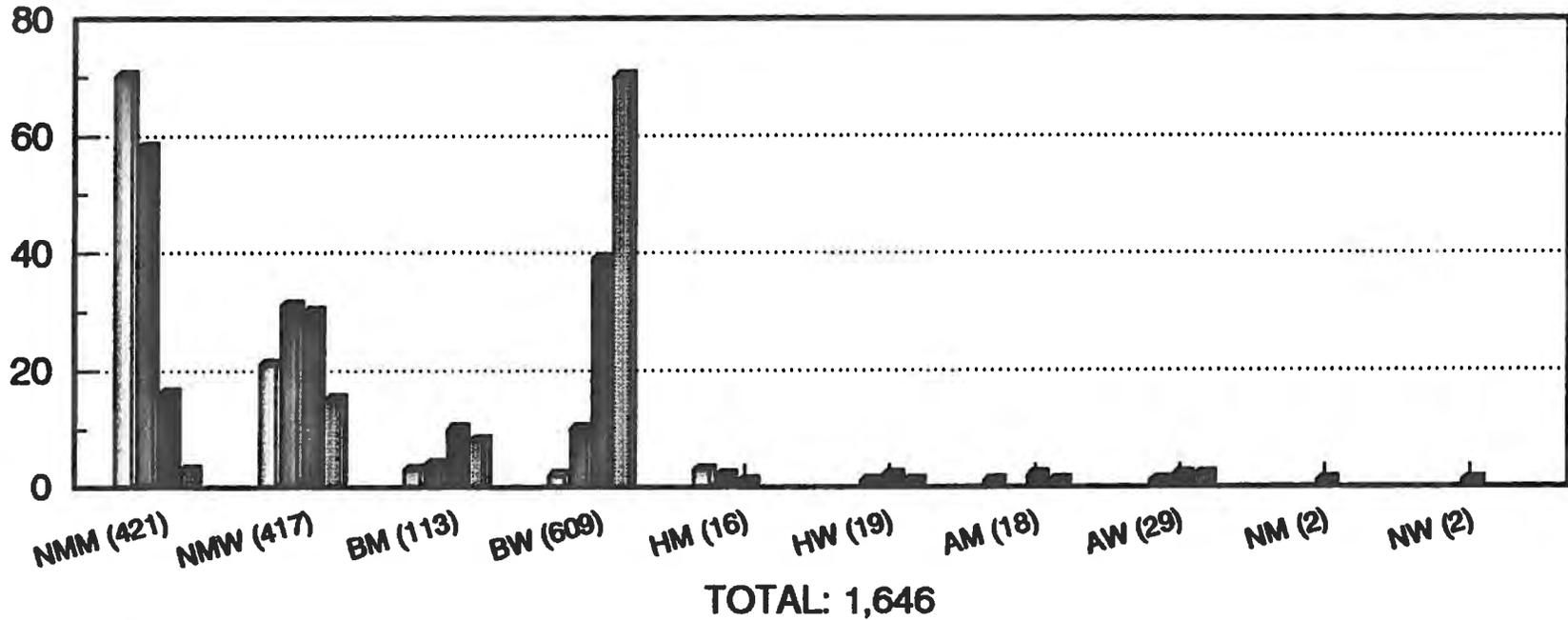
SOURCE: A.I.D./EOP

AGENCY FOR INTERNATIONAL DEVELOPMENT

CIVIL SERVICE PROFILE, FT/PT PERMANENT

AS OF JUNE 30, 1992

PERCENT



SOURCE: A.I.D./EOP

RECOMMENDATIONS FOR A/A.I.D.

- 1. DEMONSTRATE VISIBLE SUPPORT**
- 2. ENDORSE A COMPREHENSIVE POLICY STATEMENT.**
- 3. AUTHORIZE IMPLEMENTATION STRATEGY WHICH INCLUDES:**
 - A RETREAT FOR SENIOR MANAGERS**
 - AN EXTERNAL OVERSIGHT COMMISSION**
 - QUARTERLY REVIEWS**
- 4. SEEK SUBSTANTIVE INPUT FROM THE EOP OFFICE**
- 5. ESTABLISH A BUDGET FOR RECRUITMENT**

HRDM AND EOP INITIATIVES

- **DEVELOPMENT OF A DIVERSITY TRAINING COURSE**
- **CONSOLIDATION OF THE GS AND FS RECRUITMENT FUNCTIONS**
- **MERGER OF RECRUITMENT DIVISION WITH WORKFORCE PLANNING FUNCTION**
- **REINSTATEMENT OF MIDCAREER HIRING POLICY**
- **TRAINING OF AGENCY RECRUITERS**
- **ENHANCED REPRESENTATION OF WOMEN AND MINORITIES ON EMPLOYMENT PANELS**
- **GREATER SENSITIZATION OF TECHNICAL REVIEW MEMBERS TO WORKFORCE DIVERSITY**