



U.S. AGENCY FOR
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DEVELOPMENT

SECRETARIAT

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ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/M, Larry E. Byrne *Larry Byrne*
SUBJECT: Proposed Workplace Diversity Plan

BACKGROUND

In early August Jim Michel, then Acting Deputy Administrator, asked Lois Hartman, Acting Director for Human Resources, to develop a Diversity Plan for the Agency. In October a draft plan was sent to Assistant Administrators, the Minority Recruitment Advisory Group (MRAG), special interest groups, the American Foreign Service Association (AFSA), the American Federation of Government Employees (AFGE) and the Office of Equal Opportunity Programs (EOP) soliciting comments and/or suggestions. Numerous responses were received (including individual responses from Foreign Service, Civil Service and Foreign Service National employees). The Plan is now ready for your approval.

DISCUSSION

It is our intention that the Plan guide Agency efforts to achieve a representative workforce profile and establish an active program to insure equal employment opportunity for each employee in all facets of the employment relationship. However, it does not pretend to be definitive; rather it is a work in progress. It provides a winning philosophy and a starting point. Much development and much progress will be required before this Plan, or any plan for USAID diversity, can be considered complete.

It is proposed that you approve the narrative body of the Plan and some of the proposed action items now, and some after they have been reviewed by the DAA Committee and endorsed by the Chief Operating Officer (COO) and Deputy Administrator. The majority of the Plan's actions can be accomplished without additional funding and it is proposed that you give blanket approval to proceed with these immediately.

Other actions contained in the Plan will require funding and it is proposed that these items, annotated in the Plan (pages 8 - 16) with a dollar sign (\$), be reviewed and endorsed before they are approved, with one exception. In the interest of insuring a continued flow of fresh talent, especially women and minorities into the USAID workforce, it is recommended that you approve the

FY94 recruitment goals for the Foreign Service IDI Program, the student programs, and the Presidential Management Intern Program proposed on page ten (action 8.a.) and detailed in Appendix Five, Proposed Accession for FS, Students and Other Interns, FY94.

With your approval, and subject to appropriate negotiations and consultations with the unions, the Plan, annotated as indicated above, will be published and made available to USAID employees as quickly as possible.

RECOMMENDATIONS:

1. It is recommended that you approve for publication the narrative body of the attached USAID Plan for Achieving Workplace Diversity, including the Foreword (pages i - ii), pages 1 - 7, and pages 17 - 18.

Approved: _____

Disapproved: _____

Date: 1/24/94

2. It is recommended that you approve the Action Plans (pages 8-16) for publication and that you approve for immediate action those Action Plans which require no additional funding.

Approved: _____

Disapproved: _____

Date: 1/24/94

3. It is recommended that you approve for immediate action the FY94 recruitment goals for the Foreign Service IDI Program, the student programs, and the Presidential Management Intern Program proposed on page ten (action 8.a.) and detailed in Appendix Five, Proposed Accession for FS, Students and Other Interns, FY94.

Approved: _____

Disapproved: _____

Date: 1/24/94

Clearance:

DAA/M/HR: FAlmaguer: Feb 76 Date: 12-21-93

EOP: JPendarvis: in draft/le Date: (12-17-93)

ES: AWilliams: _____ Date: _____

DA/AID: CLancaster Date: _____

M/HR/OD: BHarrison: mf: 12/16/93: P: \HRDM\DOCS\divaprov.2

GP Wandra Mitchell 1/4/94 (cleared)

93-720

USAID Plan for Achieving

WORKPLACE DIVERSITY

DECEMBER 1993

WORKPLACE DIVERSITY PLAN

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FOREWORD

This document represents the thoughts, suggestions and hard work of many distinctly different groups of USAID employees. As such, it also reflects some very diverse and sometime controversial views. By representing as many views as possible, we hope to give all parties a voice in the process of achieving and coming to value diversity in our workplace. Only by listening to the different voices and hearing each point of view will we achieve real harmony and productivity. It is said that "where you stand depends on where you sit." Ultimately, it is the aim of this Plan that we all stand together; not necessarily as one, but as unique individuals; different but united.

This Plan is a starting place. It is by no means definitive. It establishes a common point from which we can begin the journey from the sometimes disparate views and positions it reflects, to a common view of diversity and a workplace in which we value the differences in people and recognize those differences as a source of strength.

To begin this discussion, we need a common language. We need foremost to agree on what we are discussing, and what our common objectives are to be. Accordingly, as a point of reference, A/AID has agreed to the following definition of *workplace diversity*; originating in the requirements of law and expanded by moral imperative and necessity:

1. **[as pertains to workforce composition]:** The differences in employees relating primarily to race, color, religion, sex, national origin, handicap, age, or sexual orientation; also: commonly used to describe a representative workforce profile (see below), as in, "Targeted recruitment will help us achieve *workplace diversity*."
2. **[as pertains to USAID policy and practice]:** Assuring inclusiveness of process for every Agency employee at all levels, and assuring equality of opportunity for all employment applicants and employees with specific appreciation for individual characteristics such as race, color, religion, sex, national origin, handicap, age, or sexual orientation. These categories are specified in USAID Equal Opportunity Policies and Operational Guidance.
3. **[to describe the USAID Workplace Diversity Plan]:** A Plan for: a. achieving a representative workforce profile through *Affirmative Employment*; b. *Valuing diversity* as a source of strength, e.g. valuing the capabilities of diverse employees; and c. *Managing diversity* to achieve the USAID mission.

The term *workforce* must also be defined to facilitate this discussion. For the purpose of this Plan, the following definition is used:

All individuals engaged in an employee employer relationship with USAID, including:

- U.S. Direct-hire Civil Service employees;
- U.S. Direct-hire Foreign Service employees;
- Foreign Service National* Direct-hire employees;
- U.S. National Personal Service Contractors; and
- Foreign Service National* Personal Service Contractors.

* The Foreign Service National category includes all Non-U.S. Nationals employed by USAID, including "Third Country Nationals." Executive Order 11478, Nondiscrimination in the Federal Government (EO-11478) is applicable only to U.S. Nationals; however, the USAID Code of Conduct dictates that all employees, including Foreign Service National employees, must be treated with respect, consideration and fairness.

Finally, the term *Representative Workforce Profile* is defined as follows:

A workforce profile that conforms to the Civilian Labor Force (CLF) profile by race, sex and disability, in major occupations and grade levels. **This is USAID's quantitative or statistical goal for Workplace Diversity.**

These concepts and terms are further defined through discussion and actions proposed in the following pages. However, workplace diversity, and how it is encouraged, developed, and valued, will be defined by the relationships, actions, and commitment of USAID's employees in the final analysis.

USAID PLAN FOR ACHIEVING WORKPLACE DIVERSITY

INTRODUCTION

The men and women who comprise the direct-hire workforce of the United States Agency for International Development (USAID) shall reflect the cultural, racial and ethnic diversity of the American people. In addition to achieving a representative workforce profile, the Agency shall assure equal employment opportunity to each employee in all facets of the employment relationship. Above all, the Agency shall emphasize fairness and equity in its treatment of its direct-hire employees, U.S. and Foreign Service Nationals, and contract employees, as well as its customers, recipients of foreign assistance, and constituents in the United States.

Workplace diversity begins with a clear understanding and adherence to the provisions of the Civil Rights Act and the regulatory oversight activities of the Equal Employment Opportunity Commission, as administered by the Agency's Office of Equal Opportunity Programs (EOP). Like all Federal agencies, USAID is required to develop an Affirmative Employment Plan and to report annually to the U.S. Equal Employment Opportunity Commission (EEOC) on accomplishments of the previous year and on plans for the next year. The Plan must include: an analysis of barriers to equal opportunity, and steps to eliminate those barriers; analysis of recruitment and selection processes to determine any discriminatory impact; analysis of the workforce profile for each segment of the Agency, as well as anticipated recruitment and accession activities; and the establishment of reasonable goals and timetables to achieve an appropriately representative workforce profile, i.e. diversity.

Beyond adherence to regulations and safeguarding against prohibited activities, USAID must establish a workplace in which every employee is provided an opportunity to achieve professional growth and stature, developmental assignments, and recognition which is commensurate with his or her unique contributions and potential. Such consideration must exist in every area of human resources management, including:

Recruitment

Training

Compensation

Performance Evaluations

Assignments

Incentive Awards

Career Management

Promotions

Accordingly, these areas will be monitored closely and periodically evaluated for their impact on workforce diversity. It must be emphasized that the *equity and respect with which individuals are treated as employees and the overall diversity of the workforce* as represented by the statistical balance of women and men, minorities and non-minorities, people with disabilities and people without disabilities, are inseparable elements of the USAID Workplace Diversity commitment. The Administrator's statements on Diversity in the USAID Workforce, issued in May, 1993, and on Equal Opportunity Policies and Operational Guidance, issued in August, 1993, reflect this proposition and represent necessary steps and a central theme for an improved diversity strategy.

The ultimate goal of the USAID workplace diversity strategy is to fully empower every employee and maximize her or his productivity to accomplish the USAID mission. The Agency must prize its employees, not only in terms of their present capabilities, but also in terms of nurturing and facilitating professional growth throughout their careers with USAID. No employee is to be denied in this regard. The Agency must be known as an employer that is respectful of, assures the dignity of, and appreciates the value of its most important resource -- its workforce.

STATE OF DIVERSITY IN USAID

USAID's overall effort to achieve diversity must improve, particularly, though not exclusively, as pertains to the underrepresentation of women in its U.S. direct-hire (USDH) professional ranks. A recent assessment of USAID diversity reported by the Government Accounting Office (GAO) in a November, 1992, report entitled AID Management: EEO Issue and Protected Group Underrepresentation Require Management Attention (summary attached), found that "In AID's Civil and Foreign Service work force, protected group members were in many cases underrepresented by PATCO category, major occupation, and grade level. Non-black minority males were not as well represented on average as females in the Civil Service. In contrast, minority males were generally well represented in the Foreign Service, while females were consistently underrepresented."

Quarterly EEO profiles reported by EOP, and the assessment and recommendations reported by the USAID Minority Recruitment Advisory Group (MRAG - summary of recommendations attached), are consistent with the findings of the GAO. In addition, serious underrepresentation of Hispanic employees at all levels is

reported. Among other deficiencies, the lack of a comprehensive recruitment strategy, insufficient commitment of funding, and a failure to centralize available recruitment resources, are cited as contributing to underrepresentation in the workforce. These deficiencies must be corrected.

Other areas in which USAID must improve are in its use and treatment of Foreign Service National Employees (FSNs), both direct-hire and Personal Service Contractors (PSC), which are estimated to be in the neighborhood of 6,000 employees¹.

The In-Country Presence Assessment, completed by the USAID Office of Evaluation, Center for Development Information and Evaluation (CDIE) in October, 1992, reported "pervasive underutilization of professional FSN employees." CDIE observed, "Many professional FSNs are underutilized and could assume more and higher levels of responsibility with their current professional capabilities or with additional training." CDIE also found that "there appears to be something of a bias against the use of FSNs and PSCs that goes beyond consideration of ability to do the job."

Another potentially serious problem, that is more widely spread than many are aware, is the perception that FSNs are not treated with the same degree of respect as U.S. employees, and that insensitivity to host cultural norms is not uncommon. Culturally insensitive or disrespectful behavior on the part of coworkers, and especially supervisors, is demoralizing and counterproductive whenever and wherever it occurs. A USAID FSN employee commenting on the preparation of this plan observed, "People must be valued and respected for what they are and what they know, not only for their nationality." To the extent that the inevitable cultural differences between our FSN and U.S. employees divide us rather than enrich us, the resulting division represents a barrier to the open communications, trust, and goodwill necessary to the full participation of all our employees. To succeed in our international mission, we must put these barriers behind us and, as another USAID employee observed, "seek ways to empower USAID's personnel, in the Missions as well as USAID/W, unleashing their innovation and creativity..."²

1 An estimate is required since no reliable database of FSN or PSC employees presently exists

2 J. Brian Atwood, November 19, 1993, Statement of Principles on Participatory Development

SETTING NEW DIRECTIONS

Achieving, valuing, and empowering a fully diverse workforce will be impossible without the broad commitment and action of Agency management at all levels. The workplace diversity goals must be understood, the current status and historic problems must be acknowledged, and coordinated actions must be taken and supported at all levels. Success in this effort cannot be mandated; it must be achieved through a strategy of communication, consensus-building, and recognition for achieving results.

To shape its strategy, USAID has, on the advice of the Minority Recruitment Advisory Group (MRAG), adopted as its guiding principle a paradigm espoused by Dr. R. Roosevelt Thomas, Jr., the Executive Director of the American Institute for Managing Diversity, Inc., at Atlanta's Moorehouse College. Our strategy recognizes that *the USAID workforce is already diverse and is becoming more so*. In the recent past, our managers directed a largely homogeneous workforce. Today, they need to lead an increasingly diverse workforce. To keep pace with a rapidly changing world, we must accept this natural and most welcome evolution and develop new management strategies that enable a diverse team to perform effectively. In Dr. Thomas' words, "In a country seeking competitive advantage in a global economy, the goal of managing diversity is to develop our capacity to accept, incorporate, and empower the diverse human talents of the most diverse nation on earth. It's our reality. We need to make it our strength."¹

Our strategy involves three distinct thrusts. First, we continue to pursue a fully representational workforce profile through *Affirmative Employment (AE)*. As noted in the introduction, annual EOP barrier analyses will establish the basis for this targeted and time limited program of actions appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity. To insure compliance, EOP will monitor Agency processes and achievements in all areas of employment and human resources management. The key to success, however, will be the deliberate and methodical actions, taken by Agency management, to eliminate all barriers to achievement of the USAID diversity goals dictated by our relative conformity to the Civilian Labor Force (CLF) PATCO profile.

Second, we *Value Diversity*. We are creating an environment in all USAID workplaces in which every employee feels valued and

1 Harvard Business Review, No.90213

accepted. "USAID is dedicated to improving the quality of human life and developing individual opportunities globally. Consistent with this mission, we are dedicated to achieving a diverse workforce that is free of discrimination on the basis of race, color, religion, sex, age, national origin, disability, and sexual orientation.¹" We are reinventing ourselves as a model Agency not only for the U.S. Federal government, but for all of the governments and peoples around the globe with whom we are in partnership.

Finally, we are *Managing Diversity*. We are building enabling skills in our workforce and creating policies and systems that will allow each employee to contribute to the full extent of her or his potential unfettered by artificial barriers. **Managing Diversity is our bridge from reliance on Affirmative Employment to a self sufficient policy and practice of Valuing Diversity.** Our employees are without a doubt our single most valuable asset, and we are committed to actively empowering their diverse, multi-cultural and enormous capacity to achieve the USAID mission.

In order for this Workplace Diversity Plan to be effective, senior level commitment and involvement are essential. In August, 1993, the Administrator defined this requirement by stating, "I intend to ensure that USAID employees are supportive of these policies [workplace diversity and equal opportunity] and that managers, especially, are accountable for their success. To that end, in each major bureau or office, the Deputy Assistant Administrator (DAA) or equivalent, is assigned responsibility for achieving progress in the areas described above."² Accordingly, the DAA Committee (DAAC) will coordinate actions and activities in support of this Plan and assure accountability for its success. The Director of EOP will join this Committee's deliberations in all matters pertaining to diversity and the Committee will report progress quarterly to the Administrator.

This Workplace Diversity Plan provides a philosophical base and a starting point for the DAAC. The activities described in the Action Plan below are intended to be immediate and far reaching, but they are by no means definitive. This Plan must evolve with the development of the workforce and increased awareness on the part of all of its components. Inevitably, it must be a work in progress.

1 J. Brian Atwood, Statement on Principles on Participatory Development, November 19, 1993

2 USAID, Equal Opportunity Policies and Operational Guidance, August 10, 1993

ACTIVITIES/ACTIONS TO DATE

In the past, the Agency made an effort to achieve diversity through a variety of important, but disjointed, initiatives which have been conducted without the benefit of an overall strategy, total management support, or budget commitment. Now, the Administrator, HR, EOP, and the Equal Opportunity Task Force have articulated an Agency commitment to a comprehensive Workplace Diversity Plan and laid the foundation for a consolidated and more effective strategy. **Activities to date have included:**

Affirmative Employment

- ✓ Consideration of diversity implications in selection of promotion panels;
- ✓ Continuation of the IDI hiring program in spite of budget constraints (Affirmative Employment targeted);
- ✓ HR solicited nominations from missions of women and minorities at post (contractors and PVO staff) for consideration as FS candidates;
- ✓ EOP and HR development of an Affirmative Employment Foreign Service Promotion policy (attached);
- ✓ Initiation of joint Peace Corps/USAID targeted recruitment, including: 1) Outreach to women and minority staff and volunteers in the last six months of their tours; 2) USAID recruitment literature and information interviews available through Peace Corps out-placement center; and 3) "piggyback" efforts in southwestern U.S. recruitment campaigns;
- ✓ EOP tracking of Senior Management Group (SMG) assignments for identification of 1) representation levels of minorities and women (by bureau); 2) minority and female SMG potentials on bureau lists;

Valuing Diversity

- ✓ Issuance of Workplace Diversity and EEO statements and operational guidance by the Administrator (attached);
- ✓ A seminar for USAID management on Diversity and Organizational Change;

- ✓ Addition of diversity training modules to all senior management training courses;
- ✓ Expansion of other EEO training and considerable increase in outreach by EOP staff, e.g. sexual harassment prevention briefings;
- ✓ Mentoring program for new hires established;
- ✓ Inclusion of EEO skill areas in promotion precepts;
- ✓ EOP complaints investigation process strengthened, and time frames for investigation and issuance of Agency findings reduced;

Managing Diversity

- ✓ Meetings of advocacy groups' representatives with senior advisors to the Administrator;
- ✓ Meetings over the past two years of the Equal Opportunity Task Force, chaired by the Director of Workforce Planning, with participation by the HR Deputy Director, the EOP Director, and representatives of various bureaus;
- ✓ A series of meetings between the Acting Director, HR, EOP staff, and minority advocacy groups, resulting in a list of no cost recommendations for HR programs and practices;
- ✓ Periodic EOP reports on workforce profiles by Agency, bureaus and offices; and
- ✓ Utilization of minority Foreign Service personnel as a recruitment resource.

ACTION PLAN

The following Phase I and II activities are intended to achieve a broad understanding of the Agency's situation, establish accountability for improvement, and achieve progress towards stated goals. They are consistent with, and in some instances compelled by the requirements of EEO law and regulations, as administered by EOP. They reflect the recommendations of, among others, EOP, MRAG, the Agency's special interest groups, the USAID Incentives Committee Report, and many individual employees, including USDH Civil and Foreign Service, and FSNs. As noted above, the activities are viewed as a starting place rather than a definitive plan.

Activities that will require new funding, over and above commitment of OE funding for staff time, are annotated with a dollar sign (\$) in the number column. These plans are referred to the Deputy Assistant Administrators Committee for endorsement, pending availability of funds.

ACTION PLAN PHASE I		
(FY94)		
#	ACTIVITIES	DATE
Affirmative Employment		
1	Preparation of Agency Federal Equal Opportunity Recruitment Program (FEORP) plans for submission to OPM: Foreign Service [HR] Civil Service [HR]	November '93 (Done) February '94
2	Preparation of disability employment plans for submission to EEOC [EOP]	November '93 (Done)
3 a	EOP completes barrier analysis (based on self analysis by bureaus), workforce profile analysis and, using most current data permissible under EEOC regulations, establishes diversity objectives for the Agency's multiyear Affirmative Employment Plan, including targets for: minorities, women, and people with disabilities as necessary to achieve full representation [Bureaus & EOP]	February '94
b	With the input of senior management, the resulting Plan represents a model effort to overcome barriers and achieve diversity (including specific goals for USAID/W and overseas) [Bureaus, EOP & HR]	February '94

4 a §	Expand barrier analysis to identify barriers to selection of minorities referred by HR to USAID/W selecting officials to be considered for Civil Service positions (responds to GAO finding) [EOP]	April '94
b	Implement systematic plan to eliminate any barriers identified [Bureaus, HR & EOP]	
5 a §	Expand barrier analysis to determine efficacy of criteria for selection into Foreign Service, with special reference to preference for previous overseas experience [HR]	April '94
b	Adjust selection criteria as necessary to eliminate any barriers identified. [HR]	
6 a §	Expand barrier analysis to include a study of minority employees' career paths at USAID over the past ten years [EOP]	May '94
b	Implement systematic plan to eliminate any barriers identified [Bureaus, HR & EOP]	
7 a	SMG Affirmative Employment targets set for each Agency organization in upcoming SMG Assignments Cycle [EOP & HR]	February '94
b	SMG potentials' list revised to include GS-15s and launch positions identified for FS-2 SMG potentials (as indicated by bureaus and HR) [HR]	February '94
c	Executive Management Staff (HR/EM) counselors contact all women and minority SMG potentials to discuss next assignment [HR]	March '94 (Ongoing)

8 a §	Approval by the Administrator of minimum hiring levels for IDIs, COOPs, Summer Interns, and PMIs (see appendix 5) and for development of a new Civil Service Intern Program [A/AID]	January '94
b	Affirmative Employment Plan integrated with the respective Civil Service and Foreign Service recruitment plans to increase representation of women, minorities, and employees with disabilities in those bureaus/offices, employment categories, and levels in which underrepresentation has been identified by EOP [HR]	January '94 - June '94
c	Increase the pool of women and minority applicants available to selecting officials through ongoing targeted recruitment activities [HR]	Ongoing
d	Continue practice of using Foreign Service Officers or other appropriate employees to represent the Agency on recruitment campaigns [HR & Bureaus]	Ongoing
e	Continue to reserve 80 percent of FS new hire slots for IDIs [HR]	Ongoing
f	Establish a more targeted recruitment strategy for special hiring programs, e.g. COOPs, Summer Interns, PMIs, etc. [HR]	Ongoing
g	Continue and increase referral of disabled applicants through the joint EOP and HR Special Placement program [EOP]	Ongoing

Valuing Diversity		
1	Memorandum from the Administrator establishing the Deputy Assistant Administrators Committee (DAAC) as the coordinating body for the Workplace Diversity Plan. [A/AID]	February '94
a		
b	DAAC reports progress to Administrator on quarterly basis [HR]	Ongoing
2	Each bureau assigns a senior employee as their Diversity Coordinator to facilitate the diversity dialogue, increase awareness of legal requirements, promote philosophy of valuing diversity, and to monitor, augment, and forward the Workplace Diversity Action Plan [DAAs]	March '94 - Ongoing
3	Career Management System, including Matrices depicting essential competencies and experiences expected of FS and CS employees at various career levels in professional, technical and administrative/support career paths are developed, including broad input from all categories and levels of Agency employees [HR]	June '94
4	Workplace Diversity component, presented by EOP, added to, New Entry Training, and other appropriate USAID training courses [HR & EOP]	March '94
5	Conduct diversity training for all senior staff (including focus on relations between FSNs and USDH, and professionals and support staff) [HR]	April '94
\$		
6	Conduct diversity and cross-cultural training for all managers and staff in each organization throughout the Agency (including focus on relations between FSNs and USDHs, and professionals and support staff) [HR]	July 94 - Ongoing
\$		

7	M/AS reports to A/AID on feasibility of establishing child care, elder care, and lactation facilities on USAID premises [AS]	June '94
8 §	HR reviews FSN (including PSC) personnel policies and practices for consistency with workplace diversity objectives, including: classification, compensation, recruitment, assignments, training, incentive awards, and promotions [DA/AID]	July '94 - October '94
9	Continue and expand EOP Special Emphasis Programs (notices, posters, speakers, etc.) celebrating our diversity, e.g. Dr. Martin Luther King Day, Black History Month, National Women's History Month, Asian Pacific American Heritage Month, Womens' Equality Day, National Hispanic Heritage Month, Disability Month, and Native American Month [EOP]	Ongoing
10	Establish a Workplace Diversity column in Front Lines [XA]	April '93
11 §	G reviews Agency technical skills recruitment programs for potential to positively influence workplace diversity (e.g. IPAs and AAAS, Child Survival, POP, and AIDS Fellows programs, etc.) and reports findings/recommendations to DAAC [G & DA/AID]	March '94
Managing Diversity		
1	EOP and HR brief the Deputy Assistant Administrators Committee on workplace diversity issues; current status and Agency plan [EOP & HR]	March '94
2 a	DA/AID appoints new members to the Technical Selection Panels [DA/AID]	April '94
b	EOP provides solid EEO training to Panelist and support staff [EOP]	April '94
c	Service on panels becomes part of members' official duties (specific element in EER) [HR]	April '94

3	Placements in new USAID/W organizations geared toward achieving a balanced mix in each bureau/office of FS/GS, females/males, minority/non-minority, and disabled/non-disabled employees [Bureaus, HR & EOP]	January '94 - April '94
4 a	Deputy Assistant Administrators and line managers assigned responsibility for accomplishing the hiring, training, assignment, incentive, evaluation, and promotion goals of bureaus' affirmative action plans [DA/AID & Bureaus]	March '94
b	Goals included in individual managers and supervisors' performance contracts [Bureaus & EOP]	March '94
5 §	Civil Service Intern Program established to recruit and develop entry level Civil Service professionals [HR]	June '94
6	Assess feasibility of establishing a GS rotation program to encourage career development through broadening assignments for Civil Service employees [HR]	Sept '94
7	"Level the playing field" for all FS employees by approving HR proposal for FS Assignments System Reform [A/AID]	March '94
8	Continue practice of limiting the number of LCEs approved (among other advantages, this will have the effect of increasing opportunities for lower graded employees, including women and minorities, to be promoted) [A/AID]	Ongoing
9 a	Establish an FSN Policy unit in HR and staff it with at least 2 positions [AA/M]	February '94
b §	FSNs periodically detailed to HR to work in the FSN Policy Unit [HR]	June '94 - Ongoing
10	Issue clear guidance on what responsibilities may and may not be assigned to FSNs and PSCs on worldwide basis (clarity in this matter will provide opportunity to expand these responsibilities) [GC]	April '94

11 \$	Develop and implement a worldwide standard performance appraisal system for FSNs and PSCs consistent with USDH system(s) [HR]	October '94
12 a	Establish an automated unified personnel records system that includes entire USAID workforce (U.S. and foreign national) [HR & IRM]	January '94
b	System must include subsystem for tracking race, sex, national origin, and disability (access restricted to EOP) [EOP & IRM]	October '94

ACTION PLAN PHASE II		
(FY95)		
#	ACTIVITIES	DATE
AFFIRMATIVE EMPLOYMENT		
1	Re-establish Career Advancement program (CAP) for conversion of lower graded GS employees to FS with four year internship [HR]	October '94
2	EOP reports to Administrator on FY94 accessions, promotions, and attainment of objectives and elimination of barriers [EOP]	November '94
3 \$	Establish an English language skills training program for Agency employees, worldwide, including basic writing and presentation skills (include component for FSNs on skills for effective interpersonal communications with USDH employees)	December '94

	Valuing Diversity	
1 \$	Diversity Coordinators, hosted by DAAC, hold annual two day focus meeting in AID/W [DA/AID]	November '94
2 a	Career Management is established as an Agency priority and Career Management Matrices are approved and published by DAAC [DA/AID & HR]	October '94
b \$	HR designs and implements a strategy to educate and assist workforce with career management principles to include: comprehensive development of individual development plans (IDPs) and integration of IDPs in annual performance planning processes [HR]	November '94 - Ongoing
c \$	A/AID issues policy that requires a minimum of one week of training per year or an equivalent developmental assignment for all employees, including FSNs, whose performance has been rated satisfactory or higher [DA/AID]	December '94
3 \$	PPE and EOP review USAID/W use of PSCs for impact on workforce diversity and to evaluate the possibility of extending EEO guidelines and affirmative employment considerations to their selection process [PPE &EOP]	October '94
4	Develop and promulgate a policy, supportive of Workplace Diversity goals - such a policy may include the following: (1) references to race and gender in EERs and PARs in regard to performance, and (2) identifying women and minorities to supervisors, and promotion, training and awards committees for the purpose of affirmative action [HR & EOP]	December '94

	Managing Diversity	
1 \$	Establish fellowships or grants to HBCU and HACU faculties for research on USAID program issues to increase the number of minority students exposed to and interested in development work [G]	October '94
2	Bureaus, assisted by HR, review all positions to identify opportunities for upward mobility career-ladder positions and positions that may be converted to part time, or job-sharing and/or flexiplace at every level and in every career category (involves systematic effort to organize work and redesign jobs in ways that provide opportunities) [Bureaus/HR]	October '94 - Sept '95
3	Exit interview analysis and report to DAAC by HR to detect reason for reported attrition of mid-level women and minorities [HR]	June '95
4	Develop automated on-line report of bureau/office conformity with CLF PATCO profiles at all levels (On-line report generated from unified personnel records system data base cross referenced to EOP data) [IRM]	October '94
5	Automate FS Assignments System tracking, statistical analysis, and reporting [IRM]	December '94
6	Conduct periodic worldwide employment satisfaction survey and aggregate results by protected category, level, and employment category, i.e. USDH, FSN, PSC (surveys to be conducted by E-mail and results collected, analyzed and reported by computer) [HR & IRM]	March '95

GLOSSARY OF WORKPLACE DIVERSITY TERMS

Affirmative Employment: those actions appropriate to overcome the effect of past or present practices, policies, or other barriers to equal employment opportunity in relation to all personnel policy and practice (e.g. employment, development, advancement, and treatment) affecting persons in "protected class groups" as defined in Executive Order 11478, Nondiscrimination in the Federal Government (EO-11478 - attached). For example, women, minorities, and mentally or physically challenged individuals may be targeted for special recruitment efforts to correct underrepresentation. Action is taken to balance the composition of the workforce in such a way as to achieve quantitative conformity with the CLF PATCO workforce profile.

CLF: The Civilian Labor Force (CLF) data, provided to USAID by EEOC, represents people, 16 years or older, excluding individuals in the armed forces, who are employed or seeking employment, matched to federal job series and aggregated by PATCO category. This data, further aggregated by race, sex, and, national origin, is used by USAID and throughout the federal government to establish bench marks or goals for a balanced workforce, i.e. a workforce that conforms to the CLF PATCO profile, and thus, meets Federal Equal Employment Opportunity (EEO) requirements.

Diversity:

1. **[as pertains to workforce composition]:** The differences in employees relating primarily to race, color, religion, sex, national origin, handicap, age, or sexual orientation; also: commonly used to describe a representative workforce profile (see below), as in, "Targeted recruitment will help us achieve *workplace diversity*."
2. **[as pertains to USAID policy and practice]:** Assuring inclusiveness of process for every Agency employee at all levels, and assuring equality of opportunity for all employment applicants and employees with specific appreciation for individual characteristics such as race, color, religion, sex, national origin, handicap, age, or sexual orientation. These categories are specified in USAID Equal Opportunity Policies and Operational Guidance.
3. **[to describe the USAID Workplace Diversity Plan]:** A plan for: a. achieving a representative workforce profile through *Affirmative Employment*; b. *Valuing diversity* as a source of strength, e.g. valuing the capabilities of diverse employees; and c. *Managing diversity* to achieve the USAID mission.

PATCO: In accordance with the U.S. Equal Employment Opportunity Commission (EEOC) and Office of Personnel Management (OPM) guidance, USAID employees are classified into five white-collar

categories; i.e. professional, administrative, technical, clerical, and other (PATCO). Specific job series are grouped by appropriate PATCO category. As a rule, higher paid jobs are grouped in the professional and administrative categories while lower paid jobs are concentrated in the technical, clerical and other categories. For example:

- Professional positions generally require specialized academic training and include lawyers, accountants, economists, and auditors.
- Administrative positions generally require a college degree, or equivalent experience, and include program officers, administrative officers, and budget analysts.
- Technical positions typically support the efforts of professional and administrative positions and do not require a college education. They include computer operator, electronic technician, and procurement agent.
- Clerical positions support business and fiscal operations and do not require a college education.
- Other positions are those that do not relate to one of the categories discussed above, and may include fire prevention, security guards, and drivers.

Representative Workforce Profile: A workforce profile that conforms to the CLF profile by race, sex, and national origin, in major occupations and grade levels. **This is USAID's quantitative or statistical goal for Workplace Diversity.**

Workforce [as pertains to USAID]: All individuals engaged in an employee employer relationship with USAID, including:

- U.S. Direct-hire Civil Service employees;
- U.S. Direct-hire Foreign Service employees;
- Foreign Service National* Direct-hire employees;
- U.S. National Personal Service Contractors; and
- Foreign Service National* Personal Service Contractors.

* The Foreign Service National category includes all Non-U.S. Nationals employed by USAID, including "Third Country Nationals." Executive Order 11478, Nondiscrimination in the Federal Government (EO-11478) is applicable only to U.S. Nationals; however, the USAID Code of Conduct dictates that all employees, including Foreign Service National employees, must be treated with respect, consideration and fairness.

USAID PLAN FOR ACHIEVING WORKPLACE DIVERSITY

DECEMBER 1993

Appendices:

1. Administrator's Statement on Diversity in the A.I.D. Workforce, May 10, 1993
2. Administrator's Statement on Equal Opportunity Policies and Operational Guidance, August 10, 1993
3. Administrator's Statement on New Equal Opportunity Policies and Operational Guidance, August 24, 1993
4. Affirmative Action [Employment] Promotion Policy - Foreign Service, July 12, 1993
5. Proposed, FY94 Accession Goals for IDI, FS Mid-level, COOP, Stay-In-School, PMI, Summer Intern, and Minority Intern Programs
6. Chart Comparing Affirmative Employment, Valuing Diversity, and Managing Diversity Concepts
7. Summary of GAO Recommendations
8. Summary of MRAG Recommendations
9. Memo from HR/OD, Lois E. Hartman, summarizing Minority and Women Advocacy Group No-Cost Recommendations to Improve Agency Training, Assignments, and Recruitment Systems
10. M/B/SB, Management Study of A.I.D.'s Overseas Non-direct Hire Workforce, Appendix A. Summary of Related Studies
11. Executive Order 11478

APPENDICES

USAID PLAN FOR ACHIEVING WORKPLACE DIVERSITY

DECEMBER 1993

**1. USAID Administrator's Statement on Diversity
in the A.I.D. Workforce**

AGENCY FOR INTERNATIONAL DEVELOPMENT

320 TWENTY FIRST STREET, N.W.
WASHINGTON, D.C. 20523

The Administrator

A.I.D. General Notice
A/AID
Issue Date:

SUBJECT: Diversity in the A.I.D. Workforce

As my first official act as Administrator, I am expressing my commitment to achieving a diverse and representative workforce in the Agency for International Development. This commitment extends to both the civil service and the foreign service, and to all levels of the workforce. It is my intention to put in place a plan of specific actions to achieve workforce diversity in A.I.D. and to monitor progress in its implementation. I will expect all Agency managers to make this objective a high priority and will evaluate their performance accordingly.

I take this course because I believe it is my responsibility as a public official. It is simply right that the federal workforce be representative of the American people. Moreover, A.I.D. represents the American people and our values directly in relations with foreign governments and peoples. One of the great strengths of our country and one of the values which is most important to share with others is our respect for the diversity of our people. The reality of A.I.D.'s workforce must communicate this value by example.

I also believe that rapid progress toward a diverse and representative workforce will make A.I.D. a more effective organization. Until the Agency's workforce is representative of the diversity of the American people, employees who are members of the underrepresented groups will feel their opportunities are limited, no matter how hard they work or how much they contribute.

A.I.D. must strive for a dedicated and productive workforce. We face many challenges and must have the best each of our employees can deliver. In turn, the Agency must demonstrate that it values all its employees, and that it will take measures to ensure real opportunities for employment and career advancement for all who demonstrate competence, hard work, a positive attitude, and a willingness to make the extra effort to contribute.

A.I.D. is dedicated to improving the quality of human life and developing individual opportunities around the world. We can be no less dedicated in the management of our own organization. I want each of our employees to understand that a diverse and representative workforce is vital to success in carrying out our mission.


J. Brian Atwood

DISTRIBUTION
List 1 and 2

The Office of Equal Opportunity Programs (EOP) is the central unit responsible for coordinating the development and implementation of equal opportunity policies and programs. Attainment of equal opportunity objectives, however, requires the full support and action of management throughout the Agency. Together, we will succeed in creating a model work environment which promotes quality, fairness and full participation by all Agency employees.


J. Brian Atwood

Attachments: a/s

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

EQUAL EMPLOYMENT OPPORTUNITY

Requirements for Federal agency equal employment opportunity (EEO) and affirmative employment programs were first established in 1969 by Executive Order 11478. In 1972, the Congress amended Title VII of the Civil Rights Act of 1964, thereby mandating Federal agencies to maintain affirmative employment programs and to ensure enforcement of Federal EEO policy.

It is the policy of the Agency for International Development:

- **To provide equal opportunity in employment for all persons;**
- **To prohibit discrimination because of race, color, religion, national origin, disability, sex, and age;**
- **To promote the full realization of equal employment opportunity through a continuing affirmative employment program in the Agency particularly in recruitment, promotions, assignments, and training;**
- **To comply with both the letter and spirit of all laws and regulations governing equal employment opportunity and affirmative employment; and**
- **To ensure that all persons are free from any and all restraint, interference, coercion, discrimination, and reprisal for engaging in any lawful activity, including participation in any stage of submitting, processing or evaluating a complaint, including the counseling stage and thereafter.**

Every A.I.D. employee is responsible for ensuring that the work environment is free from discrimination and harassment. All levels of A.I.D. management share responsibility for and are held accountable for the successful implementation of the Agency's equal opportunity program's goals and objectives.

Anyone needing information on equal employment should contact the Office of Equal Opportunity Programs (EOP) on (202) 663-1333.


J. Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

PROHIBITION OF SEXUAL HARASSMENT

The Equal Employment Opportunity Commission defines sexual harassment as deliberate, repeated, unsolicited or unwelcome sexual advances of all types, not simply requests for sexual favors. A person is being harassed sexually when submission to conduct of a sexual nature is made either explicitly or implicitly a term or condition of employment; submission to or rejection of such conduct is used as the basis for employment decisions, promotions, assignments or pay; or when such conduct unreasonably interferes with work performance, or creates an intimidating, hostile, or offensive work environment.

When sexual harassment affects employment decisions or creates an offensive working environment, it is both a violation of Section 703 of Title VII of the Civil Rights Act and the Civil Service Reform Act of 1978. In addition, sexual harassment violates the Code of Conduct and Ethics for Federal Employees.

It is the policy of the Agency for International Development:

- To provide a work environment free of sexual harassment;
- To prohibit all sexual harassment, explicit or implicit;
- To comply with the letter and spirit of all laws and regulations governing sexual harassment, taking corrective action when sexual harassment conduct is alleged or proved; and
- To ensure formal complaint channels for sexual harassment are available to all employees.

Anyone needing information on the prevention of sexual harassment should contact the Office of Equal Opportunity Programs (EOP) on (202) 663-1333.


Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

EQUAL EMPLOYMENT FOR EMPLOYEES WITH DISABILITIES

The Rehabilitation Act of 1973, as amended, requires Federal agencies to develop and implement plans for the hiring, placement, promotion, and retention of disabled individuals. To facilitate employment of the disabled, Federal agencies may use either competitive or special appointing authorities. Realistic standards, based on the tasks of the position, require that applicants possess only the qualifications necessary for safe and efficient performance of the duties of a particular position.

Federal agencies are responsible for providing reasonable accommodations for individuals who meet the following definitions in the Act: "A person who (1) has a physical or mental impairment that substantially limits one or more of such persons' major life activities, (2) has a record of such impairment, or (3) is regarded as having such impairment." When hiring persons with disabilities, efforts are made to accommodate the individuals by removal or modification of barriers to their ability to effectively perform the essential duties of a given position.

It is the policy of the Agency for International Development:

- To prohibit discrimination in employment on the basis of physical or mental impairment;
- To promote, with reasonable accommodation, the full realization of equal employment opportunity for the disabled through a continuing affirmative employment program in the Agency, particularly in recruitment, promotions, assignments, and training; and
- To comply with both the letter and spirit of all laws and regulations governing equal employment opportunity and affirmative employment for persons with disabilities.

For more information concerning the implementation of this policy, please contact either the A.I.D. Disability Employment Manager/EOP on (202) 663-1510, or the A.I.D. Selective Placement Coordinator/HRDM on (202) 663-1521.


J. Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

OPERATIONAL GUIDANCE

IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICIES

Nondiscrimination

The Agency for International Development will provide equal opportunity in employment for all persons, and will prohibit discrimination based on race, color, sex, age, religion, national origin or disability. There will be zero tolerance for actions in the work context that have the purpose or effect of discriminating on one of the bases listed above.

Accountability

In each bureau, mission and office, the Deputy Assistant Administrator, Director, or equivalent, shall be responsible for achieving progress in the areas described herein. The objectives outlined in this notice have the full support of the senior management team. The Agency will succeed in creating a model work environment which promotes quality and equality, as well as fairness and full participation by all Agency employees.

Affirmative Employment

Federal agencies are required to take affirmative measures in all aspects of employment, including hiring, advancement, training, assignments, evaluation and recognition. Affirmative employment to advance equal employment opportunity requires appropriate efforts to increase the representation of women, minorities and disabled individuals where underrepresentation exists. Increased attention will be focussed on those groups that remain underrepresented and on those organizational units whose progress fails to meet reasonable expectations. Special emphasis will be directed to those segments of the population that are disproportionately absent in managerial, supervisory and executive level positions.

**2. Administrator's statement on Equal Opportunity Policies and
Operational Guidance**



AGENCY FOR
INTERNATIONAL
DEVELOPMENT

**A.I.D. GENERAL NOTICE
A/AID
ISSUE DATE: August 10, 1993**

The Administrator

SUBJECT: Equal Opportunity Policies and Operational Guidance

The Agency for International Development is dedicated to improving the quality of human life and developing individual opportunities globally. Consistent with that mission, we are dedicated to a goal of a diverse workplace that is free of discrimination on the basis of race, color, religion, sex, age, national origin, disability, and sexual orientation. In pursuing this goal, we will be guided by sound human resource management practices to elicit the best from each employee and by successful equal employment opportunity programs that contribute to the rich diversity of our workforce. In addition, we must meet the specific requirements of Federal laws and regulations that govern affirmative employment practices and their enforcement.

Attached to this notice are three policy statements: (1) Equal Employment Opportunity; (2) Prohibition of Sexual Harassment; and (3) Equal Opportunity for Employees with Disabilities. These policies provide clear guidance to all employees on our expectations regarding equal opportunity in A.I.D. Also, attached is more detailed operational guidance for implementing these policies.

I am committed to the concept and practice of equal opportunity in recruiting, hiring, training, assigning, rewarding, evaluating and promoting employees. We have both collective and individual responsibility to provide equal opportunity. I intend to ensure that A.I.D. employees are supportive of these policies and that managers, especially, are accountable for their success. To that end, in each major bureau or office, the Deputy Assistant Administrator or equivalent, is assigned responsibility for achieving progress in the areas described above.

Agency for International Development
Washington, D.C. 20523

MINORITY RECRUITMENT ADVISORY GROUP (MRAG)

Recommendations (March 29, 1993)

For Top Management

- Issue policy statement setting forth the Administrator's and Agency's commitment to workforce diversity at all levels.
- Authorize development and implementation of a strategy and plan of action to institutionalize diversity.
- Provide budgetary resources during FY 1993 to undertake the strategy and initiate a diversity training program and the establishment of recruitment/internship programs.
- Elevate the authority and visibility of the EOP Office.
- Establish a direct reporting relationship of the HRDM Director to the Administrator.
- Establish a discrete, sacrosanct budget for recruitment.
- Encourage the administration to use the AD and other hiring mechanisms to introduce more diversity in the Agency workforce.

Recommendations for EOP and HRDM

- Provide specialized training for Agency recruiters, career counselors, and promotion, employment and technical review panel members.
- Enforce the existing policy of maintaining an 80%-20% split between IDI and mid-career hiring.
- Increase representation of women and minorities on employment panels.
- Merge recruitment division with workforce planning function.
- Reinstate some of the most successful recruitment programs from the past (e.g. the Africa Economic Intern Program) and expand some of our regional efforts (e.g. the LAC Intern Program) Agency wide.

Prohibition of Sexual Harassment

It is the legal and ethical responsibility of all A.I.D. employees to refrain from sexually harassing behavior in the workplace. Under Federal regulations, managers and supervisors bear certain responsibility for prevention of sexual harassment and for correcting the conduct of their employees who violate these regulations. Included in this prohibition are not only direct, overt sexual comments or actions, but also any activity of a sexual nature that creates a hostile or offensive working environment. All bureaus, missions and offices should inform their employees what conduct constitutes sexual harassment. The Office of Equal Opportunity Programs is available for advice and training to assist in this effort.

Nondiscrimination Based on Sexual Orientation

There shall be no discrimination against any Agency employee based on sexual orientation. It is the responsibility of each manager and supervisor to assure that equality of opportunity in all facets of employment not be denied to any individual because of sexual orientation.

Special Emphasis Programs

The Office of Equal Opportunity Programs coordinates a number of employee programs designed to improve the employment status of women, persons with disabilities and members of minority groups. These special emphasis programs contribute to the success of our affirmative employment programs, highlight the benefits of our culturally diverse workforce and provide one means of publicly recognizing the contributions of some of our most valuable employees. All employees are encouraged to support and participate in these programs.

Discrimination Complaints

Discrimination complaints exact an extremely high toll in terms of both human discord and monetary costs. Accordingly, A.I.D. will encourage informal resolution of interpersonal and employment issues, whenever possible. When this is not possible, the Director of the Office of Equal Opportunity Programs is delegated the responsibility to investigate and adjudicate, consistent with Federal laws, regulations and guidance, complaints of discrimination and the authority to settle cases when such closure is appropriate.

3. Administrator's statement on New Equal Opportunity Policies and

Operational Guidance

o: ***@aidw
c:
cc:
rom: Notice Sender@FA.AS.ISS@AIDW
ubj: Administrator - New EOP Policies
at: Tuesday, August 24, 1993 20:45:35 EDT
ttach:
ertify: N
orwarded by:

ADMINISTRATOR

A.I.D. GENERAL NOTICE
A/AID
ISSUE DATE: 8/24/93

SUBJECT: New Equal Opportunity Policies and Operational Guidance

The Agency for International Development is dedicated to improving the quality of human life and developing individual opportunities globally. Consistent with that mission, we are dedicated to a goal of a diverse workplace that is free of discrimination on the basis of race, color, religion, sex, age, national origin, disability, and sexual orientation. In pursuing this goal, we will be guided by sound human resource management practices to elicit the best from each employee and by successful equal employment opportunity programs that contribute to the richness and diversity of our workforce. In addition, we must meet the specific requirements of Federal laws and regulations that govern affirmative employment practices and their enforcement.

In addition, we will distribute agency-wide an Equal Employment Opportunity brochure which contains three policy statements: (1) Equal Employment Opportunity; (2) Prohibition of Sexual Harassment; and (3) Equal Opportunity for Employees with Disabilities. The policies provide clear guidance to all employees on our expectations regarding equal opportunity in A.I.D. Also included in the brochure, is more detailed operational guidance for implementing these policies.

I am committed to the concept and practice of equal opportunity in recruiting, hiring, training, assigning, supervising, evaluating and promoting employees. We have both collective and individual responsibility to provide equal opportunity. I intend to ensure that A.I.D. employees are supportive of these policies and that managers, especially, are accountable for their success. To that end, in each major bureau office, the Deputy Assistant Administrator or equivalent, is assigned responsibility for achieving progress in the areas described above.

The Office of Equal Opportunity Programs (EOP) is the central unit responsible for coordinating the development and implementation of equal opportunity policies and programs. Attainment of equal opportunity objectives, however, requires the full support and action of management throughout the Agency. If we succeed in creating a model work environment which promotes quality, fairness and full participation by all Agency employees

4. Affirmative Action Promotion Policy - Foreign Service



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

M 12 1993

ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: FA/HRDM/OD, Lois E. Hartman, Acting *Wish*
EOP/OD, Dolores dIT. Bartning, Acting *Wish*

SUBJECT: Affirmative Action Promotions Policy *Wish det. Bartning*

Problem: To obtain your approval of an affirmative action promotions policy which you requested be developed applicable to A.I.D. Foreign Service promotions based on the 1993 Selection Boards.

Discussion: (1) Purpose -- In order to address the under-representation of women and minorities in certain Foreign Service ranks you requested that we develop a policy which would adjust and re-institute on a temporary basis the affirmative action promotion practice ordered by the Foreign Service Impasse Disputes Panel in 1989. You advised that the revised policy should not result in promotions which skip over persons ranked higher on the promotion list. The policy developed by HRDM and EOP would:

- a) Improve the representation of women and minority officers by cluster or by class; and
- b) Not disadvantage any officer regardless of gender, minority or non-minority status; and
- c) Not result in the promotion of an officer while skipping over any other officer ranked higher on the promotion list.

(2) Procedure -- The affirmative action promotion policy is intended to allow the Agency to promote additional officers, essentially, by moving the line in order to increase the number of promotions. This policy would be applied when it is apparent that the rankings immediately below the promotion number line will result in an improvement in diversity and

-3-

representation, i.e., increase representation of minorities and women. The line would not be moved more than five positions, except for the CM and MC ranks, which would be limited to a maximum of one and three special promotions, respectively (see below).

The Office of Equal Opportunity Programs (EOP) has configured the Agency's Foreign Service EEO data in accordance with the clusters utilized by the selection boards. Data is further aggregated by backstop and class. Based on a review of these data in conjunction with the promotion lists provided by the selection boards, promotions would be effected in accordance with the following criteria:

- a) After the promotion line is moved, any officer who is then above the line shall be promoted, regardless of gender or minority status. The line will not be moved unless a majority of those shifted to above the line are women or minorities under-represented in the rank to which promotions are to be made, i.e., a manifest imbalance or conspicuous absence in the next higher rank when compared to the 1990 Civilian Labor Force (CLF). If the line is moved to include an even number of officers, at least half of those affected must be under-represented women or minorities at the rank to which promotions are to be made; and
- b) The number of additional special promotions shall be in accordance with the following schedule:

<u>Promotion To:</u>	<u>No. of AA promotions: *</u>
CM	1
MC	3
OC	5
<u>FS-01</u>	
Prog. Dir.	5
Prog. Mgmt.	5
Prog. Support	5
<u>FS-02</u>	
Prog. Dir.	5
Prog. Mgmt.	5
Prog. Support	5

* The number of promotions for each class may be exceeded by one if the additional officer promoted is an underrepresented woman or minority.

-3-

FS-03
 Prog. Dir.
 Prog. Mgmt.
 Prog. Support

§
 §
 §

Affirmative action promotions will be granted only when indicated by the composition of the cluster (by Class) and when the ranking of the selection board presents an opportunity for affirmative action. The determining factors in this regard shall be the EOP analysis regarding under-representation in each cluster and a review of the affirmative action opportunities presented by the recommendations of the selection boards.

(3) AFSA Position -- There is one area of disagreement. AFSA suggests that the limiting criterion for when the promotion line would be moved downward should not be that at least half those persons promoted as a result of moving the line be under-represented women or minorities. Rather, AFSA suggests that the guiding principle be that the line would be moved downward (within the numerical constraints noted above) whenever the result of such a move would be to increase the percentage at the higher rank of an under-represented group, while diminishing the percentage of groups more than fully represented at that rank. This would allow for promotion of a greater number of under-represented women and minority groups and a larger percentage increase in their representation at higher ranks than would management's proposal. For example, according to HRDM statistics, white males are 74% of FE-OC officers, while women of all groups are 14%. If the first three officers below the promotion line into FE-OC were white males, but the next two were an Asian and an Hispanic woman (both from groups which are virtually unrepresented), under AFSA's proposal the line would drop and the promotions would be made. A 60% white male/40% female promotion rate would reduce the percentage of white males in FE-OC, increase the percentage of under-represented females, and enhance representation of two virtually unrepresented ethnic/gender groups. Under management's proposal, these promotions could not take place. However, if the first four under the promotion line were white males, and the fifth a minority female, the line would not move, because an 80%/20% promotion ratio would increase the disproportionate representation of white males rather than decrease it.

-4-

The GUP and HRDM view is that promoting two, three or four white males in order to promote one under-represented minority would give, at least, the appearance of perpetuating imbalance, would unreasonably expand the number of promotions with an adverse effect on subsequent years, and would depend on information and calculations not generally available to most employees, thus, reducing transparency and simplicity of implementation. Moreover, the affirmative action promotion policy is a pilot test for one year, and, depending on our evaluation of the results, adjustments in the policy will be made for the next cycle.

The AFSA representative requests that you make a determination on his proposal. However, he would not withhold his endorsement of proceeding with the new practice this cycle, should you not opt for his proposed modification.

Recommendation: That you approve for this cycle the affirmative action promotion policy as developed by HRDM and GOP.

Approved: 

Approved with AFSA's Modification: _____

Disapproved: _____

Date: 8-2-93

cc: A-DA/AID, James Michel
AA/PA, Richard Ames
Larry Byrne

HRDM/LEB:WDJones:7/6/93:KS:8679P

**5. Proposed, FY94 Accession Goals for IDI, FS Mid-level, COOP,
Stay-In-School, PMI, Summer Intern, and Minority Intern
Programs**

PROPOSED ACCESSION FOR FS, STUDENTS & OTHER INTERNS

FY 94

CATEGORY	NUMBER	COST PER (APPROX)*	TOTAL FY 94
IDI (FS-5/6)	05	\$25,000	\$125,000
IDI (FS-4)	20	\$35,000	\$700,000
COOP, College	14	\$10,000	\$140,000
COOP, High Sch	10	\$ 7,000	\$ 70,000
Stay-In-School	16	\$ 8,000	\$128,000
PMI	06	\$ 3,000	\$ 18,000
Summer Interns	55	\$ 5,000	\$275,000
Total OE (AID/W)			\$1,456,000

* Remainder of FY 94 (six months)

**6. Chart Comparing Affirmative Action, Valuing Diversity, and
Managing Diversity Concepts**

COMPARING AFFIRMATIVE ACTION, VALUING DIFFERENCES, AND MANAGING DIVERSITY

<i>Affirmative Action</i>	<i>Valuing Differences</i>	<i>Managing Diversity</i>
Quantitative. Emphasis is on achieving equality of opportunity in the work environment through the changing of organizational demographics. Progress is monitored by statistical reports and analyses.	Qualitative. Emphasis is on the appreciation of differences and the creation of an environment in which everyone feels valued and accepted. Progress is monitored by organizational surveys based on attitudes and perceptions.	Behavioral. Emphasis is on building specific skills and creating policies that get the best from every employee. Efforts are monitored by progress toward achieving goals and objectives.
Legally Driven. Written plans and statistical goals for specific groups are utilized. Reports are mandated by EEO laws and consent decrees.	Ethically driven. Moral and ethical imperatives drive this culture change.	Strategically driven. Behaviors and policies are seen as contributing to organizational goals and objectives, such as profit and productivity, and are tied to rewards and results.
Remedial. Specific target groups benefit as past wrongs are remedied. Previously excluded groups have an advantage.	Idealistic. Everyone benefits. Everyone feels valued and accepted in an inclusive environment.	Fragmatic. The organization benefits: morale, productivity and profits increase.
Assimilation Model. Model assumes that groups brought into the system will adapt to existing organizational norms.	Diversity Model. Model assumes that groups will retain their own characteristics and shape the organization as well as be shaped by it, creating a common set of values.	Synergy Model. Model assumes that diverse groups will create new ways of working together effectively in the pluralistic environment.
Opens Doors. Efforts affect hiring and promotion decisions in the organization.	Opens attitudes, minds and the culture. Efforts affect attitudes of employees.	Opens the system. Efforts affect managerial practices and policies.
Resistance. Resistance is due to perceived limits to autonomy in decision making and perceived fears of reverse discrimination.	Resistance. Resistance is due to a fear of change, discomfort with differences, and a desire to return to "the good old days".	Resistance. Resistance is due to denial of: demographic realities, the need for alternative approaches, and the benefits of change. It also arises from the difficulty of learning new skills, altering existing systems, and finding the time to work toward synergistic solutions.

Adapted from *Managing Diversity: A Complete Desk Reference and Planning Guide* by Lee Gardenswartz and Anita Rowe, 1993, Business One Irwin
 ce/diversit.cht

7. Summary of GAO Recommendations

Agency for International Development
Washington, D.C. 20523

GAO REPORT NOVEMBER 1992 - AID MANAGEMENT

ISSUES AND PROTECTED GROUP UNDERREPRESENTATION
REQUIRE MANAGEMENT ATTENTION

I. Hiring and Recruitment

We recommend that the A.I.D. Administrator:

- develop a detailed Federal Equal Opportunity Recruitment Program plan that focuses the Agency's attention on underrepresented groups and integrates the Agency's external and internal recruitment efforts;
- ensure that external and internal recruitment activities are coordinated with the Agency's affirmative action plan;
- prepare analyses of PATCO categories with substantially elevated protected group representation levels to determine how better balance might be achieved across job series;
- routinely collect and analyze selection data for evidence of adverse impact at each step in the hiring process and determine affirmative action efforts; and
- modify or validate those selection procedures where adverse impact not related to bona fide affirmative action efforts is found.

II. Assignment and Promotion

We recommend that the Administrator:

- routinely collect and analyze assignment and promotion data for evidence of adverse impact and determine whether any actual adverse impact is related to bona fide affirmative action efforts;
- modify or validate those selection procedures where adverse impact not related to bona fide affirmative action efforts is found;
- restrict the use of limited career extensions as A.I.D. officials have indicated they would be; and
- require that EEO briefings emphasize that selection panel members must only consider merit-based factors in their deliberations.

III. Management

We recommend that the Administrator:

- incorporate specific action items from the Agency's affirmative action plan in senior managers' performance contract;
- develop a work force profile format that uses representation indexes and tables showing the extent of underrepresentation by PATCO category, major occupation, and grade level; and
- ensure that senior and mid-level managers are informed by EEOC criteria for setting representation goals and the current benchmark data being used by A.I.D.

8. Summary of MRAG Recommendations

9. Memo from HRDM/OD, Lois E. Hartman, Summarizing Minority and Women Advocacy Group No-Cost Recommendations to Improve Agency Training, Assignments, and Recruitment Systems



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

JUN 22 1993

B

MEMORANDUM

TO: Minority and Women Advocacy Groups Members
FROM: FA/HRDM/OD, Lois E. Hartman (Acting) *Smith*
SUBJECT: No Cost Recommendations to Improve Agency Training, Assignments, and Recruitment Systems

The Acting Director, FA/HRDM in conjunction with program managers from the Office of Equal Opportunity Programs invited representatives of the A.I.D. Asian Group, the Thursday Luncheon Group, the Hispanic Employment Council, and the Women's Action Organization to a series of meetings to further dialogue regarding training, assignments, and recruitment. The following is a compilation of recommendations/action items that resulted from these meetings. In each case, the name and office acronym in parenthesis represents the HRDM or EOP action officer. We will convene another meeting in July or August to report out on the status of these recommendations. We are aware that this is vacation season, but would hope that at least one member of each group would be available to attend that meeting.

TRAINING

- Policy/requirement that every A.I.D. employee receive at minimum one week per annum of training or developmental experience. Career enhancement cable will include language encouraging, but not making an absolute requirement, one week of formal or informal developmental training per annum. (HRDM/TSD, M. Bernbaum)
- Need for greater multi-cultural training at all levels, in addition to the executive level. (HRDM/TSD, L. Sotar)
- Trainees' evaluations of existing diversity training must be reviewed carefully -- low ratings might not mean that the diversity training was deficient, but rather that the recipient might not have thought that he or she needed diversity training. (HRDM/TSD, L. Sotar)

- Concern exists over the need to locate qualified training vendors (contractors) with sufficient qualifications to design, develop and conduct diversity training. Simply requiring a contractor to appoint a minority or woman for this purpose is insufficient to assure quality diversity training. Efforts to locate and encourage minority owned firms to compete in this area must be expanded. (HRDM/TSD, L. Sotar)
- Given the difficulty of leaving the field to attend training, explore the possibility of taking more training to the field. (HRDM/TSD, L. Sotar)
- Aggressively pursue Congressional approval to utilize program funds for training, e.g., the Agency's experience with environmental training. The Administrator made an identical recommendation during his review of the Agency's OE budget (HRDM/TSD, L. Sotar; FA/B, C. McGraw; and GC, R. Lester)
- Pursue the development of additional mentoring and (or) internship programs -- short duration (two weeks), for low and mid-level GS employees. (HRDM/SCD, P. Thome)

ASSIGNMENTS

- GS should be able to compete with FS for overseas assignments, the best qualified applicant should be selected for the job. The Agency needs to find additional ways to allow more GS to serve overseas. (HRDM/PPM, H. Ulrich, HRDM/SCD, P. Thome)
- SMG needs to be complemented by identification and placement of women and minorities in "launch positions" which will give them the qualifications to move into SMG positions. (HRDM/EM, R. McDonald and HRDM/SCD, P. Thome)
- Re: Foreign Service assignment process: HRDM needs to do more outreach, e.g., contact women in the field months before they rotate to Washington, discuss developmental needs, assignments, etc. (HRDM/SCD, P. Thome)
- Re-visit the proposed rotation program proposal for GS/GM employees; too many feel that their career is "over". (HRDM/SCD, P. Thome)
- Consider a formal program/mechanism to enable GS/GM to move into SMG assignments. (HRDM/EM, R. McDonald)

- Not enough officers know about or understand the SMG process, i.e., lack of transparency; greater dissemination of this information is called for. (HRDM/EM, R. McDonald)
- Apparent lack of minorities in SMG positions in the R&D bureau. The same concern was voiced regarding the geographic bureaus and missions. (EOP, D. Bartning)
- The SMG process appears flawed in that we don't have a critical mass of minorities and women coming up through the ranks and being developed for SMG. HRDM agrees with this assessment and will formulate a strategy in conjunction with decision on MRAG recommendations. (HRDM/WPRS, P. White)
- Concern over the lack of women and minorities in management positions in all but the central and administrative bureaus, e.g., FHA: only 1 black male in a professional position, and in FHA men are at least one or two grades higher than women in comparable positions. (HRDM/SCD, P. Thome)
- Opportunities for GS are severely limited. As has been said at earlier meetings, many feel that their careers are over at GS-14. Response: DAAs and Office Directors need to discuss these issues, to review how well or poorly their organizations are doing in this regard. This will be the subject of the first SMG meeting. (HRDM/EM, R. McDonald)

RECRUITMENT

- The criteria used for selection of Foreign Service Officers should be reviewed with a view towards crediting cross-cultural experience in lieu of the required overseas experience. (HRDM/WPRS, P. White)
- In terms of promoting success among new hires, it was suggested that the mentoring needs of our new hires has changed. It is not necessary to be mentored by one in the same backstop, i.e., economist mentoring economists. Rather, a new hire needs to be mentored in terms of understanding how to conduct business within A.I.D. There should not be a blanket policy regarding mentoring applied uniformly to all backstops. The mentoring initiative will be reviewed and expanded. (HRDM/SCD/CD, C. Pitas and M. Rees)

- Support A.I.D.'s recruitment efforts by use of the Peace Corps mailing lists, as well as piggy-backing on the efforts of Peace Corps recruiters. (HRDM/WPRS, P. White)
- Explore the feasibility of having minority candidates invited in for interview spend one day shadowing an A.I.D. Officer prior to meeting with the technical selection panel. (HRDM/WPRS, P. White)
- Review and implement better mechanism to assure appropriate composition of the technical selection panels. (HRDM/WPRS, P. White)

Distribution:

John Lee
Krishna Kumar
James Washington
Gussie Daniels
Mabel Meares
Rose Robinson
Dolores Bartning
David Grim

Maria Mamlouk
Alfred Harding
George Flores
Ravi Aulakh
Lee Ann Ross
Peggy Thome
Oveta Watkins
Pam White

Linda LeDuc
Martha Rees
Leticia Diaz
Audon Trujillo
Carey Coulter
Melvin Porter
Cecilia Pitas

10. M/B/SB, Management Study of A.I.D.'s Overseas

Non-direct Hire Workforce,

Appendix A. - Summary of Related Studies

SUMMARY OF RECOMMENDATIONS

R 170 PSC
KJ 11/17

FA/PPE, the Office of the General Counsel, the Agency's Procurement Policy Advisory Panel, and the Agency's Management Review and Control Committee should review and clarify limitations on PSCs' authority to determine which limitations might be eliminated to legitimately expand the authorities of PSCs to carry out the essential work of the Agency without sacrificing Agency accountability. Remaining limitations should be made more clear and specific. Contracting guidelines could then be issued to the field, along the lines of the recently released A.I.D./W contracting guidelines on nonpersonal services contracts, clarifying these limitations on PSCs.

FA/PPE should clarify PSC supervision guidelines where across-the-board guidance is needed and leave the remaining issues to the mission. The clarified supervision guidelines should be included in the above mentioned contracting guidelines to be issued to the field.

The Agency should continue to move in the direction of a single system for FSNs by hiring all FSNs as PSCs rather than DHs. Missions need to be aware of FSN classification discrepancies and take steps to minimize them.

TCNPSCs, in reality, are not treated the same as FSNPSCs for employment purposes and probably should not be. FA/PPE should revise the Handbooks to either broaden the USPSC guidance to cover TCNs or to include new guidance specifically covering TCN compensation and employment.

FA/PPE needs to examine the need for more standards for the USPSC system for hiring and compensation. Any additional standards should maintain the missions flexibility. One possibility might be increased emphasis on classifying USPSC jobs to determine fair market rates for positions.

FA/PPE needs to review USPSC and TCNPSC benefit packages. FA/PPE should consider reducing the standard benefits package given to these PSCs and making the remaining benefits contingent on the PSC qualifying for them based on certain criteria. Limitations on which benefits should be given to which PSCs should be clearly spelled out.

FA/PPE should issue general guidance for field personnel on PSC benefits and negotiating techniques. This guidance should be written for a broad audience including not only contracting officers but others who may be involved in the process as well.

8 FA/PPE should review the Agency policy of excluding USPSCs from receiving any awards. Awards to USPSCs could take any of several forms, such as cash awards or certificates for outstanding achievements.

9 Appropriate utilization of PASA employees should be clarified as part of the contracting guidelines to be issued by FA/PPE to the field.

10 Missions need to make greater efforts in identifying candidates for PSC positions to insure greater competition, including utilizing candidate lists which may be available from backstop offices in A.I.D./W. FA/PPE should include specific instructions on this as part of the previously mentioned contracting guidelines to be released.

11 In the long term, the Agency should study the feasibility of establishing one central database for all USPSC and TCNPSC personnel and positions. Such a system would serve to get more complete information in a reasonable time to missions looking for qualified candidates for PSC positions. This should result in increased competition for PSC positions and, consequently, some cost savings on PSC salaries.

The Agency needs to insure adequate training opportunities are made available to long-term PSCs. FA/HRDM/TSD should insure training opportunities are made available to PSCs where appropriate. Missions should insure adequate in-country and regional training programs are developed for PSC staff.

As stated above, the Agency should, in the long term, study the feasibility of establishing a "clearinghouse" for USPSC and TCNPSC personnel and positions.

The AA/FA assign FA/B/SB to develop an automated, standardized overseas mission staffing pattern on NDH staffs to be maintained centrally in A.I.D./W (currently FA/B/SB has the greatest demand within the Agency for this information). This staffing pattern could provide information on all NDH personnel (as defined), including information on employment type, classification, FTE workyears, and funding source. In the long run, FA/HRDM should be assigned the maintenance of the data centrally in an automated worldwide NDH staffing pattern.

The recently released contracting guidelines for A.I.D./W on nonpersonal services contracts should be reissued for the field and adapted to address the unique circumstances of PSCs and their funding

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The AA/FA should direct HRDM Workforce Planning to organize an Agency task force of foreign service officers, personnel specialists, and others to develop some standards for positions in terms of which positions are appropriate to fill or should be filled by USDH, USPSCs, FSNs, etc.

The Agency should explore replacing some NDH staff with other less costly NDH staff. (For example, replacing a USPSC with a less costly FSN.) FA/PPE should include specific instructions on this to missions in the contracting guidelines to be developed and released to the field.

Agency management must determine a policy for staffing missions in the future which will address the appropriate utilization and mix of USDH and NDH staff to successfully administer A.I.D.'s development programs. Specifically, the Management Review and Control Committee should be tasked with developing a short and long term strategy. OMB and Congress must be advised and kept informed of such a plan for purposes of determining appropriate USDH FTE levels. Should Agency management decide it must move more towards replacing USDH with NDH, the following steps can be taken:

- USDH staff must understand they will increasingly be performing more administrative, oversight, and general policy work.
- Should FSNs continue to take on more responsibilities, the FSN position grading system will need to be reviewed to reflect increased responsibility for FSN positions.
- More training overall will be needed for PSCs for them to perform at their highest level in carrying out Agency functions.
- The Agency will need to continue to explore the possibility of using institutional contracts to carry out various functions/activities, since institutional contracts are generally less management intensive.
- As recommended earlier, the Agency should review its limitations on PSC authority to determine which limitations might be eliminated to allow PSCs to assume greater responsibilities in carrying out the Agency's essential work.

Appendix A
RELATED STUDIES

Report of the Task Force on Personnel, A.I.D. internal study
chaired by Frank Kimball, June 15, 1989.

This report primarily focused on the Agency's direct-hire staff. However, it did briefly examine the implications of an observed trend towards increased use of nondirect-hire staff in replacing direct hires. This trend was accepted as a necessary response to A.I.D.'s limitation on staff ceiling and operating expenses. The report identifies several problems with the trend. One is that many recruited as nondirect hire do not have previous A.I.D. experience and so cannot perform the same quality of work as a direct-hire. Another is a morale issue that fully qualified USPSCs often receive the same salary and benefits as direct hire; resentment then develops on the part of the direct hire. Third, as technical and program functions are contracted out, direct hires are forced to become contract managers of human and financial resources. This has created problems because it has come about in an evolutionary way and has not been a conscious decision to move in this direction. The report recommends A.I.D. management decide if the trend and its implications for the direct hire A.I.D. employee of the future is the desired course.

Improving Agency Efficiency, Internal A.I.D. report memorandum to the A.I.D. Administrator by Walter Bollinger and committee, circa 1990.

This report contains several recommendations on nondirect-hire staff. It recommends a study be done to ascertain the benefits of filling future FSN vacancies through the use of PSCs rather than direct hires, which the report views as a more restrictive hiring mechanism.

Another recommendation suggests the Agency explore alternative contracting mechanisms for generic contracts, each of which could support several projects within a sector.

The report observes it has become standard practice to grant USPSCs the same benefit package under their contracts as that available to USDH employees. The report recommends the Agency use a market-based philosophy for hiring USPSCs which would make the benefit package, including items such as home leave, negotiable.

The report also recommends a review of RSSAs and PASAs be conducted to determine if these services could be better provided through private-sector contracts. The report expresses several concerns with RSSAs and PASAs, including lack of A.I.D. control over their activities, costs, and that U.S. Government agencies should be used only when they have unique capabilities.

Audit of Personal Services Contracting at Overseas Missions,
A.I.D. Inspector General, May 23, 1990.

Among its findings, the IG found 85 out of 119 US/TCN contracts were in noncompliance in establishing salaries because missions did not comply with regulations or A.I.D. policies were not always clear. The report observed that A.I.D. established salary setting rules to foster economy, equity, and consistency in paying personal services contractors. The report concludes that A.I.D.'s salary setting objectives were not being achieved. One of its recommendations was to amend the AIDAR section on salaries to clarify procedures related to methods for setting salaries.

A.I.D.'s Use of Personal Services Contracts Overseas, Report by
the U.S. General Accounting Office, September, 1991.

The study found USPSCs worked without close or continuous supervision by direct-hire employees and influenced A.I.D. operations and programs by providing advice and recommendations, but found no instances where they performed restricted functions. The report also observed the Agency's PSC reporting requirements were not well defined. The report recommended the Agency provide guidance on the requirements for supervising personal services contracts and that the Agency should disclose in its budget presentations its use of USPSCs.

Analytical Study of the Use of Nondirect-hire Workforce in AID/W,
Support Budget Division, Office of Budget, A.I.D., December 13,
1991.

This study reviewed the use of nondirect-hire staff (primarily institutional contractors) in AID/W. The study noted that guidelines on the use of nondirect-hires exist, but were not adequate to address the nuances of various agreements and contracting mechanisms. The study recommended a set of comprehensive guidelines be issued and presented one set of guidelines on the use of nonpersonal services contractors. The study also found data on nondirect-hire personnel was scattered and incomplete.

The study observed that program-funded nondirect-hire staff sometimes performed functions which were more properly operating expense funded. In addition, institutional contracts had a wide range of overhead rates that, in some cases, resulted in costs higher than what they would have been if the work was performed by direct-hires.

Many felt that the more substantive and enjoyable work in A.I.D. of program design and implementation is being done by nondirect-hires.

The study also found that some program-funded secretaries were, in reality, being supervised by direct-hire employees. Many contracts also indicated that, due to high overhead costs,

SCD Continued:

- Combine HRDM/SCD staffing branches (HRDM/SCD/A, B, and C) in one branch, POD/Staffing (OHR/POD/S). The OHR/POD/S branch chief will be supported by a secretary, and an administrative operations specialist and assistant who are responsible for administrative coordination, monitoring and reporting on Foreign Service assignments.
 - Supervisors and staff of OHR/POD/S teams will form the core staff for cross functional client service teams (prototype in Phase I) that will unite staffing specialist with other technical specialists throughout OHR in a concentrated effort to radically improve the delivery of quality personnel service to the Agency.
 - Move Position Management and Classification Branch (HRDM/PPM/PMC) intact, into Personnel Operations Division as OHR/POD/PMC).
 - The Career Development Branch (HRDM/SCD/CD) remains intact and becomes OHR/POD/CD. Two GS positions are abolished and replaced with FS positions to increase the number of career counselors available to counsel FS employees, including IDIs, and to accommodate more FS participation in the FS assignments process.
 - The Special Programs Branch (HRDM/SCD/SP) is abolished. Staff and functions are reassigned within OHR/POD units, except for the Student Programs Staffing Specialist, who is moved to OHR/WPRS/R with Student Program and PMI recruitment function.
- O Streamline and rename the Executive Management Division (HRDM/EM).
- Division Director and five staff, including secretary, become Executive Management Staff (OHR/EM) and report directly to OHR/OD.
 - Remaining Staff (2) are reassigned to new Personnel Operations Division, Staffing Branch (OHR/POD/S).
- O Rename the Training and Staff Development Division (HRDM/TSD), the Training Division (OHR/TD), and streamline as follows.
- Deputy Division Chief position is abolished.
 - Abolish the Professional Studies Branch (HRDM/TSD/PST) and combine it with the Project and General Management Training Branch (HRDM/TSD/PMT), to form a new Branch, the Professional and Management Training Branch.

PHASE I - FUNCTION STATEMENTS

9E. Office of Human Resources (HR)

The Office of Human Resources (HR) has central responsibility for planning, overseeing and evaluating A.I.D. human resources development and management policies and programs; organization management; and workforce planning and management.

The Office carries out its responsibilities within broad guidelines established by the A.I.D. Administrator and in accordance with applicable legislative requirements. In addition, the Office establishes, promulgates, and ensures compliance with A.I.D. policies, regulations, and procedures set forth for each of the functional categories listed in the preceding paragraph.

1. Office of the Director (HR/OD)

a. Serves as principal advisor to the Administrator, Deputy Administrator, and the Executive Staff on human resources and organization management and development; and on workforce analysis and planning for A.I.D., and advises and assists in filling executive level positions.

b. Plans, develops, and manages the administration of worldwide personnel resources for A.I.D. U.S. and Foreign Service National employees. Establishes broad objectives and priorities for assigned management programs and provides overall leadership and direction for same.

c. As appropriate, represents the Administrator on various boards and committees related to the areas of responsibility described in 9E, above.

d. Provides leadership and general direction to the various component units of HR.

e. Evaluates the effectiveness of A.I.D. personnel operations, the internal operations of HR, and the operation of systems interrelated with personnel processes for effectiveness and efficiency. Develops statistical indices, projections and analyses of various aspects of personnel management operations.

f. In concert with senior managers throughout A.I.D., identifies and explores ways to improve A.I.D. efficiency and effectiveness in conducting day-to-day operations.

2. Policy Staff (HR/PS)

a. Provides leadership and direction in the areas of Agency personnel policy, for all categories of direct hire staff, Civil Service and Foreign Service, and Foreign Service Nationals.

b. Serves as the principal advisor to the Director of HR and other A.I.D. executives on the development of policy, legislative proposals, and regulatory issuances affecting the personnel management systems of A.I.D., and provides expert advice and assistance to managers throughout A.I.D.

c. Oversees the formulation of all personnel policy, handbook materials, interagency regulations, and procedural issuances. Ensures the clearance of proposed issuances, and provides interpretation of policies and regulations.

d. Advises Office of Human Resources and other Agency staff on policy interpretation and statutory and regulatory requirements.

e. Coordinates the preparation of narrative personnel material and data for use in Congressional presentations, reports to Congress, and by A.I.D. witnesses before Congressional committees. Prepares annual A.I.D. legislative proposals relating to personnel matters and provides necessary follow-up during both presentation and implementation stages in coordination with GC and LEG.

f. Coordinates the preparation of HR inputs for reports to the General Accounting Office and the Office of the Inspector General.

g. Serves as the Liaison Officer for the Agency to the Interagency Board of the Foreign Service.

h. Plans and conducts research into various aspects of A.I.D. Civil Service and Foreign Service personnel programs as background to policy proposals.

i. Represents A.I.D. interests on a variety of interagency task forces and working and advisory groups, such as various U.S. O.P.M. Interagency Group special committees; maintains liaison with representatives of other agencies.

j. Serves as coordinator for all A.I.D. notices and directives issued in HR.

k. Coordinates the development and evaluation of policies relating to overseas benefits and allowances, including direct liaison with the Department of State and other concerned government agencies.

1. Formulates and recommends A.I.D. policy on Foreign Service National (FSN), Third Country National (TCN), and FSN Personal Services Contract (PSC) employees. Represents the Agency on the Interagency FSN Personnel Policy Coordinating Committee.

m. Carries out liaison with the other Foreign Affairs agencies with regard to FSN personnel management policies. Negotiates with STATE/PER/FSN for acceptance of A.I.D. policy initiatives prior to presentation to the Interagency FSN Personnel Policy Coordinating Committee.

n. Provides advice and guidance to A.I.D. Missions on FSN policy issues and concerns and serves as the A.I.D. coordinator for the overall improvement of the FSN personnel management system.

3. Executive Management Staff (HR/EM)

a. Coordinates the development and management of the Agency executive personnel management program. This program provides for the assignment of employees to positions staffed by: Presidential, Schedule C, Administratively Determined (AD), Career and Noncareer Senior Executive Service (SES), and Foreign Service (FS) assigned to Senior Management Group (SMG) positions. In this capacity, serves as the primary liaison within HR with the Office of the Administrator and the A.I.D./White House Liaison.

b. In consultation and coordination with A.I.D. senior management, develops periodic projections of overall and specific executive-level workforce requirements.

c. Manages a uniform system for the timely identification and placement of Officers selected to fill all executive-level positions.

d. In coordination with the Personnel Operations Division (HR/POD), provides a professional executive-level career counseling service, including a structured career development system which outlines specialized assignment and training opportunities.

e. In conjunction with HR/PS, coordinates the development of a uniform system of executive-level policies and practices covering entry into, promotions, assignments, retirements, training, performance pay, evaluation, and tenuring within, the Senior Executive Service, the Senior Foreign Service, and, where applicable, Executive Level.

f. Processes all personnel actions on behalf of executive-level Foreign Service officers (including promotion

into or within the Senior Foreign Service), Presidential appointments, Schedule C appointments, and Administratively Determined (AD) appointments, as well as all activities within the Senior Executive Service.

g. Supports the SMG Executive Personnel Assignment Panel.

h. Convenes and provides staff support to the annual Senior Management Review Board for review of Senior Foreign Service members for nomination for Presidential Awards, Limited Career Extensions (LCEs), and denial of performance bonuses.

i. Provides continuing advisory and technical services and staff support to the A.I.D. Executive Resources Board (ERB) for SES employees.

4. Labor Relations Staff (HR/LRS)

a. Administers the provisions of Title VII of the Civil Service Reform Act of 1978, "Federal Service Labor-Management Relations," and Chapters 10 and 11 of the Foreign Service Act of 1980. Within the scope of its authority and in accordance with these laws, LRS has responsibility for collective bargaining with the labor organizations representing A.I.D. employees, the maintenance and administration of the labor relations process, implementation of agreements, and the administration of the negotiated grievance procedures.

b. Conducts negotiations with unions representing A.I.D. employees and prepares agreements, proposals, and counter proposals. Determines the negotiability of all initiatives concerning conditions of employment. Maintains and administers management's relationship with unions, including consultation, the resolution of issues and complaints, and developing responses to union inquiries.

c. Provides leadership for and administration of the A.I.D. employee relations program, including guidance and counseling of managers and supervisors concerning employee performance and discipline problems. Administers all employee relations matters resulting from formal investigations conducted by the Office of Inspector General. Develops programs in the areas of adverse actions and related counseling.

d. Represents A.I.D. in cases involving negotiability, unfair labor practices, unit determination, representation issues and negotiating impasses before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, and the Foreign Service Impasse Disputes Panel.

e. Conducts investigations and prepares analyses, strategies, decisions, briefs, motions, and other documents, as appropriate, for all grievances and appeals brought to the Agency level and/or appealed to a third party, including those brought under the Civil Service negotiated grievance procedure, the Foreign Service grievance procedure, the Administrative Grievance procedure, and appeals to the Merit Systems Protection Board (MSPB).

f. Renders final Agency decisions on grievances brought under the Administrative Grievance Procedure and on grievances elevated to the third step of the negotiated grievance procedure for Civil Service employees and prepares agency-level decisions under the Foreign Service Grievance Procedure.

g. Represents A.I.D. in grievance appeals before third parties, including arbitrators, the Foreign Service Grievance Board, and MSPB, working with other appropriate offices as necessary.

h. Represents A.I.D. on all labor-management, employee relations, and grievance matters with other agencies, including the foreign affairs agencies, U.S. O.P.M. and its interagency committee on Labor and Employee Relations, and various boards, councils, and commissions. Maintains liaison with these organizations and the labor and employee relations community.

i. In coordination with HR/TD, develops and provides training to A.I.D. supervisors and other employees relating to their labor relations and employee relations responsibilities.

5. Workforce Planning, Recruitment and Personnel Systems Division (HR/WPRS)

a. Office of the Division Chief

(1) Provides leadership and direction in defining and managing the A.I.D. workforce planning process leading to a rational long range workforce plan. Manages and administers the recruitment and personnel systems functions of the Agency.

(2) Monitors attrition and total Agency personnel flows of workforce and develops specific recommendations for Agency action to ensure the right number/mix of skills, both direct hire and non-direct hire, to ensure the Agency can effectively carry out its programs. Assists in development of HR strategies for recruitment, promotions, assignments, EEO, training, career development, incentives and awards. Assists the Administrator, other senior management, and Office management in evaluating alternative staffing strategies and effecting their execution.

11. Executive Order 11478

12. Management Directive 114

USAID PARTNERSHIP RESOLUTION

"The involvement of Federal Government employees and their union representatives is essential to achieving the National Performance Review's Government reform objectives. Only by changing the nature of Federal Labor-Management relationships so that managers, employees, and employees' elected union representatives serve as partners will it be possible to design and implement comprehensive changes necessary to reform Government. Labor-management partnerships will champion change in Federal Government agencies to transform them into organizations capable of delivering the highest quality services to the American People." President Clinton's Executive Order 12871 on Labor-Management Partnerships.

Pursuant to Executive Order 12871, we the undersigned jointly resolve that a USAID Labor-Management Partnership Council will be established to foster an environment of partnership and involvement of employees at all levels. This new relationship between labor and management as partners is essential for transforming USAID into an Agency that works better and costs less.

WE RECOGNIZE that this new relationship will require:

- Partnership activities among managers and union leadership throughout the Agency;
- Periodic meetings among senior management of USAID posts abroad and union representatives to address general issues involving employee working conditions; and
- The development and use of alternative dispute resolution techniques, including training for representatives of all partners in new approaches to labor-management relationships.

WE UNDERSTAND that a successful labor-management partnership will require:

- mutual respect,
- pre-decisional involvement,
- a positive attitude,
- information sharing,
- responsibility,
- timeliness,
- receptiveness,
- openness,
- trust, and
- a commitment to listening objectively.

THE COUNCIL WILL BE COMPRISED OF the following permanent members:

U.S. Agency for International Development
Assistant Administrator for Management (AA/M)
Deputy Assistant Administrator for Human Resources
(DAA/M/HR)
Chief of Labor Relations Staff (M/HR/LRS)

American Foreign Service Association
Vice President for USAID
A USAID employee member of the AFSA Governing Board
A third representative

American Federation of Government Employees
President, Local 1534
A USAID employee member of the AFGE Local 1534 Governing
Council.
A third representative

Additional representatives of the Partners may be requested to attend meetings when their areas of responsibility are to be discussed. A representative of the National Partnership Council may also attend council meetings during the first year of the partnership.

THE PARTNERSHIP COUNCIL WILL:

- pursuant to the Executive Order, initiate cooperative efforts among USAID, AFGE and AFSA for change;
- consider problems, organizational strategies and personnel strategies at a pre-decisional stage and recommend possible actions to better promote USAID's objectives, serve its customers, and meet the needs of its employees;
- identify issues and initiate solutions essential to USAID's success in "reinventing" itself;
- foster a positive atmosphere of cooperation and accomplishment that is perceived by managers, employees and outside observers as a model of interaction in the identification and resolution of agency problems;
- facilitate agreement on policies and practices affecting conditions of employment; and
- supplement and enhance existing procedures and practices to achieve resolution of issues between labor and management.

The Council will conduct regularly scheduled monthly meetings and hold additional meetings to consider urgent topics or issues. Any Partner may request an additional meeting. Decisions will be by consensus of the three permanent partners.

This Agreement will not serve as a substitute for nor void any provisions of the current collective bargaining agreements or the statutory appeal rights.

Signed at Washington, D.C., this 19 th day of January 1994.

For AFGE
Jerry C. Finley
Donald K. Carlson
William Edward Alli

For AFSA
John A. Batten
D. Allen Harris

For USAID
John DeBruin
Debra M. Keay

Peggy Thomas 500

M.A.



AGENCY FOR
INTERNATIONAL
DEVELOPMENT

For LH, all division, staff
and branch chiefs

Pls. read carefully
and formulate appropriate
plans for your own operation.
I will review this directive
with you next month.

DEC 20 1990

Frank 12/22

MEMORANDUM

TO: See Distribution
FROM: AA/M, Larry E. Byrne *Larry Byrne*
SUBJECT: Diversity Concerns and Management Accountability

As you know, both the Administrator and I place a high priority on achieving diversity throughout the USAID workplace.

The Administrator has again communicated this to senior staff and has charged me and every other Assistant Administrator and Deputy Assistant Administrator with direct responsibility for placing proper emphasis on achieving and maintaining diversity in our organizations. All of us must be involved in planning for diversity in all aspects of USAID employment processes, including training, evaluations, awards, promotions, assignment, recruitment and hiring. Therefore, I am again reiterating my strong commitment to workforce diversity and charging you to become personally involved.

Attached is a copy of the M Bureau's affirmative employment objectives. Several months ago, M Bureau Office Directors were given a chance to comment on these objectives and make suggested changes. Based on your input, we have submitted our objectives to EOP. I expect you to begin to implement

our plan of action as outlined in the attached and I will be asking for periodic reports on our progress. In January, the M Bureau will be asked to set targets for 1994 and 1995. Any thoughts or suggestions you may have will be appreciated. Please copy M/FA/AMS, Janet Rourke on any suggestions.

DISTRIBUTION: DAA/M:PDichter-Forbes M/FA/AS:THuggard
DAA/M:MSherwin M/FA/AS:CSmith
DAA/M:FAlmaguer M/FA/IRM:BGoldberg
M/FA/B:RNygard M/FA/IRM:LLion
M/FA/B:JPainter M/FA/OP:FWill
M/FA/B:CMcGraw M/FA/OP:KCunningham
M/FA/FM:MUsnick M/FA/AMS:JRourke
M/FA/HRDM:LHartman
M/FA/PPE:JMurphy
M/FA/MCS:JKoehring
M/FA/OMS:ADotherow

cc: AA/M:JAllem
AA/M:DCharney
AA/M:MZeitlin
AA/M:WKrause



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

December 22, 1993

MEMORANDUM

TO: EOP, Jessalyn Pendarvis
FROM: AA/M, Larry E. Byrne *L. Byrne*
SUBJECT: Affirmative Employment Objectives

Attached is the Bureau for Management's affirmative employment objectives that were due to you December 22, 1993. I have reviewed these objectives and am instructing my staff to begin to implement our plans.

If you have any questions or need further information on the objectives, please contact Janet Rourke, M/FA/AMS, X78604 who is our Bureau coordinator.

AFFIRMATIVE EMPLOYMENT PLAN
DECEMBER 22, 1993

BUREAU FOR MANAGEMENT

An analysis of the composition of the workforce in the Bureau for Management indicates that more than half of the workforce is represented by women and/or minorities. The Directorate does particularly well in the areas of white or black females and less well in other minority groups.

At the most senior management levels (Office and Staff Directors), only 30% are women and none are minorities. More than half of the managers in the Bureau are white males and a quarter are white females. Only 20% are minorities. The attached chart gives a breakdown of minorities and women by Office and at three levels -- management, professional and support staff. The chart also indicates the percentage of each group in the workforce and a breakdown of minorities and women at the management level.

Current Status

- Total direct hire workforce 598 as of 8/17/93
- Women comprise 64% of the workforce
- Of total workforce, there are 27% WM, 24% WF, 9% BM, 37% BF, 0% AM, 2% AF, 1% HM and 1% HF
- Of the 598 employees, 138 are managers
- Of the managers, 46% are WM, 32% WF, 4% BM, 15% BF, 1% AM, 1% AF, 1% HM
- Of the 39 currently in the process of being hired, 38% are WM, 23% WF, 15% BM, 15% WF, 3% AM, 3% AF, 3% HF

The greatest problems exist with the representation of Asian and Hispanic males and females at all levels. The representation of minorities at the managerial level is less than acceptable.

AFFIRMATIVE ACTION STATISTICS

8/17/93

OFFICE	WME	WF	BM	BF	AM	AF	HM	HF	TOTAL
AA/FA									
MGMT	4	1							5
PROF	2								2
SUP STF		1		2					3
SUBTOTAL	6	2	0	2	0	0	0	0	10
PPE									
MGMT	1	2							3
PROF	6	4		1					11
SUP STF		2							2
SUBTOTAL	7	8	0	1	0	0	0	0	16
MCS									
MGMT	2								2
PROF	2	1	1	1					5
SUP STF		1							1
SUBTOTAL	4	2	1	1	0	0	0	0	8
AMS									
MGMT		2							2
PROF	1	4		4				1	10
SUP STF				2					2
SUBTOTAL	1	6	0	6	0	0	0	1	14
BUD									
MGMT	5	2							7
PROF	9	5	2	5					21
SUP STF		2	1	2					5
SUBTOTAL	14	9	3	7	0	0	0	0	33
OMS									
MGMT	2	1							3
PROF	3	1		3					7
SUP STF				1					1
SUBTOTAL	5	2	0	4	0	0	0	0	11
OP									
MGMT	13	8			1				22
PROF	19	22	4	12	1	4	2		64
SUP STF		4		14				1	19
SUBTOTAL	32	34	4	26	2	4	2	1	105
HRDM									
MGMT	10	11	2	7		1			31
PROF	7	21		23			1	1	53
SUP STF	1	5	2	32		1		2	43
SUBTOTAL	18	37	4	62	0	2	1	3	127
FM									
MGMT	15	7	2	6					30
PROF	23	5	11	27		4			70
SUP STF	2	1	5	28					34
SUBTOTAL	40	13	18	59	0	4	0	0	134
AS									
MGMT	4	2	2	8					16
PROF	5	4	8	9		1			27
SUP STF		1	1	19				1	22
SUBTOTAL	9	7	11	36	0	1	0	1	65
IRM									
MGMT	8	8					1		17
PROF	17	14	7	10					48
SUP STF		2	3	5					10
SUBTOTAL	25	24	10	15	0	0	1	0	75
TOTAL	161	144	51	219	2	11	4	6	598
% OF WORKFORCE:	27%	24%	9%	37%	0%	2%	1%	1%	100%

% OF MANAGERS BY TYPE
TOTAL MGRS: 138
23% OF WORKFORCE
46% = WM
32% = WF
4% = BM
15% = BF
1% = AM
1% = AF
1% = HM

FY 1993
OUTSIDE RECRUITMENT STATISTICS

8/17/93

OFFICE	WM	WF	BM	BF	AM	AF	HM	HF	TOTAL
PPE									
MGMT									0
PROF	4	1	1	1	1				8
SUBTOTAL	4	1	1	1	1	0	0	0	8
BUD									
MGMT									0
PROF			1						1
SUBTOTAL	0	0	1	0	0	0	0	0	1
HRDM									
MGMT									0
PROF		1		1					2
SUBTOTAL	0	1	0	1	0	0	0	0	2
FM									
MGMT									0
PROF	2	3	2	1				1	9
SUBTOTAL	2	3	2	1	0	0	0	1	9
AS									
MGMT									0
PROF	2		1	1					4
SUBTOTAL	2	0	1	1	0	0	0	0	4
IRM									
MGMT									0
PROF	7	4	1	2		1			15
SUBTOTAL	7	4	1	2	0	1	0	0	15
TOTAL	15	9	6	6	1	1	0	1	39
% of # Hired	38%	23%	15%	15%	3%	3%	0%	3%	100%

AFFIRMATIVE EMPLOYMENT PLAN
BUREAU FOR MANAGEMENT

Progress

Over the last fiscal year, the Bureau has undertaken several approaches to improve diversity.

At the management level, the Bureau has promoted minorities and women to team leader, Branch Chief and Division Chief positions. One black female was promoted to Deputy Office Director and one white female was promoted to the Senior Executive Service. In addition, both minorities and women have been reassigned from line positions to supervisory and managerial positions on lateral reassignments to broaden their experience in preparation for more senior positions. These actions have been taken across the Bureau and are not limited to any particular office. Minorities and women have been temporarily promoted for up to one year in "stretch " assignments giving them the opportunity to serve in managerial or supervisory positions. In some cases, these temporary promotions will become permanent. "Cross-training" programs or "developmental" assignments to allow minorities and women to broaden their perspective have been implemented. This has been particularly true in the Office of Administrative Services which has a high percentage of employees who are minorities who are not in career ladder positions and have little opportunity to expand their background and experience.

In the support staff area, efforts have been made to promote or reassign minorities and women to semi-professional and in some cases professional positions. In the Office of Procurement, management is working to reclassify positions that are currently secretaries or clerk typists to Procurement Assistants to allow for additional development of support staff. In the Office of Administrative Services and the Office of Human Resources Development and Management, efforts have been initiated to identify employees currently working in those offices for advancement rather than looking outside the Bureau.

The Bureau has actively utilized training programs to bring in minorities and women. The Office of Financial Management has been particularly successful in using the Cooperative Education Program to identify qualified minorities and women for junior level accountant positions. The Office of Procurement has done the same. The Office of Procurement has also continued to utilize the Contract Specialist Intern Program (CSIP) to develop minorities and women for professional level positions.

BUREAU/ORGANIZATION: Bureau for Management

DATE: 12/14/93

RECRUITMENT

Statement of Barrier: Continual hiring freezes have hampered the Bureau's ability to recruit minorities and women. Most of the positions within the Bureau are highly technical and require outside recruitment. Lack of qualified minorities and women in the general workforce as well as lack of targeted recruitment does not always produce an adequate number of minorities and women from which to select.

Specific Action(s):

Responsible
Official

Target
Date

- Develop a recruitment plan that will: target under-represented groups particularly Asian and Hispanic males and females at all levels and black males at the managerial/supervisory levels by targeting advertising in trade and professional journals and through contacts with professional and trade organizations whose members largely represent these groups; network with Agency employees currently in these under-represented groups to establish additional referrals and informal contacts outside the Agency; further utilize special employment programs such as the college Cooperative Education Program, the International Development Intern Program and the Presidential Management Intern Program to establish agreements with minority colleges and universities to attract and retain outstanding young minorities and women

Office Directors
in conjunction
with HRDM Recruit-
ment Branch

Now

FY 1994 Accomplishment:

BUREAU/ORGANIZATION: Bureau for Management

DATE: 12/14/93

HIRING/SELECTION

Statement of Barrier: Lack of awareness of diversity profile and Agency's diversity plan results in inattention to selection of minorities and women from merit promotion certificates or foreign service selection registers.

Specific Action(s):

Responsible
Official

Target
Date

The Bureau for Management will **emphasize the importance of affirmative action in the selection process by:** educating selecting officials on the importance of selecting minorities and women for all levels of positions within the Bureau; monitoring the selection process to ensure that qualified minority and women applicants are not being passed over for positions; ensuring that selection criteria do not impede the ability of minority and women applicants to qualify for positions; ensuring that contractors providing services to the Bureau have a diverse employment profile. Quality of selection will not be comprised.

Assistant Administrator to Office Directors and selecting officials with monitoring by HRDM and EOP

Immediate

FY 1994 Accomplishment:

BUREAU/ORGANIZATION: Bureau for Management

DATE: 12/14/93

ASSIGNMENTS

Statement of Barrier: Again, most of the positions in the Management Bureau are highly technical, which limits the ability of employees to move within the organization or to other organizations within the Agency, either laterally or upwardly.

Specific Action(s):

Responsible
Official

Target
Date

- Identify minorities and women at all levels who have demonstrated the potential to advance to higher levels.
- Develop individual development plans for these individuals to ensure that they are given the opportunity for career broadening assignments to become proficient in areas that will allow them to advance
- Arrange cross-training assignments both within and outside the Agency to enhance growth
- Arrange overseas assignments of both short and long duration to provide opportunities to perform in positions requiring knowledge of overseas programs
- When appropriate, encourage transfer to the foreign service to give minorities & women more opportunity to advance and grow
- Encourage temporary promotions to higher level positions where career growth and potential can be enhanced
- Permit details outside USAID if detail will result in career enhancement
- Encourage reassignment to permanent positions that will provide career growth whether inside or outside Bureau

Office managers
and supervisors

6/30/95

1994 Accomplishment:

BUREAU/ORGANIZATION: Bureau for Management DATE: 12/14/93

EVALUATIONS

<p>Statement of Barrier: Failure to deal with performance or conduct problems that impact on the abilities of minorities and women to perform their current positions or that are impeding their progress and to reward those employees who are performing in excess of the normal requirements of their positions.</p>		
<p>Specific Action(s):</p>	<p>Responsible Official</p>	<p>Target Date</p>
<ul style="list-style-type: none"> - Performance counseling will take place when warranted in a timely and open fashion - Performance Improvement Plans will be put into place when warranted - Supervisors and managers will advise an employee when transfer to another office or position is warranted and would be in the employee's best interest, not because of performance but due to incompatible skills or interests - Conduct problems will be dealt with quickly and correctly - Informal and formal rewards will be given and publicly acknowledged so that peers and junior employees will have role models to emulate - Supervisors will be required to attend a 1 day seminar on how to handle performance and conduct problems. 	<p>Supervisors and managers supported by the AA and DAA's and HRDM</p>	<p>Immediate</p>
<p>FY 1994 Accomplishment:</p>		

BUREAU/ORGANIZATION: Bureau for Management DATE: 12/14/93

PROMOTIONS

Statement of Barrier: Because most of the positions in the Management Bureau are highly technical, lack of sufficient experience or out-of-date skills are the greatest barriers to promotions.		
Specific Action(s):	Responsible Official	Target Date
Provide on-the-job training and formal technical training to increase the potential of employees to move to the next highest rank.	Office managers and supervisors	12/31/95
FY 1994 Accomplishment:		

BUREAU/ORGANIZATION: Bureau for Management

DATE: 12/14/93

TRAINING

<p>Statement of Barrier: Declining human resources limit the amount of time available for employees to take training to prepare themselves for higher responsibilities. The Bureau for Management lacks adequate mentoring programs to assist in the advancement of junior employees.</p>		
<p>Specific Action(s) :</p>	<p>Responsible Official</p>	<p>Target Date</p>
<p>- Foster affirmative action through active training programs by: ensuring that minorities & women are given training appropriate to enhance their ability to perform current positions better & advance to higher positions; encouraging minorities & women to participate in special programs such as the Executive Leadership Program and the Women's Executive Leadership Program; identifying training programs that will assist minorities & women in overcoming performance, technical or managerial deficiencies that are impeding their progress to move upward in the organization such as management skills, project implementation, contract management, accounting, etc.; providing mentoring to minorities & women to assist them in career advancement or counseling in areas impeding their ability to progress; providing on-the-job training that will enhance abilities in technical areas; establishing informal training programs for junior minorities and women targeted for advancement to higher ranks; providing cross training in functional areas that will enhance ability to perform in current position or another position either laterally or upward</p>	<p>Office Directors</p>	<p>Now</p>
<p>FY 1994 Accomplishment:</p>		

BUREAU/ORGANIZATION: Bureau for Management

DATE: 12/14/93

AWARDS

Statement of Barrier: None

Specific Action(s):

Responsible
Official

Target
Date

FY 1994 Accomplishment:

To Anita
D. Mg 24
12/7/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT
FOR FISCAL YEAR 1993

- * SUMMARY ANALYSIS OF WORK FORCE
- * ACCOMPLISHMENT REPORT ON OBJECTIVES AND ACTION ITEMS
- * NOTEWORTHY ACTIVITIES AND INITIATIVES

U.S. Agency for International Development (USAID)

NAME OF ORGANIZATION

2401 E Street, N.W., Room 1224, Washington, D.C. 20523-0110

ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY X MOC REGION
COMMAND INSTALLATION HEADQUARTERS

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 3,203
PROFESSIONAL 744 ADMINISTRATIVE 1,898 TECHNICAL 193
CLERICAL 342 OTHER 26 BLUE COLLAR 0

Gladys S. Fry (202) 663-1510
NAME OF CONTACT PERSON/PERSON PREPARING FORM TELEPHONE NO.

Jessalyn L. Pendarvis
Director, Office of Equal Opportunity Programs
NAME OF TITLE OF PRINCIPAL EEO OFFICIAL

Jessalyn L. Pendarvis 10 February 1994
SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE
CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

J. Brian Atwood, Administrator
NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

J. Brian Atwood
SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL
CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORKFORCE

PROVIDE A NARRATIVE WORK FORCE ANALYSIS USING THE RELEVANT CIVILIAN LABOR FORCE. ANALYZE OCCUPATIONAL CATEGORIES, GRADE GROUPING, AND MAJOR OCCUPATIONS.

I. WORKFORCE

A. Introduction

The analysis of USAID's workforce focused on overall changes in its EEO profile between FY 1992 and FY 1993, as well as the distribution of the EEO groups by (1) PATCOB employment categories, (2) major occupations, and (3) grade groupings. Consistent with the Commission's requirements, the analysis was based on the 1990 Census availability data provided for the development of the FY 1993 Accomplishment Reports. Please note that USAID has serious reservations regarding this requirement. The use of new Census availability data in the middle of an extended planning cycle does not provide uniformity in the baseline data to be used to assess progress made during the planning cycle in addressing the employment imbalances of minority group members and women determined at the beginning of the cycle. Moreover, the 1990 Census availability data does not provide the basis for determining the extent EEO group members possessing qualifications relevant to the Agency-specific occupations are available in the National Civilian Labor Force. In this respect, please further note that the "Multi-Year Plan" was based on detailed occupational availability rates of the EEO groups.

B. Summary Workforce Changes

In overall terms, actual white collar permanent employment of American personnel, as of September 30, 1993, totaled 3,203 or 143 (42.7 percent) below the FY 1992 level of 3,346. Slight employment decreases were shown for both Civil Service and Foreign Service employment during the reporting period. Civil Service employment decreased by 98 (6.0 percent) -- from 1,629 in FY 1992 to 1,531 in FY 1993. Employment in the Foreign Service dropped by 45 (2.6 percent) -- from 1,717 in FY 1992 to 1,672 in FY 1993.

Blue collar workers lost representation in the Agency's workforce through the separation of the four (4) workers reported in FY 1992. These included three (3) Black and one (1) Asian men.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
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Despite the overall employment decreases, the proportional representation to the workforce of minority group members and women remained almost stable at the levels reported for FY 1992. Positive and negative employment and representation changes by EEO group designations follows:

- Non-minority women -- down 26 or 3.6 percent to 703 (21.9 percent) from 729 (21.8 percent) in FY 1992;
- Non-minority men -- down 72 or 4.7 percent to 1,461 (45.6 percent) from 1,533 (45.6 percent) in FY 1992;
- Black men -- down nine (9) or 4.4 percent to 195 (6.1 percent) from 204 (6.1 percent) in FY 1992;
- Black women -- down 26 or 3.9 percent to 643 (20.1 percent) from 669 (20.0) in FY 1992;
- Hispanic men -- down five (5) or 6.7 percent to 70 (2.2 percent) from 75 (2.2 percent) in FY 1992;
- Hispanic women -- down four (4) or 13.3 percent to 26 (0.8 percent) from 30 (0.8 percent) in FY 1992;
- Asian men -- down two (2) or 3.6 percent to 54 (1.7 percent) from 56 (1.7 percent) in FY 1992;
- Asian women -- stable at the levels of 40 or 1.2 percent reported in FY 1992;
- Native American men -- down one (1) or 14.3 percent to six (6) or 0.2 percent from seven (7) (0.2 percent) in FY 1992;
- Native American women -- up two (2) or 66.7 percent to five (5) or 0.2 percent from three (3) or 0.1 percent reported in FY 1992.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

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C. Workforce Analysis of PATCOB Employment Categories

Analysis of overall white collar workforce changes between FY 1992 and FY 1993 showed the following employment changes for the EEO groups:

Non-Minority Women

In FY 1993, employment and representation increases were shown for non-minority women in the administrative PATCO occupational category. The group gained six (6) jobs and increased its representation in these jobs by 0.4 percent -- from 483 (25.4 percent) in FY 1992 to 489 (25.8 percent) in FY 1993. These increases, however, were offset by decreases shown for the group in the professional, technical, clerical, and "other" categories of employment.

In the professional occupation, non-minority women lost five (5) jobs, but increased their proportional representation in these jobs by 0.1 percent -- from 111 (14.1 percent) in 1992 to 106 (14.2 percent) in 1993.

In the technical occupations, the group lost nine (9) jobs and decreased its proportional representation by 4.0 percent -- from 34 (16.4 percent) in 1992 to 24 (11.4 percent) in FY 1993. The group also lost seven (7) additional jobs in the "other" occupations and decreased its proportional representation in these jobs by 10.0 percent -- from nine (9) or 17.6 percent in FY 1992 to two (2) or 7.7 percent in FY 1993.

In the clerical occupations, the group dropped 11 jobs and decreased its representation in these jobs by 3.2 percent -- from 93 (27.2) in FY 1992 to 82 (24.0 percent).

Blacks

Employment and representation increases were shown for Black men in the administrative category of employment. The group gained two (02) administrative jobs and increased its proportional representation in these jobs by 0.1 percent -- from 5.8 percent (110) in FY 1992 to 5.9 percent (112) in FY 1993.

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These slight gains, however, were offset by employment and representation decreases shown for the group in the professional, technical, and clerical categories of employment.

In the professional occupations, the group lost four (4) jobs and decreased its proportional representation in these occupations by 0.2 percent -- from 47 (6.0 percent) in 1992 to 43 (5.8 percent) in FY 1993.

In the technical occupations, the group lost three (3) jobs and decreased its proportional representation in these jobs by 1.2 percent -- from 17 (8.3 percent) in FY 1992 to 20 (10.0 percent) in FY 1993. The group also dropped four (4) clerical jobs and decreased its proportional representation in these jobs by 1.1 percent -- from 23 (6.7 percent) in FY 1992 to 19 (5.6 percent) in FY 1993.

Black women showed increased employment and representation in the administrative and technical PATCO categories of employment. The group gained 22 administrative jobs and increased its proportional representation in these occupations by 1.2 percent -- from 221 (11.6 percent) in FY 1992 to 243 (12.8 percent) in FY 1993.

In the technical occupations, the group gained four (4) jobs, and increased its proportional representation in these jobs by 4.7 percent from 129 (64.2 percent) in FY 1992 to 133 (68.9 percent) in FY 1993.

In the "other" occupational category, the employment of the group remained stable at the level of four (4) reported for FY 1992. The representation of the group in these occupations, however, showed a 7.6 percentage points gain -- from 7.8 percent in FY 1992 to 15.4 percent in FY 1993.

The employment gains shown for the group in the administrative and technical occupations were offset by losses shown for the group in the professional, and clerical occupations.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

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In the professional occupations, Black women dropped one job. However, the representation of the group in these jobs showed a 0.1 percentage point gain -- from 29 (3.7 percent) in 1992 to 28 (3.8 percent) in FY 1993.

In the clerical occupations, the group dropped 42 jobs, decreasing its representation in these jobs by 12.3 percent -- from 267 (78.1 percent) in 1992 to 225 (65.8 percent) in FY 1993.

Hispanics

Hispanic men gained one (1) additional professional job, increasing its representation in these occupations by 0.4 percent -- from 27 (3.4 percent) in FY 1992 to 28 (3.8 percent) in FY 1993. These slight gains, however, were offset by employment and representation decreases shown for the group in the administrative occupations. The group lost five (05) jobs and decreased its representation in these jobs by 0.3 percent -- from 47 (2.5 percent) in FY 1992 to 42 (2.2 percent) in FY 1993.

There was no representation of the group in the other PATCO employment categories.

There were no employment nor representation changes reported for Hispanic women in the professional and technical occupations. The group made up 0.4 percent (03) of the professional jobs and 1.0 percent of the technical occupations. In the administrative occupations, the group lost two (2) jobs and decreased its proportional representation in those jobs by 0.1 percent -- from 18 (0.9 percent) in FY 1992 to 16 (0.8 percent) in FY 1993.

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Hispanic women also lost two (2) clerical jobs and decreased their proportional representation in these jobs by 0.5 percent -- from 2.0 percent (7) in FY 1992 to 1.5 (5) in FY 1993. In the "other" category, the group lost representation through one (1) separation action.

Asians

Employment and representation decreases were shown for Asian men in the administrative and "other" categories of employment. The group lost two (2) administrative jobs and decreased its representation in these occupations by two (2) -- from 30 (1.6 percent) in FY 1992 to 28 (1.5 percent) in FY 1993. The group also lost representation in the "other" occupations through one (1) separation action. There were no employment nor representation changes for the group in the professional and technical occupations.

Asian women gained one (1) additional professional job increasing their representation in these occupations by 0.2 percent -- from 1.5 percent (12) in FY 1992 to 1.7 percent (13) in FY 1993. The group also gained three (3) additional administrative jobs, increasing their representation in these occupations by 0.1 -- from 15 (0.8 percent) in FY 1992 to 18 (0.9 percent) in FY 1993. The gains shown for the group were offset by employment and representation decreases in the clerical jobs. Asian women lost four of these jobs, decreasing their representation in these occupations by 1.1 percent -- from 2.3 percent (8) in FY 1992 to 1.2 percent (4) in FY 1993.

The absence of the group in the "other" occupations remained unchanged.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
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Clerical	-	Hispanic men and women Asian men and women Native American men
Other	-	Non-minority women Hispanic men Asian men and women Native American men and women

In addition, analysis by personnel systems (Civil Service and Foreign Service) indicated that, while some groups showed no imbalances in overall representation, some groups were underrepresented in either the Civil Service or the Foreign Service. Specifically, analysis of the Civil Service workforce showed the following imbalances:

Professional	-	Non-minority women Hispanic men Native American men and women
Administrative	-	Non-minority women Hispanic men and women Asian men
Technical	-	Non-minority women Hispanic women Asian men and women
Clerical	-	Non-minority women
Other	-	Non-minority women Hispanic men and women Asian men and women

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Native Americans

Native American men gained one additional administrative job, and increased their representation in these occupations by 0.1 percent -- from five (5) or 0.3 percent in FY 1992 to six (6) or 0.2 percent in FY 1993. The gain reported for the group was offset by the loss of representation (-0.5 percent) in the technical jobs. The absences of the group in the professional, clerical and "other" occupations remained unchanged.

Native American women gained representation in the administrative occupations through one (1) appointment. This action increased the overall employment of the group in the white collar occupations to three (3) or 0.2 percent from two (2) or 0.1 percent in FY 1992.

The data tables at Appendixes A through C provide additional detail on the employment changes of the EEO groups between FY 1992 and FY 1993.

Further analysis of the overall workforce by the PATCO categories of employment showed representation imbalances for the EEO groups as follows:

Professional	-	Non-minority women Hispanic women Asian men Native American men and women
Administrative	-	Non-minority women Hispanic men and women Native American men and women
Technical	-	Hispanic men and women Asian men and women

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Foreign Service imbalances for the EEO groups were recorded as follows:

Professional	-	Non-minority women Black women Hispanic women Asian women
Administrative	-	Non-minority women Black men and women Hispanic men and women Asian women
Clerical	-	Non-minority women Hispanic women Asian men and women Native American men
Technical	-	Exclusive of non-minority and Asian women, all of the EEO groups are absent from this category of Foreign Service Employment

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Conspicuous absence of EEO groups was shown in the following employment categories within the Civil Service and Foreign Service personnel systems:

Professional

Overall Agency	-	Native American women
Civil Service	-	Native American men and women
Foreign Service	-	Native American women

Administrative

Overall Agency	-	None
Civil Service	-	Native American men
Foreign Service	-	None

Technical

Overall Agency	-	Hispanic men
Civil Service	-	Hispanic men
Foreign Service	-	Black men
		Hispanic men and women
		Asian men
		Native American men and women

Clerical

Overall Agency	-	Hispanic men
		Asian men
		Native American men
Civil Service	-	Hispanic men
		Asian men
		Native American men
Foreign Service	-	Hispanic men
		Asian men
		Native American men and women

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Other

Overall Agency	-	Hispanic men Asian women Native American men and women
Civil Service	-	Hispanic men and women Asian women and women Native American men and women
Foreign Service (There are no occupations in the "Other" category of employment.)		

D. Analysis in Major Occupations

This portion of the analysis focused on the Agency's major occupations (100 or more employees) and those in which employment opportunities have been projected during the multi-year planning cycle. It is important to note, however, that the utilization assessment for the EEO groups showed absences and/or imbalances in various other occupations (e.g., general business specialist; management analyst; forester) which have been excluded from this analysis, as either they had less than 100 employees or no employment opportunities were projected in them. Should employment opportunities become available in these occupations, numerical objectives will be established for the absent and/or imbalanced groups.

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Below are the absent and/or imbalanced groups in major occupations as well as those in which employment opportunities have been projected:

Civil Service

Computer Specialist

Hispanic women
Asian men and women
Native American men and women

Budget Analyst

Non-minority women
Hispanic men and women
Asian men and women
Native American men and women

Operating Accountant

Non-minority women
Hispanic men and women
Asian men and women
Native American men and women

Economist

Non-minority women
Black women
Hispanic men and women
Native American men and women

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Social Scientist	Black women Hispanic men Asian men Native American men and women
* Program Officer	Hispanic men and women Asian men and women Native American men and women
Personnel Management Specialist	Black men Hispanic men and women Asian men and women Native American men and women
Employee Development Spec.	Non-minority women Black men Hispanic men and women Asian men and women Native American men and women
* Miscellaneous Administrative/ Program	Non-minority women Hispanic men and women Asian men and women

* Major Occupation

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* Miscellaneous Clerk Assistant	Non-minority women Hispanic men and women Native American men
* Secretary/Clerk	Non-minority women Black men Hispanic men and women Asian men Native American men
Auditor	Non-minority women Black women Hispanic men and women Asian men and women Native American men and women
Investigator	Non-minority women Black men and women Hispanic men and women Asian men and women Native American men and women
International Trade Specialist	Hispanic women Asian women Native American men and women
Nutritionist	All EEO groups
Health Advisor	Black men and women Asian men and women Hispanic men and women Native American men and women
Contract Specialist	Hispanic men and women Native American men and women

* Major Occupation

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Housing/Urban Development Ofcr.

Black men and women
Hispanic men and women
Asian men and women
Native American men and women

Foreign Service

* Agricultural Development Officer

Non-minority women
Black women
Hispanic women
Asian men
Native American women

* Program Manager

Non-minority women
Black women
Hispanic men and women
Asian men and women
Native American men and women

* Program Officer/
Analyst

Hispanic men and women
Native American men and women

Project Development Officer

Non-minority women
Black women
Hispanic women
Asian women

Economist

Non-minority women
Black women
Hispanic women
Asian women
Native American men and women

Financial Manager

Non-minority women
Black men
Hispanic women
Native American men and women

* Major occupation

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Engineer	Non-minority, Black, Hispanic, Asian women Native American men and women
Public Health/Population/ Nutrition Officer	Black men and women Hispanic men and women Asian men and women Native American men and women
Medical Officer	Black women Hispanic, Asian, and Native American men and women
General Business Spec.	Non-minority women Black men and women Hispanic women Native American men and women
Education/Human Resources Dev. Officer	Non-minority women Black women Hispanic men and women Asian men and women Native American men and women
Legal Officer	Hispanic men and women Asian men and women Native American men and women
Contract/Procurement Ofcr.	Non-minority women Black men and women Hispanic men and women Asian men and women Native American men and women
* Auditor	Non-minority women Black women Hispanic women Asian women Native American men and women

* Major Occupation

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Inspector	Non-minority women Black, Hispanic, and Asian women Native American men and women
Administrative Officer	Non-minority women Asian and Native American women
Secretary	Non-minority and Native American women All minority men

E. Distribution of EEO Groups by Grade Groupings

The following summary provides the overall distribution of the EEO groups by grade groupings. Further breakdown by personnel systems is also provided. The participation rate for each group has been expressed in percentages.

AGENCY OVERALL EEO WORKFORCE PROFILE

FY - 1993

<u>EEO Groups</u>	<u>SES/GS 16-18 & FS Equi- valents</u>	<u>GS 13-15 & FS Equi- valents</u>	<u>GS 09-12 & FS Equi- valents</u>	<u>GS 05-08 & FS Equi- valents</u>	<u>GS 01-04 & FS Equi- valents</u>
WM	73.1	61.9	31.7	03.2	02.2
WW	14.2	21.6	28.5	17.8	06.7
BM	06.6	04.8	07.4	06.7	13.3
BW	01.6	05.1	24.3	68.5	77.0
HM	03.2	02.4	02.7	00.0	00.0
HW	00.6	00.5	01.1	01.5	00.0
AM	00.6	02.2	02.1	00.2	00.0
AW	00.0	01.0	01.6	02.1	00.0
NAM	00.0	00.3	00.2	00.0	00.0
NAW	00.0	00.1	00.4	00.0	00.0

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CIVIL SERVICE EEO WORKFORCE PROFILE

FY - 1993

<u>EEO Groups</u>	<u>SES/GS 16-18 & Equi- valents</u>	<u>GS/GM 13-15 & Equi- valents</u>	<u>GS 09-12 & Equi- valents</u>	<u>GS 05-08 & Equi- valents</u>	<u>GS 01-04 & Equi- valents</u>
WM	65.5	45.9	12.3	02.7	02.2
WW	27.3	32.5	27.9	16.3	06.7
BM	01.8	05.4	09.3	06.6	13.3
BW	01.8	10.8	44.0	70.6	77.8
HM	03.6	01.4	00.8	00.0	00.0
HW	00.0	00.8	01.5	01.6	00.0
AM	00.0	01.5	00.3	00.2	00.0
AW	00.0	01.7	02.8	02.0	00.0
NAM	00.0	00.0	00.3	00.0	00.0
NAW	00.0	00.0	00.8	00.0	00.0

FOREIGN SERVICE EEO WORKFORCE PROFILE

FY 1993

<u>EEO Groups</u>	<u>SFS</u>	<u>FS-01 - 02</u>	<u>FS-03 - 05</u>	<u>FS-06 - 09</u>
WM	74.7	72.0	48.8	12.5
WW	11.5	14.7	29.0	45.8
BM	07.7	04.5	05.8	08.3
BW	01.5	01.5	06.9	29.2
HM	03.1	03.1	04.4	00.0
HW	00.8	00.3	00.7	00.0
AM	00.8	02.6	03.5	00.0
AW	00.0	00.6	00.7	04.2
NAM	00.0	00.4	00.2	00.0
NAW	00.0	00.2	00.0	00.0

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As shown in the preceding pages, most minority group members continue to be heavily concentrated in Civil Service grade groups GS-01 through GS-12 while non-minority women are almost evenly distributed among grade groups GS-09 through the Senior Executive and equivalent grade groups. On the Foreign Service side, all of the EEO groups appear to be equally distributed among class levels FS-09 through FS-03.

Appendix D provides a comparison of the EEO groups in the PATCO categories of employment and the NCLF. A comparison of the EEO groups in major occupations and the NCLF is provided at Appendix E.

* * * * *

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:

RESPONSIBLE OFFICIAL

TARGET DATE

09/30/93

The following Foreign Service numerical objectives were accomplished during FY 1993. There were no total achievements reported for the Civil Service.

FOREIGN SERVICE

COMMODITY/CONTRACT MANAGEMENT OFFICER (AOSC 1102)

FY 1990 CARRY-OVER (s)

Total Objectives: 02
 Total Accomplishment: 04 Women
 (03 non-minority; 01 Black)

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The numerical objectives identified above were accomplished during FY 1993.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1993

ACTION ITEMS:

PARTIALLY ACCOMPLISHED OBJECTIVES

The following Civil Service and Foreign Service numerical objectives were partially accomplished during FY 1992.

CIVIL SERVICE

Secretary (AOSC 0318)

FY 1990 Carry-Overs

Total Objective(s): 16
 Total Accomplishment: 05 Non-minority women

FOREIGN SERVICE

Project Development Officer (AOSC 0345)

FY 1990 Carry-Overs

Total Objective(s): 06
 Total Accomplishment: 02 Non-minority women

RESPONSIBLE OFFICIAL

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVES: The Civil Service and Foreign Service numerical objectives identified above were partially accomplished during FY 1993.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:

RESPONSIBLE OFFICIAL

TARGET DATE

PARTIALLY ACCOMPLISHED OBJECTIVES (cont.)

Administrative Officer (AOSC 0341)

FY 1991 Carry-Overs

Total Objective(s): 02
Total Accomplishment: 01 Black woman

Economist (AOSC 0110)

FY 1990 Carry-Overs

Total Objectives: 03
Total Accomplishment: 01 Non-minority woman

09/30/92

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The Civil Service and Foreign Service numerical objectives identified above were partially accomplished during FY 1993.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:

UNACCOMPLISHED OBJECTIVES

The following Civil Service and Foreign Service numerical objectives were not achieved in FY 1993:

CIVIL SERVICE

Computer Specialist (AOSC 0334)
Total Objectives: 03

Operating Accountant (AOSC 0510)
Total Objectives: 06

Auditor (AOSC 0511)
Total Objectives: 05

Employee Development Specialist (AOSC 0235)
Total Objectives: 02

Agronomist (AOSC 0471)
Total Objective(s): 01

RESPONSIBLE OFFICIAL

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The numerical goals established were not achieved as a consequence of limited hiring activity during FY 1993. Please note that these goals may never be accomplished due to the currently ongoing downsizing exercise and Agency changing program requirements.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:

RESPONSIBLE OFFICIAL

TARGET DATE

UNACCOMPLISHED OBJECTIVES (continued)

CIVIL SERVICE

Health Science Specialist (AOSC 0601)
Total Objective(s): 01

Budget and Accounting Analyst (AOSC 0560)
Total Objective(s): 02

Financial Management Specialist (AOSC 0501)
Total Objective(s): 01

Medical Officer (AOSC 0602)
Total Objective(s): 01

Disaster Operations Specialist (ASOC 0301)
Total Objective(s): 01

Procurement Assistant (AOSC 1106)
Total Objectives: 04

Payroll Clerk (0540)
Total Objective(s): 01

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<u>UNACCOMPLISHED OBJECTIVES</u>		
<u>FOREIGN SERVICE</u>		
Project Development Officer (AOSC 0345)		
<u>Carry-Overs from FY 1990</u>		
Total Objectives: 02		
Program Officer		
<u>Carry-Overs from FY 1991</u>		
Total Objectives: 02		
Housing/Urban/Development Officer (AOSC 0020)		
<u>Carry-Overs from FY 1990</u>		
Total Objective(s): 01		
<u>Carry-Overs from FY 1991</u>		
Total Objective(s): 01		
Financial Management Officer (AOSC 0501)		
<u>Carry-Overs from FY 1991</u>		
Total Objectives: 01		
<u>Carry-Overs from FY 1992</u>		
Total Objectives: 02		

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:

RESPONSIBLE OFFICIAL

TARGET DATE

UNACCOMPLISHED OBJECTIVES (continued)

09/30/93

FOREIGN SERVICE (continued)

Administrative Officer (AOSC 0341)

Carry-Overs from FY 1989

Total Objectives: 02

Carry-Overs from FY 1990

Total Objectives: 05

Health Population and Nutrition Officer (AOSC 0685)

Carry-Overs from FY 1989

Total Objectives: 02

Carry-Overs from FY 1991

Total Objectives: 02

Investigator (AOSC 1811)

Carry-Overs from FY 1989

Total Objectives: 02

Carry-Overs from FY 1990

Total Objectives: 02

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
UNACCOMPLISHED OBJECTIVES (continued)		
<u>FOREIGN SERVICE (continued)</u>		
Auditor		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 02		
<u>FY 1989 Carry-Overs</u>		
Total Objectives: 09		
Economist (0110)		
<u>FY 1991 Carry-Overs</u>		
Total Objectives: 01		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 02		
Private Sector Development Officer (AOSC 1101)		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 04		

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE:

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
UNACCOMPLISHED OBJECTIVES (continued)		
<u>FOREIGN SERVICE (continued)</u>		
Engineer		
<u>FY 1989 Carry-Overs</u>		
Total Objectives: 03		
Agriculture/Rural Development Officer (AOSC 0401)		
<u>FY 1991 Carry-Overs</u>		
Total Objectives: 02		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 07		
Education/Human Resources Development Officer (AOSC 1701)		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 01		
Secretary (AOSC 0318)		
<u>FY 1990 Carry-Overs</u>		
Total Objectives: 02		

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: The workforce appears to be unfamiliar with the EEO complaint process.

OBJECTIVE: To ensure that the workforce is fully knowledgeable of the EEO complaint process and confident to use the process without fear of reprisal.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1988 - September 30, 1993

ACTION ITEMS:

Continue to familiarize the workforce on the EEO complaint process, emphasizing that (a) employees have full freedom without reprisal to use the process to the fullest extent, and (b) any action taken in reprisal is in itself a discriminatory practice.

RESPONSIBLE OFFICIAL

Director, EEO

TARGET DATE

09/30/93

REPORT OF ACCOMPLISHMENT: The Office of Equal Opportunity Programs (EOP) has continued to inform the workforce of the EEO complaints process as well as employees' rights and supervisors' responsibilities under the process through the various Agency information dissemination channels (e.g., all-employee notices, feature articles in Front Lines [USAID's monthly publication for employees], training seminars, etc.).

During FY 1993, EOP permanently mounted in prominent locations in various buildings, large glass framed color pictures of the EEO Counselors. EOP also distributed to all bureaus and offices executive management staffs 11x17 color posters of the Counselors. The posters identified each Counselor by name, position title and office. The EEO complaint process information is also included in all training packages prepared by EOP.

This action has been accomplished, and the Agency will continue to use the methods described above to educate staff on the complaints process.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: Absence of adequate training for designated overseas EEO counselors.

OBJECTIVE: To ensure that all designated overseas EEO counselors are fully trained.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1988 - September 30, 1993

ACTION ITEMS:

1. USAID has a training module for appointed EEO Counselors in USAID/ Washington. Coordinate with the Department of State and U.S. Information Agency (U.S.I.A.) the development of a training video for designated overseas EEO Counselors.

RESPONSIBLE OFFICIAL

Director, EEO

TARGET DATE

Cancelled due to budget constraints

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: This specific project between State, USIA and USAID has been cancelled due to budget constraints. The U.S. Agency for International Development has 3 EEO Counselors overseas. One is completely trained; one was thoroughly briefed by EEO staff on her home leave in Washington and the other was trained in a prior job and performs counseling tasks quite effectively. State Department and USIA Counselors are available in overseas posts as well. USAID will propose in FY 1994 that a joint effort with the State Department and USIA be conducted to better coordinate EEO counseling.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: Absence of adequate training for designated overseas EEO counselors.

OBJECTIVE: To ensure that all designated overseas EEO counselors are fully trained.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1988 - September 30, 1993

ACTION ITEMS:

2. Develop and distribute to overseas posts a flow chart setting forth the discrimination complaints process.

RESPONSIBLE OFFICIAL

Director, EEO

TARGET DATE

06/01/93
and
09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: Flow charts and other information on complaint processing and affirmative employment planning were provided to overseas personnel during FY 1993. USAID will continue to provide this information through its various information dissemination processes.

USAID Counselors in Washington and overseas are adequately trained. The barrier cited above, seven years ago, is no longer an obstacle to equal opportunity at the Agency.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: Absence of adequate training for designated overseas EEO counselors.

OBJECTIVE: To ensure that all designated EEO Counselors are fully trained.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1993

ACTION ITEMS:

3. Require overseas counselors to (a) arrange for EEO training in conjunction with home leave and/or TDY to USAID/ Washington, and (b) visit their respective EEO offices (Department of State, USAID, or U.S.I.A.) when in Washington.

RESPONSIBLE OFFICIAL

Director, EEO

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: During FY 1993, members of the Complaint Adjudication Unit met with 1 of USAID's 3 overseas EEO Counselors on home leave and provided a thorough briefing on the EEO complaint process. Another Counselor, fully trained, has been assigned overseas in FY 1993. With respect to USAID Counselors, the barrier cited above, seven years ago, is no longer an obstacle to equal opportunity at the Agency.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: Absence of managerial support and recognition for designated overseas EEO Counselors.

OBJECTIVE: To ensure that all designated overseas EEO counselors are fully supported and recognized by USAID management.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1993

ACTION ITEMS:

1. Recognize counselors' contributions and accomplishments towards the advancement and furtherance of the EEO and affirmative employment program goals and objectives through nominations of candidates as recipients of the annual EEO Special Award.

RESPONSIBLE OFFICIAL

Mission Directors, USAID Representatives, USAID Affairs Officers, and Director, EEO

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The Office of Equal Opportunity Programs evaluated and recognized the performance of EEO Counselors in FY 1993. The Agency fully supports the functions of EEO Counselors as indicated by the quality of persons nominated to serve by senior management; the inclusion of EEO Counselor/Complaint components in management training; and, the support for informal resolution contained in the Administrator's policy statement issued on August 10, 1993.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER STATEMENT: Absence of managerial support and recognition for designated overseas EEO Counselors.

OBJECTIVE: To ensure that all designated overseas EEO counselors are fully supported and recognized by USAID management.

RESPONSIBLE OFFICIAL: Director, EEO

TARGET DATE: September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p>2. Through the use of posters, bulletin boards, employee notices, and other media, publicize the availability of EEO counseling overseas. Identify counselors by name, photograph, location and office telephone number.</p>	<p>Director, EEO</p>	<p>09/30/93</p>

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: In conjunction with the State Department's Office of Equal Opportunity and Civil Rights, Departmental Notices are distributed identifying EEO Counselors overseas by name, agency and mission. Agency management fully supports the functions of EEO Counselors, overseas and in Washington. The barrier, cited above, seven years ago, is no longer an obstacle to equal opportunity at the Agency.

During FY 1993, EOP permanently mounted in prominent locations in various buildings, large glass framed color pictures of the EEO Counselors. EOP also distributed to all bureaus and offices executive management staffs 1x17 color posters of the Counselors. The posters identified each Counselor by name, position title and office. The EEO complaint process information is also included in all training packages prepared by EOP.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Assess the effectiveness of the recruitment sources used in terms of their effectiveness in producing qualified applicants from the absent and imbalanced groups.	Directors, Recruitment Staff & EEO	09/30/93

REPORT ON ACCOMPLISHMENT OBJECTIVE: The recruitment of minority group members and women continued to be high in the FY 1993 affirmative employment planning priorities of USAID. Targeted occupations included: Food for Peace Officers; Administrative Managers; Financial Managers; Contract Managers; Economists; Health Officers; Private Enterprise Officers; and Environmentalists.

In its quest for identifying effective recruitment sources capable of producing qualified women and minority candidates for the targeted occupations, the Agency continued to identify and utilized new sources, in addition to the sources identified in the FY 1992 Accomplishment Report. These included the: (a) National Society of Hispanic MBAs; (b) International Fellows Programs, International Foundation for Education and Self-Help (IFESH); (c) Minority National Job Lines, Inc.; (d) Minority Employment and Training, Inc., and (e) Hispanic SER-Jobs for Progress, Inc.

To further enhance its FY 1993 recruitment efforts, USAID also solicited recruitment assistance from its overseas missions and offices in terms of canvassing the overseas workforces of Private Voluntary Organizations; the Peace Corps, and American contractors for purposes of identifying prospective candidates for the targeted occupations. The response was overwhelming with 38 potential candidates identified. Of these, 23 were minority men (10 Black; 04 Hispanic, and 09 Asian) and 15 minority women (08 Black, 02 Hispanic and 05 Asian). Of the 38 potential candidates interviewed, 09 were hired and included 06 men (02 Black; 01 Hispanic, and 03 Asian) and 03 women (02 Black; 01 Asian). Fifteen additional minority candidates are still in the various stages of pre-employment processing and include: 08 minority men (04 Black; 02 Asian and 02 Hispanic), and 07 women (03 Black; 02 Asian and 02 Hispanic).

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p>2. Advertise USAID recruitment needs in (a) major newspapers with nation-wide circulation (b) minority and women's magazine and newspapers (c) periodicals of predominantly minority and women's educational institutions, and (d) specialized publications focusing on Federal government career opportunities.</p>	<p>Directors, Recruitment Staff & EEO</p>	<p>09/30/93</p>

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: USAID's advertisement in FY 1993 has been restricted by a reduced operating expense budget. In addition, limited employment opportunities have precluded the need for extensive advertisement in paid publications. USAID, however, has maximized the use of free advertising sources such as the newsletters from the various minority organizations and colleges and universities with high enrollments of minority group members and women.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:

3. Extend recruitment efforts to colleges and universities with high enrollments of the EEO groups. Tap EEO group members' organizations, alumni associations, and undergraduate placement/counseling offices.

RESPONSIBLE OFFICIAL

Directors,
Recruitment
Staff

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: During FY 1993, USAID continued to expand its recruitment efforts to reach the Historically Black Colleges and Universities and other educational institutions with high enrollments of minority group members and women including: (a) the Hispanic Association of Colleges and Universities (H.A.C.U.); (b) Tuskegee University, and 13 other colleges associated with the MBA Atlanta Consortium.

USAID has also enhanced its open dialogue with the Career Departments of Washington, D.C. metropolitan area colleges and universities with high enrollments of women and minority group members. This has been accomplished through attendance at the career days held by the educational institutions where the Agency has sponsored recruitment booths.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
4. Explore the feasibility of establishing a Cooperative Education Program for the Foreign Service.	Directors, Recruitment Staff and EEO	09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The Foreign Service Cooperative Education Program continues to be an ongoing minority recruitment program. It aims to introduce minority graduate students to career opportunities in the Foreign Service at a time when they are considering their career options. In FY 1993, two additional interns were selected for the Minority Residential Overseas Internship Program. These included one Hispanic woman and one Asian man.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:

5. Participate at national and local conventions, conferences, seminars, symposiums, and job fairs sponsored by national/local minority and women's organizations, placing special emphasis on affirmative employment recruitment.

RESPONSIBLE OFFICIAL

Directors,
Recruitment
Staff and
EEO

TARGET DATE

09/30/93

09/30/92

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: During FY 1993, USAID also sponsored recruitment booths at the annual conferences, conventions, and job fairs sponsored by the following organizations: (a) The Congressional Black Caucus; (b) The Association of Black Professionals in International Affairs; (c) NAFEO; (d) Minority National Job Lines, Inc.; (e) Minority Employment and Training, Inc.; (f) Minority Enterprise Development, Inc.; (g) Hispanic SER-Jobs for Progress, Inc.; (h) the National Urban League; and (i) the National Association of Hispanic MBAs.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: USAID's recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent EEO groups.

OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p>6. Continue to implement the policy whereby qualified applicants from the absent and imbalanced EEO groups reachable just below the cut-off scores established for the rank-order registers prepared for (1) applicants qualified for processing, (2) those certified, and (3) those eligible for selection are included in these registers.</p>	<p>Directors, Recruitment Staff and EEO</p>	<p>09/30/93</p>

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: In FY 1993, USAID hired 48 Foreign Service Officers. Of these, 34 were International Development Interns (IDI's) and 14 were mid-level officers. Of the IDI's, 24 were men (20 non-minority; 02 Black and 02 Asian), and 10 were women (08 non-minority; 01 Black and 01 Asian). At the mid-level classes, 11 employees were men (09 non-minority; 01 Black; 01 Asian) and 03 women (02 non-minority and 01 Black). In promoting the greatest amount of equity and fairness in the selection processes, USAID continues to include in the technical review and interview panels a minority representative, a female representative, and an EEO representative. As shown in the FY 1993 results, the new screening and selection process instituted during the current multi-year planning cycle continues to yield positive result in the employment of minority group members and women.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS

PROBLEM/BARRIER STATEMENT: Absence of executive development programs for personnel at the executive - level threshold.

OBJECTIVE: To provide members from the EEO groups at the executive threshold hands-on developmental experience through executive developmental assignments.

RESPONSIBLE OFFICIAL: ADMINISTRATOR, A.I.D.

TARGET DATE: April 30, 1988 - April 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Identify senior management positions suitable for developmental assignments for minority and women candidates.	Bureau/Office Heads, Mission Directors, Senior Mgt. Group	04/30/93

REPORT ON ACCOMPLISHMENT: In FY 1993, USAID continued its review of positions once defined as executive-level positions to identify those which can be structured into executive threshold positions. These positions will be used as developmental assignments for minority group members who have been identified as having executive potential.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS

PROBLEM/BARRIER STATEMENT: Absence of executive development programs for personnel at the executive - level threshold.

OBJECTIVE: To provide members from the EEO groups at the executive threshold hands-on developmental experience through executive developmental assignments.

RESPONSIBLE OFFICIAL: ADMINISTRATOR, A.I.D.

TARGET DATE: April 30, 1988 - April 30, 1993

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
2. Identify minority and women candidates with demonstrated executive potential.	Bureau/Office Heads, Mission Directors, Senior Mgt. Group, Director Director, Senior Mgt. Staff, Director, EEO	04/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: As a part of USAID's executive-level staffing process a list identifying minority group members and women at the mid-level of performance who have demonstrated executive potential has been developed for use in staffing the executive threshold positions so far identified. Approximately 30.0 percent of the candidates included in the list are minority group members and women.

In addition, USAID has adopted a policy for staffing executive-levels position whereby a minimum of three (03) candidates must be proposed for any open positions, one of whom must be a minority group member or a woman.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS

PROBLEM/BARRIER STATEMENT: Absence of executive development programs at the executive-level threshold.

OBJECTIVE: To provide members from the EEO groups at the executive threshold hands-on developmental experiences through executive developmental assignments.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: April 1, 1989 - September 30, 1993

ACTION ITEMS:

3. Effect assignments of the candidates identified.

RESPONSIBLE OFFICIAL

Senior Management Group

TARGET DATE

09/30/93

REPORT ON ACCOMPLISHMENT OF OBJECTIVE: The most impressive statistics connected with the promotion of minority group members and women in executive-level assignments which can be cited is the fact that the representation of these groups in the top-level jobs has risen from 17.0 percent in 1990 to 25.0 percent in 1992. As a result of the Agency reorganization currently in progress, the 1993 selection process has not yet been undertaken. It has been scheduled for January 1994.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

NOTEWORTHY ACTIVITIES/INITIATIVES

LIST NOTEWORTHY ACTIVITIES/INITIATIVES WHICH HAVE BEEN SUCCESSFUL IN IMPROVING EMPLOYMENT AND PROMOTIONAL OPPORTUNITIES FOR MINORITIES AND WOMEN.

Initiatives and noteworthy activities undertaken by USAID during FY 1993 which have proven successful improving employment opportunities for minorities and women included:

INITIATIVE #1

Issuance of three policy statements, signed by the new Administrator, renewing the Agency's commitment to (a) fully integrate minorities and women into USAID's recruitment and employment programs; (b) provide a sexual harassment-free work environment, and (c) achieve diversity in the workplace. The statements further articulate the Administrator's commitment to the concept and practice of equal opportunity in all aspects of USAID's human resources management policies, practices, and processes. They also provide clear guidance to all regarding equal opportunity; sexual harassment, and diversity and establish responsibilities for achieving progress in these areas.

INITIATIVE #2

To sensitize Agency managers and supervisors to their responsibility in the implementation of the Agency's affirmative employment program, USAID has included a mandatory equal employment opportunity performance element and standards in the performance appraisal reports of these persons.

INITIATIVE #3

To increase the representation of minority group members and women in the upper levels of the workforce, USAID has adopted a policy where a minimum of three (03) candidates must be proposed for any open executive-level position one (01) of whom must be a minority group member or a woman.

INITIATIVE #4

To heighten the awareness of Agency managers and employees to cultural diversity issues and concerns, USAID presented a series of special workshops on workforce diversity for the Senior Executive Staff and Agency personnel involve in effecting employment decisions.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

NOTEWORTHY ACTIVITIES/INITIATIVES

LIST NOTEWORTHY ACTIVITIES/INITIATIVES WHICH HAVE BEEN SUCCESSFUL IN IMPROVING EMPLOYMENT AND PROMOTIONAL OPPORTUNITIES FOR MINORITIES WOMEN.

INITIATIVE #5

To maximize the limited recruitment sources and resources, available, USAID has utilized its special programs prepared and presented in observance of events commemorating minority group members' and women's (e.g., Black History Month, National Hispanic Heritage Month) as job fairs for high school and college students in the Washington, D.C. metropolitan area. This has been accomplished through setting a recruitment booth adjacent to the site of each of the commemorative programs and inviting approximately 200 students who have visited the fairs where recruiters have introduced and acquainted them to the employment opportunities available in USAID.

* * * * *

APPENDIX A

FORM 505M - CHANGE IN WHITE-COLLAR (AGENCY TOTAL) EEO PROFILE BY PATCO
OCCUPATIONAL CATEGORY, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1992 #	786	155	531	111	47	29	27	3	25	12	1	0
	%	100.0	19.7	67.6	14.1	6.0	3.7	3.4	0.4	3.2	1.5	0.1	0.0
	% CHANGE	0.0	0.5	-0.7	0.1	-0.2	0.1	0.4	0.0	0.2	0.2	-0.1	0.0
ADMINISTRATIVE	1992 #	1903	738	973	483	110	221	47	18	30	15	5	1
	%	100.0	38.8	51.1	25.4	5.8	11.6	2.5	0.9	1.6	0.8	0.3	0.1
	% CHANGE	0.0	1.7	-1.5	0.4	0.1	1.2	-0.3	-0.1	-0.1	0.1	0.0	0.1
TECHNICAL	1992 #	201	169	10	33	20	129	0	2	1	4	1	1
	%	100.0	84.1	5.0	16.4	10.0	64.2	0.0	1.0	0.5	2.0	0.5	0.5
	% CHANGE	0.0	1.4	0.2	-4.0	-1.2	4.7	0.0	0.0	0.0	0.6	-0.5	0.0
CLERICAL	1992 #	405	376	6	93	23	267	0	7	0	8	0	1
	%	100.0	92.8	1.5	23.0	5.7	65.9	0.0	1.7	0.0	2.0	0.0	0.3
	% CHANGE	0.0	-0.1	0.3	1.0	-0.1	-0.1	0.0	-0.2	0.0	-0.8	0.0	0.0
OTHER	1992 #	51	33	13	9	4	23	0	1	1	0	0	0
	%	100.0	64.7	25.5	17.6	7.8	45.1	0.0	2.0	2.0	0.0	0.0	0.0
	% CHANGE	0.0	-3.2	-2.4	-9.9	7.6	8.7	0.0	-2.0	-2.0	0.0	0.0	0.0
TOTAL	1992 #	3346	1471	1533	729	204	669	74	31	57	39	7	3
	%	100.0	44.0	45.8	21.8	6.1	20.0	2.2	0.9	1.7	1.2	0.2	0.1
	% CHANGE	0.0	0.2	-0.2	0.1	0.0	0.1	0.0	-0.1	0.0	0.0	0.0	0.1

FORM 505M - CHANGE IN WHITE-COLLAR (CIVIL SERVICE) EEO PROFILE BY PATCO
 OCCUPATIONAL CATEGORY, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1992 #	198	69	107	41	13	18	3	0	6	10	0	0
	%	100.0	34.8	54.0	20.7	6.6	9.1	1.5	0.0	3.0	5.1	0.0	0.0
	% CHANGE	0.0	1.0	-0.4	1.1	0.1	-0.2	-0.4	0.0	-0.2	-0.1	0.0	0.0
ADMINISTRATIVE	1992 #	830	486	270	275	51	190	13	11	9	10	1	0
	%	100.0	58.6	32.5	33.1	6.1	22.9	1.6	1.3	1.1	1.2	0.1	0.0
	% CHANGE	0.0	2.7	-2.4	-0.2	0.4	2.4	-0.3	0.0	-0.4	0.5	0.0	0.1
TECHNICAL	1992 #	187	155	10	24	20	125	0	2	1	3	1	1
	%	100.0	82.9	5.3	12.8	10.7	66.8	0.0	1.1	0.5	1.6	0.5	0.5
	% CHANGE	0.0	1.8	0.2	-2.4	-1.4	4.2	0.0	0.0	0.0	0.0	-0.5	0.0
CLERICAL	1992 #	363	335	6	65	22	257	0	6	0	6	0	1
	%	100.0	92.3	1.7	17.9	6.1	70.8	0.0	1.7	0.0	1.7	0.0	0.3
	% CHANGE	0.0	-0.1	0.2	1.2	-0.3	-0.2	0.0	-0.1	0.0	-0.4	0.0	0.0
OTHER	1992 #	51	33	13	9	4	23	0	1	1	0	0	0
	%	100.0	64.7	25.5	17.6	7.8	45.1	0.0	2.0	2.0	0.0	0.0	0.0
	% CHANGE	0.0	-3.2	-2.4	-2.2	7.6	8.7	0.0	-2.0	-2.0	0.0	0.0	0.0
TOTAL	1992 #	1629	1078	406	414	110	613	16	20	17	29	2	2
	%	100.0	66.2	24.9	25.4	6.8	37.6	1.0	1.2	1.0	1.8	0.1	0.1
	% CHANGE	0.0	1.1	-0.8	0.3	0.1	0.7	-0.2	0.0	-0.2	0.2	0.0	0.1

FORM 505M - CHANGE IN WHITE-COLLAR (FOREIGN SERVICE) EEO PROFILE BY PATCO
OCCUPATIONAL CATEGORY, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1992 #	588	86	424	70	34	11	24	3	19	2	1	0
	%	100.0	14.6	72.1	11.9	5.8	1.9	4.1	0.5	3.2	0.3	0.2	0.0
	% CHANGE	0.0	0.6	-0.2	0.0	-0.3	0.2	0.5	0.0	0.3	0.4	-0.2	0.0
ADMINISTRATIVE	1992 #	1073	252	703	208	59	31	34	7	21	5	4	1
	%	100.0	23.5	65.5	19.4	5.5	2.9	3.2	0.7	2.0	0.5	0.4	0.1
	% CHANGE	0.0	0.7	-0.7	0.8	0.0	0.1	-0.3	-0.2	0.1	-0.1	0.1	0.1
TECHNICAL	1992 #	14	14	0	9	0	4	0	0	0	1	0	0
	%	100.0	100.0	0.0	64.3	0.0	28.6	0.0	0.0	0.0	7.1	0.0	0.0
	% CHANGE	0.0	0.0	0.0	-14.3	0.0	1.4	0.0	0.0	0.0	12.2	0.0	0.0
CLERICAL	1992 #	42	41	0	28	1	10	0	1	0	2	0	0
	%	100.0	97.6	0.0	66.7	2.4	23.8	0.0	2.4	0.0	4.8	0.0	0.0
	% CHANGE	0.0	-0.6	0.0	1.0	0.6	3.5	0.0	-2.4	0.0	-4.8	0.0	0.0
OTHER	1992 #	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	% CHANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	1992 #	1717	393	1127	315	94	56	58	11	40	10	5	1
	%	100.0	22.9	65.6	18.3	5.5	3.3	3.4	0.6	2.3	0.6	0.3	0.1
	% CHANGE	0.0	0.2	-0.3	0.2	-0.1	0.0	0.0	-0.1	0.2	0.0	0.0	0.0

APPENDIX B

FORM 506L1 - CHANGE IN WHITE-COLLAR EEO PROFILE BY (AGENCY TOTAL) GRADE EQUIVALENT GROUPS, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
SES GS/AD-16-18) FS-CN,MC,OC	1992 #	326	46	253	39	18	4	7	3	2	0	0	0
	%	100.0	14.1	77.6	12.0	5.5	1.2	2.1	0.9	0.6	0.0	0.0	0.0
	1993 #	316	52	231	45	21	5	10	2	2	0	0	0
%	100.0	16.5	73.1	14.2	6.6	1.6	3.2	0.6	0.6	0.0	0.0	0.0	0.0
% CHANGE		0.0	2.4	-4.5	2.2	1.1	0.4	1.1	-0.3	0.0	0.0	0.0	0.0
GS/AD-13-15 FS-01-02	1992 #	1554	419	973	321	79	73	43	9	36	15	4	1
	%	100.0	27.0	62.6	20.7	5.1	4.7	2.8	0.6	2.3	1.0	0.3	0.1
	1993 #	1527	434	945	330	74	78	37	8	33	16	4	2
%	100.0	28.4	61.9	21.6	4.8	5.1	2.4	0.5	2.2	1.0	0.3	0.1	
% CHANGE		0.0	1.4	-0.7	0.9	-0.3	0.4	-0.4	-0.1	-0.1	0.0	0.0	0.0
GS/AD-09-12 FS-03-05	1992 #	871	477	285	259	66	193	24	10	16	13	3	2
	%	100.0	54.8	32.7	29.7	7.6	22.2	2.8	1.1	1.8	1.5	0.3	0.2
	1993 #	849	474	269	242	63	206	23	9	18	14	2	3
%	100.0	55.8	31.7	28.5	7.4	24.3	2.7	1.1	2.1	1.6	0.2	0.4	
% CHANGE		0.0	1.0	-1.0	-1.2	-0.2	2.1	-0.1	0.0	0.3	0.1	-0.1	0.2
GS/AD-05-08 FS-06-09	1992 #	512	460	15	106	35	334	0	8	2	12	0	0
	%	100.0	89.8	2.9	20.7	6.8	65.2	0.0	1.6	0.4	2.3	0.0	0.0
	1993 #	466	419	15	83	31	319	0	7	1	10	0	0
%	100.0	89.9	3.2	17.8	6.7	68.5	0.0	1.5	0.2	2.1	0.0	0.0	
% CHANGE		0.0	0.1	0.3	-2.9	-0.1	3.3	0.0	-0.1	-0.2	-0.2	0.0	0.0
GS-01-04	1992 #	83	69	7	4	6	65	1	0	0	0	0	0
	%	100.0	83.1	8.4	4.8	7.2	78.3	1.2	0.0	0.0	0.0	0.0	0.0
	1993 #	45	38	1	3	6	35	0	0	0	0	0	0
%	100.0	84.4	2.2	6.7	13.3	77.8	0.0	0.0	0.0	0.0	0.0	0.0	
% CHANGE		0.0	1.3	-6.2	1.2	6.1	-0.5	-1.2	0.0	0.0	0.0	0.0	0.0
TOTAL WHITE COLLAR	1992 #	3346	1471	1533	729	204	669	75	30	56	40	7	3
	%	100.0	44.0	45.8	21.8	6.1	20.0	2.2	0.9	1.7	1.2	0.2	0.1
	1993 #	3203	1417	1461	703	195	643	70	26	54	40	6	5
%	100.0	44.2	45.6	21.9	6.1	20.1	2.2	0.8	1.7	1.2	0.2	0.2	
% CHANGE		0.0	0.2	-0.2	0.1	0.0	0.1	0.0	-0.1	0.0	0.0	0.0	0.1

FORM 506L1 - CHANGE IN WHITE-COLLAR EEO PROFILE BY (CIVIL SERVICE)
EQUIVALENT GROUPS, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
(SES AND GS/AD-16-18)	1992 #	52	13	37	12	1	1	1	0	0	0	0	0
	%	100.0	25.0	71.2	23.1	1.9	1.9	1.9	0.0	0.0	0.0	0.0	0.0
	1993 #	55	16	36	15	1	1	2	0	0	0	0	0
%	100.0	29.1	65.5	27.3	1.8	1.8	3.6	0.0	0.0	0.0	0.0	0.0	0.0
% CHANGE		0.0	4.1	-5.7	4.2	-0.1	-0.1	1.7	0.0	0.0	0.0	0.0	0.0
GS/AD-13-15	1992 #	597	259	283	187	30	58	12	5	13	9	0	0
	%	100.0	43.4	47.4	31.3	5.0	9.7	2.0	0.8	2.2	1.5	0.0	0.0
	1993 #	591	271	271	192	32	64	8	5	9	10	0	0
%	100.0	45.9	45.9	32.5	5.4	10.8	1.4	0.8	1.5	1.7	0.0	0.0	
% CHANGE		0.0	2.5	-1.5	1.2	0.4	1.1	-0.6	0.0	-0.7	0.2	0.0	0.0
GS/AD-09-12	1992 #	421	310	65	125	40	165	3	7	1	11	2	2
	%	100.0	73.6	15.4	29.7	9.5	39.2	0.7	1.7	0.2	2.6	0.5	0.5
	1993 #	398	306	49	111	37	175	3	6	2	11	1	3
%	100.0	76.9	12.3	27.9	9.3	44.0	0.8	1.5	0.5	2.8	0.3	0.8	
% CHANGE		0.0	3.3	-3.1	-1.8	-0.2	4.8	0.1	-0.2	0.3	0.2	-0.2	0.3
GS/AD-05-08	1992 #	476	427	14	86	33	324	0	7	2	10	0	0
	%	100.0	89.7	3.2	19.5	7.5	73.3	0.0	1.6	0.5	2.3	0.0	0.0
	1993 #	442	400	12	72	29	312	0	7	1	9	0	0
%	100.0	90.5	2.7	16.3	6.6	70.6	0.0	1.6	0.2	2.0	0.0	0.0	
% CHANGE		0.0	0.8	-0.5	-3.2	-0.9	-2.7	0.0	0.0	-0.3	-0.3	0.0	0.0
GS-01-04	1992 #	83	69	7	4	6	65	1	0	0	0	0	0
	%	100.0	83.1	8.4	4.8	7.2	78.3	1.2	0.0	0.0	0.0	0.0	0.0
	1993 #	45	38	1	3	6	35	0	0	0	0	0	0
%	100.0	84.4	2.2	6.7	13.3	77.8	0.0	0.0	0.0	0.0	0.0	0.0	
% CHANGE		0.0	1.3	-6.2	1.9	6.1	-0.5	-1.2	0.0	0.0	0.0	0.0	0.0
TOTAL WHITE COLLAR	1992 #	1629	1078	406	414	110	613	17	19	16	30	2	2
	%	100.0	66.2	24.9	25.4	6.8	37.6	1.0	1.2	1.0	1.8	0.1	0.1
	1993 #	1531	1031	369	393	105	587	13	18	12	30	1	3
%	100.0	67.3	24.1	25.7	6.9	38.3	0.8	1.2	0.8	2.0	0.1	0.2	
% CHANGE		0.0	1.1	-0.8	0.3	0.1	0.7	-0.2	0.0	-0.2	0.2	0.0	0.1

FORM 506L1 - CHANGE IN WHITE-COLLAR EEO PROFILE BY (FOREIGN SERVICE)
GRADE GROUPS, FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
FS-CM,MC,OC	1992 #	274	33	216	27	17	3	6	3	2	0	0	0
	%	100.0	12.0	78.8	9.9	6.2	1.1	2.2	1.1	0.7	0.0	0.0	0.0
	1993 #	261	36	195	30	20	4	8	2	2	0	0	0
%	100.0	13.8	74.7	11.5	7.7	1.5	3.1	0.8	0.8	0.0	0.0	0.0	0.0
% CHANGE	0.0	1.8	-4.1	1.6	1.5	0.4	0.9	-0.3	0.1	0.0	0.0	0.0	0.0
FS-01-02	1992 #	957	160	690	134	49	15	31	4	23	6	4	1
	%	100.0	16.7	72.1	14.0	5.1	1.6	3.2	0.4	2.4	0.6	0.4	0.1
	1993 #	936	163	674	138	42	14	29	3	24	6	4	2
%	100.0	17.4	72.0	14.7	4.5	1.5	3.1	0.3	2.6	0.6	0.4	0.2	
% CHANGE	0.0	0.7	-0.1	0.7	-0.6	-0.1	-0.1	-0.1	0.2	0.0	0.0	0.1	0.1
FS-03-05	1992 #	450	167	220	134	26	28	21	3	15	2	1	0
	%	100.0	37.1	48.9	29.8	5.8	6.2	4.7	0.7	3.3	0.4	0.2	0.0
	1993 #	451	168	220	131	26	31	20	3	16	3	1	0
%	100.0	37.3	48.8	29.0	5.8	6.9	4.4	0.7	3.5	0.7	0.2	0.0	
% CHANGE	0.0	0.2	-0.1	-0.8	0.0	0.7	-0.3	0.0	0.2	0.3	0.0	0.0	
FS-06-09	1992 #	36	33	1	20	2	10	0	1	0	2	0	0
	%	100.0	91.7	2.8	55.6	5.6	27.8	0.0	2.8	0.0	5.6	0.0	0.0
	1993 #	24	19	3	11	2	7	0	0	0	1	0	0
%	100.0	79.2	12.5	45.8	8.3	29.2	0.0	0.0	0.0	4.2	0.0	0.0	
% CHANGE	0.0	-12.5	9.7	-9.8	2.7	1.4	0.0	-2.8	0.0	-1.4	0.0	0.0	
TOTAL WHITE COLLAR	1992 #	1717	393	1127	315	94	56	58	11	40	10	5	1
	%	100.0	22.9	65.6	18.3	5.5	3.3	3.4	0.6	2.3	0.6	0.3	0.1
	1993 #	1672	386	1092	310	90	56	57	8	42	10	5	2
%	100.0	23.1	65.3	18.5	5.4	3.3	3.4	0.5	2.5	0.6	0.3	0.1	
% CHANGE	0.0	0.2	-0.3	0.2	-0.1	0.0	0.0	-0.1	0.2	0.0	0.0	0.0	

APPENDIX C

FORM 506L2 - CHANGE IN BLUE-COLLAR EEO PROFILE BY WG/XP GRADE
FY 92 TO FY 93

OCCUPATIONAL CATEGORIES	YEARS / CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN / PACIFIC ISLANDER		AMER-INDIAN / ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WG 13 TO 15	1992 #												
	%												
	1993 #												
	% CHANGE												
WG 11 TO 12	1992 #												
	%												
	1993 #												
	% CHANGE												
WG 05 TO 09	1992 #	4	0	0	0	3	0	0	0	1	0	0	0
	%	100.0	0.0	0.0	0.0	75.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0
	1993 #	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	% CHANGE	-100.0	0.0	0.0	0.0	-75.0	0.0	0.0	0.0	-25.0	0.0	0.0	0.0
OTHER BLUE-COLLAR (XP)	1992 #	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	1993 #	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	% CHANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BLUE-COLLAR	1992 #	4	0	0	0	3	0	0	0	1	0	0	0
	%	100.0	0.0	0.0	0.0	75.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0
	1993 #	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	% CHANGE	-100.0	0.0	0.0	0.0	-75.0	0.0	0.0	0.0	-25.0	0.0	0.0	0.0

APPENDIX D

AGENCY TOTAL
DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB
FY 1993

OCCUPATIONAL CATEGORIES	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
	ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AGENCY PROFESSIONAL	100.0	66.9	14.2	5.8	3.8	3.8	0.4	3.4	1.7	0.0	0.0
CIVILIAN WORKFORCE	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
AGENCY ADMINISTRATIVE	100.0	49.6	25.8	5.9	12.8	2.2	0.8	1.5	0.9	0.3	0.2
CIVILIAN WORKFORCE	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
AGENCY TECHNICAL	100.0	5.2	12.4	8.8	68.9	0.0	1.0	0.5	2.6	0.0	0.5
CIVILIAN WORKFORCE	100.0	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
AGENCY CLERICAL	100.0	1.8	24.0	5.6	65.8	0.0	1.5	0.0	1.2	0.0	0.3
CIVILIAN WORKFORCE	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
AGENCY OTHER	100.0	23.1	7.7	15.4	53.8	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	67.6	11.2	9.7	3.2	4.8	1.0	1.2	0.3	0.9	0.2
AGENCY BLUE COLLAR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	65.4	9.8	9.1	2.2	8.7	1.5	1.7	0.5	0.8	0.2

**CIVIL SERVICE
DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB
FY 1993**

OCCUPATIONAL CATEGORIES	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
	ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AGENCY PROFESSIONAL	100.0	53.6	21.8	6.7	8.9	1.1	0.0	2.8	5.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
AGENCY ADMINISTRATIVE	100.0	30.1	32.9	6.5	25.3	1.3	1.3	0.7	1.7	0.1	0.1
CIVILIAN WORKFORCE	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
AGENCY TECHNICAL	100.0	5.5	10.4	9.3	71.0	0.0	1.1	0.5	1.6	0.0	0.5
CIVILIAN WORKFORCE	100.0	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
AGENCY CLERICAL	100.0	1.9	19.1	5.8	69.9	0.0	1.6	0.0	1.3	0.0	0.3
CIVILIAN WORKFORCE	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
AGENCY OTHER	100.0	23.1	7.7	15.4	53.8	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	67.6	11.2	9.7	3.2	4.8	1.0	1.2	0.3	0.9	0.2
AGENCY BLUE COLLAR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	65.4	9.8	9.1	2.2	6.7	1.5	1.7	0.5	0.8	0.2

FOREIGN SERVICE
DISTRIBUTION OF HEO GROUPS AND COMPARISON BY PATCOB
FY 1993

OCCUPATIONAL CATEGORIES	TOTAL ALL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/PACIFIC ISLANDER		AMER-INDIAN/ALASKAN NATIVE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AGENCY PROFESSIONAL	100.0	71.2	11.9	5.5	2.1	4.6	0.5	3.5	0.7	0.0	0.0
CIVILIAN WORKFORCE	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
AGENCY ADMINISTRATIVE	100.0	64.8	20.2	5.5	3.0	2.9	0.5	2.1	0.4	0.5	0.2
CIVILIAN WORKFORCE	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
AGENCY TECHNICAL	100.0	0.0	50.0	0.0	30.0	0.0	0.0	0.0	20.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
AGENCY CLERICAL	100.0	0.0	69.7	3.0	27.3	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
AGENCY OTHER	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CIVILIAN WORKFORCE	100.0	67.6	11.2	9.7	3.2	4.8	1.0	1.2	0.3	0.9	0.2

APPENDIX E

FORM 570 - DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS (AGENCY TOTAL)
FY 1993

OCCUPATIONAL CATEGORIES		TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE	
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
(0401) GEN BIOL SCI PROFESSIONAL	AGENCY	100.0	79.7	6.1	2.7	1.4	5.4	0.0	4.0	0.7	0.0	0.0
	CLP	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
(0511) AUDITING PROFESSIONAL	AGENCY	100.0	70.4	10.4	7.2	0.8	6.4	0.8	4.0	0.0	0.0	0.0
	CLP	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
(0301) MIS/PROGRAM ADMINISTRATIVE	AGENCY	100.0	42.4	30.9	4.5	16.9	2.5	0.4	0.4	0.8	0.4	0.8
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
(0340) PROGRAM MGT ADMINISTRATIVE	AGENCY	100.0	72.5	13.1	8.1	2.5	1.9	1.9	0.0	0.0	0.0	0.0
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
(0341) ADMIN OFFICER ADMINISTRATIVE	AGENCY	100.0	44.2	23.2	7.3	17.4	2.2	1.4	2.2	1.4	0.7	0.0
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
(0343) MANAGEMENT ANAL ADMINISTRATIVE	AGENCY	100.0	28.3	36.1	5.8	25.1	1.0	2.1	0.0	1.0	0.5	0.0
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3

FORM 570 - DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS (AGENCY TOTAL)
 FY 1993

OCCUPATIONAL CATEGORIES		TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
			(0345) PROGRAM OFFICER ADMINISTRATIVE	AGENCY	100.0	64.2	20.8	6.4	4.3	1.7	0.3	1.7	0.0
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(1102) CONTRACT SPECI ADMINISTRATIVE	AGENCY	100.0	44.4	35.9	3.4	10.3	0.9	0.0	1.7	3.4	0.0	0.0	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(0303) MIS CLERK ASST CLERICAL	AGENCY	100.0	1.5	15.0	6.7	71.4	0.0	0.8	0.8	3.0	0.0	0.8	
	CLP	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5	
(0318) SECRETARY CLERICAL	AGENCY	100.0	1.2	31.0	2.1	62.0	0.0	2.1	0.0	1.2	0.0	0.4	
	CLP	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5	

FORM 570 - DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS (CIVIL SERVICE)
 FY 1993

OCCUPATIONAL CATEGORIES		TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
(0301) MIS ADMIN/PROG ADMINISTRATIVE	AGENCY	100.0	29.0	32.6	5.8	29.0	1.4	0.7	0.0	0.7	0.0	0.7	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(0343) MANAGEMENT ANAL ADMINISTRATIVE	AGENCY	100.0	28.3	30.1	5.8	25.1	1.0	2.1	0.0	1.0	0.5	0.0	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(0303) MIS CLERK ASST TECHNICAL	AGENCY	100.0	1.0	12.9	4.0	77.2	0.0	1.0	1.0	2.0	0.0	1.0	
	CLP	100.0	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4	
(0318) SECRETARY CLERICAL	AGENCY	100.0	1.4	25.1	1.9	67.3	0.0	2.4	0.0	1.4	0.0	0.5	
	CLP	100.0	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5	

FORM 570 - DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS (FORNIGN SERVICE)
 FY 1993

OCCUPATIONAL CATEGORIES		TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		
			ADD.	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
(0401) GEN BIOL SCI PROFESSIONAL	AGENCY	100.0	79.3	5.7	2.9	1.4	5.7	0.0	4.3	0.7	0.0	0.0	
	CLP	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2	
(0511) AUDITING PROFESSIONAL	AGENCY	100.0	70.8	10.0	6.7	0.8	6.7	0.8	4.2	0.0	0.0	0.0	
	CLP	100.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2	
(0301) MIS/PROGRAM ADMINISTRATIVE	AGENCY	100.0	60.0	28.5	2.8	1.0	3.8	0.0	1.0	1.0	1.0	1.0	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(0340) PROGRAM MGT ADMINISTRATIVE	AGENCY	100.0	74.7	10.6	8.4	2.8	1.4	2.1	0.0	0.0	0.0	0.0	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	
(0345) PROGRAM OFFICER ADMINISTRATIVE	AGENCY	100.0	64.2	20.8	6.4	4.3	1.7	0.3	1.7	0.0	0.3	0.3	
	CLP	100.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3	

APPENDIX F

AGENCY TOTAL
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 FY 1993

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
PROFESSIONAL	PLANNED	41		9		5	1	1	1	2	2		20
	ACTUAL	17	9	4	1	1	1		1				
ADMINISTRATIVE	PLANNED	39		5		3		6	1	2	2		20
	ACTUAL	30	20	7	1	1			1				
TECHNICAL	PLANNED	0											
	ACTUAL	0											
CLERICAL	PLANNED	24		9	1		3		2	2		2	5
	ACTUAL	7	1	2		4							
OTHER	PLANNED												
	ACTUAL												
GRAND-TOTAL:	PLANNED	104	0	23	1	8	4	7	4	6	4	2	45
	ACTUAL	54	30	13	2	6	1	0	2	0	0	0	0

CIVIL SERVICE
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 FY 1993

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS	
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE		FEMALE
PROFESSIONAL	PLANNED	12			1			1	1	1	1		6	
	ACTUAL	0												
ADMINISTRATIVE	PLANNED	10			1				1		1		6	
	ACTUAL	6		3	2	1								
TECHNICAL	PLANNED	0												
	ACTUAL	0												
CLERICAL	PLANNED	21			8	1		3		2	2		3	
	ACTUAL	7		1	2		4							
OTHER	PLANNED													
	ACTUAL													
GRAND-TOTAL:	PLANNED	43		0	10	1	0	4	2	4	3	2	2	15
	ACTUAL	13		4	4	1	4	0	0	0	0	0	0	0

FOREIGN SERVICE
NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
FY 1993

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL ALL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
PROFESSIONAL	PLANNED	29		8		5				1		1	14
	ACTUAL	17	9	4	1	1	1		1				
ADMINISTRATIVE	PLANNED	29		4		3		5		2		1	14
	ACTUAL	24	17	5		1			1				
TECHNICAL	PLANNED	0											
	ACTUAL	0											
CLERICAL	PLANNED	3		1									2
	ACTUAL	0											
OTHER	PLANNED												
	ACTUAL												
GRAND-TOTAL:	PLANNED	61	0	13	0	8	0	5	0	3	2	0	30
	ACTUAL	41	26	9	1	2	1	0	2	0	0	0	0

APPENDIX G

AGENCY TOTAL
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED

SERIES NAME/CATEGORY	PLANNED/ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/PACIFIC ISLANDER		AMER-INDIAN/ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0020) HOUSING/URBAN DEV	PLANNED	1											1
PROFESSIONAL	ACTUAL	1	1										
(0110) ECONOMICS	PLANNED	3		2									1
PROFESSIONAL	ACTUAL	5	1	1	1		1		1				
(0401) AGRICULTURAL	PLANNED	7		4						1		1	
PROFESSIONAL	ACTUAL	3	3										
(0471) AGRONOMY	PLANNED	1											1
PROFESSIONAL	ACTUAL	0											
(0510) OPERATING ACCTG	PLANNED	6		1			1	1	1	1		1	
PROFESSIONAL	ACTUAL	0											
(0511) AUDITOR	PLANNED	2											2
PROFESSIONAL	ACTUAL	8	4	3			1						
(0511) AUDITOR	PLANNED	11		1									7
PROFESSIONAL	ACTUAL	0											
(0511) AUDITOR	PLANNED	3											3
PROFESSIONAL	ACTUAL	0											
SUB-TOTAL	PLANNED	34	0	8	0	4	1	1	1	2	2	0	13
	ACTUAL	17	9	4	1	1	1	0	1	0	0	0	

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AGENCY TOTAL
NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
(0601) HLTH SCI SPCL PROFESSIONAL	PLANNED ACTUAL	1 0											1
(0602) MEDICAL PROFESSIONAL	PLANNED ACTUAL	1 0											1
(0801) ENGINEERING PROFESSIONAL	PLANNED ACTUAL	3 0			1								2
(1701) EDUC/HUM DVL PROFESSIONAL	PLANNED ACTUAL	2 0					1						1
(0235) EMP DVL SPCL ADMINISTRATIVE	PLANNED ACTUAL	2 0			1								1
(0301) DISASTER OPER SPCL ADMINISTRATIVE	PLANNED ACTUAL	1 1										1	1
(0334) COMPL SPCL ADMINISTRATIVE	PLANNED ACTUAL	3 4						1	1		1		
SUB-TOTAL	PLANNED ACTUAL	13 5	0 2	2 2	0 1	1 0	0 0	1 0	1 0	0 0	1 0	0 0	7

EOC FORM 568

AGENCY TOTAL
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL ALL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0341) ADMN OFFICER ADMINISTRATIVE	PLANNED ACTUAL	2 0												2
(0341) ADMN OFFICER ADMINISTRATIVE	PLANNED ACTUAL	2 5		4		1								2
(0345) PROGRAM OFFICER ADMINISTRATIVE	PLANNED ACTUAL	2 2		2										2
(0345) PROJ DEV OFF ADMINISTRATIVE	PLANNED ACTUAL	6 3		1 2				3						2
(0501) FIN MGT SPCL ADMINISTRATIVE	PLANNED ACTUAL	1 1		1										1
(0501) FIN MGT SPCL ADMINISTRATIVE	PLANNED ACTUAL	5 5		5		1				1				3
(0560) BUDGET ANALYST ADMINISTRATIVE	PLANNED ACTUAL	2 0												2
(0685) BLTR/POP/WRTR ADMINISTRATIVE	PLANNED ACTUAL	2 5		2		1				1				
SUB-TOTAL	PLANNED ACTUAL	22 21		0 15		2 4		0 0		4 1		0 1		0 0

AGENCY TOTAL
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(1101) PRIV SEC DEV ADMINISTRATIVE	PLANNED ACTUAL	4 3				1		1		1			
(1102) CONTRACT/COMM ADMINISTRATIVE	PLANNED ACTUAL	2 1		1									1
(1811) INVESTIGATOR ADMINISTRATIVE	PLANNED ACTUAL	2 0		2									
(1811) INVESTIGATOR ADMINISTRATIVE	PLANNED ACTUAL	1 0											1
(1811) INVESTIGATOR ADMINISTRATIVE	PLANNED ACTUAL	2 0											2
(0318) SECRETARY CLERICAL	PLANNED ACTUAL	16 7		7			3		2	2		2	
(0318) SECRETARY CLERICAL	PLANNED ACTUAL	3 0		1									2
(0540) PAYROLL CLERK CLERICAL	PLANNED ACTUAL	1 0											1
SUB-TOTAL	PLANNED ACTUAL	31 11	0 4	11 3	0 0	1 4	3 0	1 0	2 0	3 0	1 0	2 0	7

AGENCY TOTAL
NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
(1105) PROCUREMENT ASST	PLANNED	4		1	1								2
CLERICAL	ACTUAL	0											
	PLANNED												
	ACTUAL												
SUB-TOTAL:	PLANNED	4		1	1								2
	ACTUAL												
GRAND-TOTAL:	PLANNED	104	0	23	1	5	4	7	4	6	4	2	45
	ACTUAL	54	30	13	2	6	1	0	2	0	0	0	
	PLANNED												
	ACTUAL												
	PLANNED												
	ACTUAL												
	PLANNED												
	ACTUAL												

CIVIL SERVICE
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 CARRY-OVERS FROM FY 1988 - FY 1993

SERIES EHR/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0471) AGRONOMY PROFESSIONAL	PLANNED ACTUAL	1 0											1 a/
(0602) MEDICAL PROFESSIONAL	PLANNED ACTUAL	1 0											1 b/
(0235) EMPL DVL SPCL ADMINISTRATIVE	PLANNED ACTUAL	2 0		1									1 c/
(0501) FIN MGT SPCL ADMINISTRATIVE	PLANNED ACTUAL	1 1		1									1 d/
(0560) BUDGET ANALYST ADMINISTRATIVE	PLANNED ACTUAL	2 0											2 e/
(0301) DISASTER OPER SPCL ADMINISTRATIVE	PLANNED ACTUAL	1 1											1 f/
SUB-TOTAL	PLANNED	8	0	1	0	0	0	0	0	0	0	0	7
	ACTUAL	2	1	1	0	0	0	0	0	0	0	0	0

KEOC FORM 568

- a/ Goal was set on an aggregated basis for Non-minority women, Black men and women, Hispanic men, Asian American women and Native American men and women.
 b/ Goal was set on an aggregated basis for Black women, Hispanic, Asian American and Native American men and women.
 c/ Goal was set on an aggregated basis for Black men, Hispanic, Asian American and Native American men and women.
 d/ Goal was set on an aggregated basis for Non-minority women, Black men, Hispanic men and women, Asian American men and women and Native American men.
 e/ Goals were set on an aggregated basis for Non-minority women, Hispanic, Asian American and Native American men and women.
 f/ Goal was set on an aggregated basis for Hispanic, Asian American and Native American men and women.

CIVIL SERVICE
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 CARRY-OVERS FROM FY 1988 - FY 1993

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
(0334) COMPUTER SPCL	PLANNED	3						1	1		1		
ADMINISTRATIVE	ACTUAL	4		2	1	1							
(0510) OPERATING ACCTG	PLANNED	6			1		1	1	1	1	1 a/		
PROFESSIONAL	ACTUAL	0											
(0511) AUDITOR	PLANNED	3											3 b/
PROFESSIONAL	ACTUAL	0											
(1811) INVESTIGATOR	PLANNED	1											1 a/
ADMINISTRATIVE	ACTUAL	0											
(0601) HLTH SCI SPCL	PLANNED	1											1 d/
PROFESSIONAL	ACTUAL	0											
(0318) SECRETARY	PLANNED	16			7		3		2	2		2	
CLERICAL	ACTUAL	7		1	2	4							
SUB-TOTAL	PLANNED	30		0	8	0	0	4	2	4	3	2	2 5
	ACTUAL	11		3	3	1	4	0	0	0	0	0	0 0

EOS FORM 568

a/ Goal was set on an aggregated basis to be filled by men or women.

b/ Goals were set on an aggregated basis for all EEO groups.

c/ Goal was set on an aggregated basis for Non-minority women; Black women, and Hispanic, Asian American and Native American men and women.

d/ Goal was set on an aggregated basis for Black, Hispanic, Native American men and women, and Asian American men.

CIVIL SERVICE
NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
CARRY-OVERS FROM FY 1988 - FY 1993

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(1106) PROCUREMENT ASST CLERICAL	PLANNED ACTUAL	4 0		1	1								2 a/
(0540) PAYROLL CLERK CLERICAL	PLANNED ACTUAL	1 0											1 b/
SUB-TOTAL	PLANNED ACTUAL	5 0	0	1	1	0	0	0	0	0	0	0	3 0
GRAND-TOTAL:	PLANNED ACTUAL	43 13	0	10	1	0	4	2	4	3	2	2	15 0

EEOC FORM 568

a/ Goals were set on an aggregated basis for Hispanic, Asian American and Native American men and women.

b/ Goal was set on an aggregated basis for Non-minority women, Black men, Hispanic, Asian American and Native American men and women.

FOREIGN SERVICE
NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
CARRY-OVERS FROM FY 1990

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0345) PROGRAM OFFICER	PLANNED	2											2 a/
ADMINISTRATIVE	ACTUAL	2	2										
(0345) PROJ DEV OFF	PLANNED	6		1			3						2 a/
ADMINISTRATIVE	ACTUAL	3	1	2									
(0341) ADMIN OFFICER	PLANNED	2											2 a/
ADMINISTRATIVE	ACTUAL	5	4		1								
(0501) FINANCIAL MTR	PLANNED	5				1				1			3 b/
ADMINISTRATIVE	ACTUAL	5	5										
(0511) AUDITOR	PLANNED	2											2 a/
PROFESSIONAL	ACTUAL	8	4	3		1							
(1811) INVESTIGATOR	PLANNED	2											2 a/
ADMINISTRATIVE	ACTUAL	0											
(0401) AGRICULTURAL	PLANNED	7		4		1				1		1	
PROFESSIONAL	ACTUAL	3	3										
(0110) ECONOMIST	PLANNED	3		2									1 d/
PROFESSIONAL	ACTUAL	5	1	1	1		1		1				
SUB-TOTAL	PLANNED	29	0	7	0	2	0	3	0	2	1	0	14
	ACTUAL	31	20	6	1	2	1	6	1	0	0	0	

EEOC FORM 568

a/ Goals were set on an aggregated basis for (01) Non-Black minority women; (01) all other minority group members.

b/ Goals were set on an aggregated basis for (01) Hispanic women; (01) Black or Hispanic women; (01) Asian American or Native American women.

c/ Goals were set on an aggregated basis for Hispanic, and Native American men and women.

d/ Goal was set on an aggregated basis for Hispanic, Asian American women, and Native American men and women.

FOREIGN SERVICE
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 CARRY-OVERS FROM FY 1990

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0020) HOUSING/URBAN	PLANNED	1											1 a/
PROFESSIONAL	ACTUAL	1	1										
(1101) PRIV SEC DEV	PLANNED	4				1		1			1		1 b/
ADMINISTRATIVE	ACTUAL	3	2	1									
(0801) ENGINEERING	PLANNED	3		1									2 c
PROFESSIONAL	ACTUAL	0											
(1701) EDUC/HUMAN DEV	PLANNED	2				1							1 d/
PROFESSIONAL	ACTUAL	0											
(1102) CONTRACT/COMM	PLANNED	2		1									1 e/
ADMINISTRATIVE	ACTUAL	1	1										
(0318) SECRETARY	PLANNED	3		1									2 f/
CLERICAL	ACTUAL	0											
SUB-TOTAL	PLANNED	15	0	3	0	2	0	1	0	1	1	0	7
	ACTUAL	5	4	1	0	0	0	0	0	0	0	0	0
GRAND-TOTAL:	PLANNED	44	0	10	0	4	0	4	0	3	2	0	21
	ACTUAL	36	24	7	1	2	1	0	1	0	0	0	

REOC FORM 568

- a/ Goal was set on an aggregated basis for Black men, Hispanic and Asian American women, and Native American men and women.
 b/ Goal was set on an aggregated basis for Native American men and women which can be filled by a member from either gender.
 c/ Goals were set on an aggregated basis for Black, Hispanic, and Asian American women, and Native American men and women.
 d/ Goal was set on an aggregated basis for Hispanic, Asian American women, and Native American men and women.
 e/ Goal was set on an aggregated basis for (01) Non-Black minority women; (01) all other minority group members.
 f/ Goals were set on an aggregated basis for (01) Hispanic woman; (01) Black or Hispanic woman; (01) Asian American or Native American woman.

FOREIGN SERVICE
 NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS
 AND BY OCCUPATIONS IN WHICH EMPLOYMENT OPPORTUNITIES HAVE BEEN PROJECTED
 CARRY-OVERS FROM FY 1989

SERIES NAME/CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMER-INDIAN/ ALASKAN NATIVE		AGGREGATED GROUPS
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
(0511) AUDITOR	PLANNED	11		1		3							7 a/
PROFESSIONAL	ACTUAL*	0											
(0341) ADMIN OFFICER	PLANNED	2											2 b/
ADMINISTRATIVE	ACTUAL*	0											
(0685) ELTR/POP/WCTR	PLANNED	2				1		1					
ADMINISTRATIVE	ACTUAL	5	2	2					1				
(1811) INVESTIGATOR	PLANNED	2		2									
ADMINISTRATIVE	ACTUAL	0											
GRAND-TOTAL:	PLANNED	17	0	3	0	4	0	1	0	0	0	0	9 0
	ACTUAL	5	2	2	0	0	0	0	1	0	0	0	0 0

EEOC FORM 368

*Included on FY 1990 chart.

a/ Goals were set on an aggregated basis for Hispanic, Asian American women, and Native American men and women.

b/ Goals were set on an aggregated basis for (01) all Non-Black minority women, and (01) all other minority group members.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORKFORCE

PROVIDE A NARRATIVE WORK FORCE ANALYSIS USING THE RELEVANT CIVILIAN LABOR FORCE. ANALYZE OCCUPATIONAL CATEGORIES, GRADE GROUPING, AND MAJOR OCCUPATIONS.

II. WORKFORCE

The workforce analysis continued to reflect several problems relating to the representation of minority group members as well as non-minority women when compared to the availability of the groups in the qualified national civilian labor force pool. Barriers which could have attributed to these conditions are addressed under the appropriate program elements of the Multi-Year Plan.

To address the absences and/or imbalances shown for the EEO groups, the numerical objectives established for previous years continue to be used for affirmative employment program planning. In those instances where the projected opportunities were insufficient to individually address the absent and/or imbalanced EEO groups, the numerical objectives have been set on an aggregated basis which can be filled by any member from the aggregated groups.

In apportioning the objectives, the absences and/or severe imbalances of non-minority women in all of the occupational specialties have been addressed separately, both, if opportunities have been projected, and if the available opportunities have permitted.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE. September 30, 1994

ACTION ITEMS:

CIVIL SERVICE

FY 1988 - FY 1990 CARRY-OVER OBJECTIVES

COMPUTER SPECIALIST -- (FY 1988)

Through the following appointments, address the conspicuous absence of Hispanic women; Asian and Native American men and women:

- 01 Hispanic woman
- 01 Asian man or woman
- 01 Native American man or woman

RESPONSIBLE OFFICIAL

Directors, Information Resources Management, EEO, and Staffing and Career Development

TARGET DATE

09/30/94

OPERATING ACCOUNTANT -- (FY - 1988)

Through the following appointments, address the conspicuous absences of non-minority women; Hispanic, Asian, and Native American men and women:

- 01 Non-minority woman
- 01 Hispanic man
- 01 Hispanic woman
- 01 Asian man
- 01 Asian woman
- 01 Native American man or woman

Directors, Financial Management, EEO, and Staffing and Career Development

09/30/94

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES AND ACTION ITEMS**

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

CIVIL SERVICE (continued)

SECRETARY/CLERK TYPIST/STENO -
(FY 1990)

Address the absent and/or imbalance EEO groups through the following appointments:

- 05 Non-minority women
- 03 Hispanic men
- 02 Asian men
- 02 Asian women
- 02 Native American men
- 02 Native American women

PAYROLL CLERK -- (FY 1990)

Address the absences of the EEO groups through 01 appointment from the groups which have aggregated as follows:

- Non-minority women
- Black men
- Hispanic men and women
- Asian men and women
- Native American men and women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development,
& EEO

09/30/94

Directors,
Staffing
and Career
Development,
Financial
Management
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

CIVIL SERVICE (continued)

AUDITOR - CARRYOVERS -- FY 1990

Provide representation for Hispanic and Asian men/women through the following appointments:

- 01 Hispanic man or woman
- 01 Asian man or woman

CARRYOVERS -- FY 1989 and FY 1988

Increase the representation of the EEO groups through the appointment of 03 members from the aggregated groups. (For goal setting, all the groups have been aggregated).

(Note: Two (02) of the goals are carryovers from FY 1998 and one (01) from FY 1989).

RESPONSIBLE OFFICIAL

TARGET DATE

Inspector General
Directors,
Staffing &
Career
Development

09/30/94

Inspector General
Directors,
Staffing &
Career
Development

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p><u>CIVIL SERVICE</u> (continued)</p> <p><u>INVESTIGATOR</u></p> <p><u>CARRY-OVERS</u> -- (FY 1990)</p>		
<p>Provide representation for the absent EEO groups through the appointment of 01 member from the aggregated group. For objective setting, the following EEO groups have been aggregated:</p> <ul style="list-style-type: none"> Non-minority women Black women Hispanic men and women Asian men and women Native American men and women 	<p>Inspector General, Directors, Staffing & Career Development and EEO</p>	<p>09/30/94</p>
<p><u>EMPLOYEE DEVELOPMENT SPECIALIST</u></p> <p><u>CARRY-OVERS</u> -- (FY 1989)</p> <p>Provide representation for the absent and/or imbalanced EEO groups through the appointment of 01 non minority woman and 01 member from the aggregated group. For objective setting, the following EEO groups have been aggregated:</p> <ul style="list-style-type: none"> Black men Hispanic men and women Asian men and women Native American men and women 	<p>Directors, Staffing and Career Development and EEO</p>	<p>09/30/94</p>

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p><u>CIVIL SERVICE</u> (continued)</p> <p><u>AGRONOMIST</u> -- (FY 1990)</p> <p>Provide representation for the absent and/or imbalanced EEO groups through the appointment of 01 member from the groups which have been aggregated as follows:</p> <p>Non-minority women Black men and women Hispanic men and women Asian men and women Native American men and women</p>	<p>Assistant Administrator for Research & Development, Directors, Staffing & Career Development & EEO</p>	<p>09/30/94</p>
<p><u>HEALTH SCIENCE SPECIALIST</u> - (FY 1988)</p> <p>Provide representation for absent and/or imbalanced EEO groups through the appointment of 01 member from the groups which have been aggregated as follows:</p> <p>Black men and women Hispanic men and women Asian men Native American men and women</p>	<p>Assistant Administrator for Research & Development, Directors, Staffing & Career Development & EEO</p>	<p>09/30/94</p>

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
 REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

CIVIL SERVICE (continued)

DISASTER OPERATIONS ASSISTANT - (FY 1990)

Provide representation for the absent EEO groups through 02 appointment from the groups which have been aggregated as follows:

- Hispanic men and women
- Asian men and women
- Native American men and women

MEDICAL OFFICER - (FY 1990)

Address the absent and/or imbalanced EEO groups through the following appointments:

- 01 Non-minority woman
- 01 Black man
- 02 members from the EEO groups which have been aggregated as follows:

- Hispanic men and women
- Asian men and women
- Native American men and women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing &
Career
Development,
Foreign
Disaster
Assistance,
and EEO

09/30/94

Directors,
Staffing and
Career
Development,
& EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

CIVIL SERVICE (continued)

FINANCIAL MANAGEMENT SPECIALIST - (FY 1990)

Address the absence and/or imbalance of the EEO groups through 01 appointment from the the groups which have been aggregated as follows:

- Non-minority women
- Black men
- Hispanic men and women
- Asian men and women
- Native American men and women

RESPONSIBLE OFFICIAL

Directors, Staffing & Career Development, Financial Management, and EEO

TARGET DATE

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1993

ACTION ITEMS:

CIVIL SERVICE (continued)

BUDGET & ACCOUNTING ANALYST - (FY 1990)

Address the absence and/or imbalance of the EEO groups through 02 appointments from the the groups which have been aggregated as follows:

- Non-minority women
- Hispanic men
- Asian men and women
- Native American men and women

RESPONSIBLE OFFICIAL

Directors, Staffing & Career Development, Financial Management and EEO

TARGET DATE

09/30/94

SUPERVISORY OPERATING ACCOUNTANT - (FY 1990)

Address the absence and/or imbalance of the EEO groups through 01 appointment from the groups which have been aggregated as follows:

- Non-minority women
- Hispanic men and women
- Asian men and women
- Native men and women

Directors, Staffing and Career Development, Financial Management, and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialists as shown below.

OBJECTIVE: To address the absences and/or imbalances of the affected EEO groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management (HRDM)

TARGET DATE: September 30, 1994

ACTION ITEMS:
CIVIL SERVICE (continued)

PROCUREMENT ASSISTANT - (FY 1990)

Address the absent and/or imbalance EEO groups through the following appointments:

- 01 Non-minority woman
- 01 Black man
- 02 members from the EEO groups which have been aggregated as follows:

Hispanic men and women
 Asian men and women
 Native American men and women

RESPONSIBLE OFFICIAL

Directors,
 Staffing
 and Career
 Development,
 & EEO

TARGET DATE

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE

PROJECT DEVELOPMENT OFFICER

FY 1991

Address the severe imbalances of women through the following appointments:

03 Hispanic women

FY 1990

The following unaccomplished objectives are being carried over from FY 1990:

01 Non-Black minority woman
01 Minority group member

PROGRAM OFFICER

CARRY-OVERS FROM -- FY 1991

Address the absences and imbalances of women through 02 appointments from the groups which have been aggregated as follows:

Non-minority women
Black women
Hispanic women
Asian women
Native American women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

Directors,
Staffing
and Career
Development
and EEO

09/30/94

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

ADMINISTRATIVE OFFICER

CARRY-OVERS -- FY 1991

Address the absences and imbalances of women through 01 appointments from the groups which have been aggregated as follows:

- Non-minority women
- Hispanic women
- Asian women
- Native American women

CARRY-OVERS FROM -- FY 1990

- 01 Non-minority woman
- 01 Hispanic woman
- 01 Asian woman
- 01 non-Black minority woman on an aggregated basis
- 01 minority group members on an aggregated basis

CARRY-OVERS FROM -- FY 1989

In addition, the following objectives are being carried over from FY 1989:

- 01 non-Black minority women on an aggregated basis
- 01 minority group members on an aggregated basis

RESPONSIBLE OFFICIAL

TARGET DATE

Directors, Staffing and Career Development, and EEO

09/30/94

Directors, Staffing and Career Development and EEO

09/30/94

Directors, Staffing and Career Development and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

FINANCIAL MANAGEMENT OFFICER

CARRY-OVERS -- FY 1991

Address the absences and/or imbalances of the EEO groups through the appointment of:

01 member from the EEO groups being aggregated as follows:

- Hispanic women
- Native American men and women

CARRY-OVERS -- FY 1990

- 01 Black or Hispanic woman
- 01 Asian or Native American woman

AUDITOR

CARRY-OVERS -- FY 1990

Address the absences and/or imbalances of the EEO groups through the following appointments:

02 members from the following aggregated groups:

- Black women
- Hispanic women
- Asian women
- Native American women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

Directors,
Staffing and
Career
Development
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

AGRICULTURAL/RURAL DEVELOPMENT/
NATURAL RESOURCES OFFICER

CARRY-OVERS FROM -- FY 1991

Address the absences and imbalances of women through the following appointments:

- 01 Non-minority woman
- 01 member from the EEO groups which are being aggregated as follows:

Black, Hispanic, Asian, and Native American women

CARRY-OVERS FROM -- FY 1990

In addition, the following unaccomplished FY 1990 objectives are being carried over for FY 1994:

- 04 Non-minority women
- 01 Black woman
- 01 Asian woman
- 01 Native American man or woman

RESPONSIBLE OFFICIAL

TARGET DATE

Directors, Staffing and Career Development, and EEO

09/30/94

Directors, Staffing and Career Development, and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

AUDITOR

CARRY-OVERS -- FY 1989

The following unachieved objectives have carried over from FY 1989:

- 01 Non-minority women
- 02 Black women
- 05 members from the following aggregated groups:

Hispanic and Asian women
Native American men and women

INVESTIGATOR

CARRY-OVERS -- FY 1990

Address the absences and/or imbalances of the EEO groups through the following appointment of 02 members from the following aggregated groups:

Black, Hispanic, and Asian women
Native American men and women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

ECONOMIST

CARRY-OVERS FROM -- FY 1991

Address the absences and/or imbalances of the EEO groups through the appointments of one (01) member from the groups which are being aggregated as follows:

- Black, Hispanic and Asian women
- Native American men and women

CARRY-OVERS FROM -- FY 1990

The following unaccomplished objectives are being carried over from FY 1990:

- 01 Non-minority women
- 01 members from the groups which have been aggregated as follows:

- Hispanic and Asian women
- Native American men and women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

PRIVATE SECTOR DEVELOPMENT OFFICER

CARRY-OVERS FROM -- FY 1990

Address the absences and/or imbalances of the EEO groups through the following appointments:

- 01 Black woman
- 01 Hispanic woman
- 01 Asian woman
- 01 Native American man or woman

ENGINEERING OFFICER

CARRY-OVERS FROM -- FY 1989

Provide representation for the absent EEO groups through the following appointments:

- 01 Non-minority woman
- 02 members from the groups being aggregated as follows:

Black, Hispanic, and Asian women
Native American men and women

RESPONSIBLE OFFICIAL

TARGET DATE

Directors,
Staffing
and Career
Development
and EEO

09/30/94

Directors,
Staffing
and Career
Development,
and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
 REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:

FOREIGN SERVICE (continued)

HEALTH/POPULATION AND NUTRITION OFFICER

CARRY-OVERS FROM -- FY 1991

Address the absences and/or imbalances of of the EEO groups through the following appointments:

- 01 Black woman
- 01 member from the groups which are being aggregated as follows:
 - Hispanic women
 - Asian men
 - Native American men and women

CARRY-OVERS FROM -- FY 1989

- 01 Black woman
- 01 Hispanic woman

EDUCATION/HUMAN RESOURCES DEVELOPMENT OFFICER

CARRY-OVERS FROM -- FY 1990

- 01 Black woman

RESPONSIBLE OFFICIAL

TARGET DATE

Directors, Staffing and Career Development, and EEO

09/30/94

Directors, Staffing and Career Development and EEO

09/30/94

Directors, Staffing and Career Development, and EEO

09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: II. WORKFORCE

PROBLEM/BARRIER STATEMENT: There is a conspicuous absence and/or imbalance for some EEO groups in some major Civil Service occupations and Foreign Service occupational specialties.

OBJECTIVE: To address the absences and/or imbalances of the affected groups.

RESPONSIBLE OFFICIAL: Director, Human Resources Development and Management

TARGET DATE: September 30, 1994

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<u>FOREIGN SERVICE</u> (continued)		
<u>HOUSING/URBAN DEVELOPMENT OFFICER</u>		
<u>CARRY-OVERS FROM -- FY 1991</u>		
Provide representation for the absent EEO groups through 01 appointment from the groups which have been aggregated as follows: Black men Hispanic and Asian women Native American men and women	Directors, Staffing and Career Development, and EEO	09/30/94
<u>CARRY-OVERS FROM -- FY 1990</u>		
In addition, the following aggregated objective is being carried over from FY 1990: Black men Hispanic and Asian women Native American men and women	Directors, Staffing and Career Development, and EEO	09/30/94
<u>SECRETARY</u>		
<u>CARRY-OVERS FROM -- FY 1990</u>		
Increase the representation of non-minority women by 01 and non-Black minority women, on an aggregated basis, by 02	Directors, Staffing and Career Development and EEO	09/30/94

<p align="center">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p align="center">REPORT OF OBJECTIVES AND ACTION ITEMS</p>		
<p>PROGRAM ELEMENT: III. DISCRIMINATION COMPLAINTS</p>		
<p>PROBLEM/BARRIER STATEMENT: The workforce appears to be unfamiliar with the EEO complaint process.</p>		
<p>OBJECTIVE: To ensure that the workforce is fully confident to use the EEO complaint process without fear of reprisal.</p>		
<p>RESPONSIBLE OFFICIAL: DIRECTOR, EEO</p> <p>TARGET DATE: September 30, 1988 - September 30, 1994 (annually)</p>		
<p>ACTION ITEMS:</p> <p>Continue to familiarize the workforce with the EEO complaint process, emphasizing that (a) employees have full freedom to use the process to the fullest extent without reprisal and (b) any action taken in reprisal is in itself a discriminatory practice.</p>	<p>RESPONSIBLE OFFICIAL</p> <p>Director, EEO</p>	<p>TARGET DATE</p> <p>09/30/94</p>

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN		
REPORT OF OBJECTIVES AND ACTION ITEMS		
PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING		
PROBLEM/BARRIER STATEMENT: A.I.D.'s recruitment practices and procedures are fragmented and insufficiently broad and focused to attract a representative pool of qualified applicants from the imbalanced or absent groups.		
OBJECTIVE: Create a representative pool of qualified applicants to staff Civil Service core jobs and Foreign Service occupational specialties.		
RESPONSIBLE OFFICIAL: DIRECTOR, HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT		
TARGET DATE: April 1, 1989 - September 30, 1994		
ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
3. Extend recruitment efforts to colleges and universities with high enrollments of the EEO groups. Tap EEO group members' organizations, alumni associations, and undergraduate placement/counseling offices.	Directors, Recruitment Staff and EEO	09/30/94
4. Explore the feasibility of establishing a cooperative Education Program for the Foreign Service.	Director, HRDM	09/30/94
5. Participate at national and local conventions, conferences, seminars, symposiums, and job fairs sponsored by national minority and women's organizations, placing special emphasis on affirmative employment recruitment.	Directors, Recruitment Staff, and EEO	09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER STATEMENT: Foreign Service applicant flow data is incomplete. In addition, results of the Assignment Board's annual deliberations are not automated.

OBJECTIVE: To maintain a complete and reliable management information system which provides all the data elements required to fully identify and assess situations contributing to workforce imbalance.

RESPONSIBLE OFFICIAL: DIRECTOR, HRDM
 TARGET DATE: December 30, 1994

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Automate the results of the Assignment Board's deliberations.	Director, Staffing and Career Development	12/30/94
2. Based on review and assessment of the results of action items no. 1 above, through the EEO Advisory Group, make recommendations for improvement in situations identified as contributing to the workforce imbalances.	Director, EEO	12/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
 REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAM

PROBLEM/BARRIER STATEMENT: Absence of formal upward mobility programs for both Foreign and Civil Services personnel.

OBJECTIVE: Provide opportunities for upward movement and career growth to lower level employees so they may advance from clerical to technical and/or from technical to professional jobs.

RESPONSIBLE OFFICIAL: DIRECTOR, HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT

TARGET DATE: September 30, 1994

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Explore the feasibility of assigning Civil Service employees to limited tours overseas.	Director, Staffing and Career Development	09/30/94
2. Communicate and publicize expansion of the excursion tour program to non-professional Foreign Service personnel through the preparation and distribution of a world-wide circular to all A.I.D. employees.	Director, Staffing and Career Development	09/30/94

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN		
REPORT OF OBJECTIVES AND ACTION ITEMS		
PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS		
PROBLEM/BARRIER STATEMENT: Absence of executive development programs for personnel at the executive - level threshold.		
OBJECTIVE: Provide members from the EEO groups at the executive threshold hands-on developmental experience through executive developmental assignments.		
RESPONSIBLE OFFICIAL: ADMINISTRATOR, A.I.D.		
TARGET DATE: April 30, 1988 - April 30, 1994		
ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Identify executive-level positions suitable for development assignments for minority and women candidates.	Bureau/Office Heads, Mission Directors, Senior Mgt. Assignment Group, Directors, Senior Management Staff, and EEO	04/30/94
2. Identify minority and female candidates with demonstrated executive potential.	Bureau/Office Heads, Mission Directors, Senior Mgt. Assignment Group, Directors, Senior Mgt. Staff, and EEO	05/30/94
3. Effect assignments of the candidates identified.	Senior Management Staff, and EEO	12/30/94

USAID HUMAN RESOURCES BAA

OBJECTIVES

THE OBJECTIVES OF THIS BUSINESS AREA ANALYSIS (BAA), AND THE BUSINESS SYSTEMS DESIGN (BSD) THAT WILL BE INTEGRATED WITH AND CONTINUE AFTER THE ANALYSIS IS COMPLETED, ARE TO ENABLE ALL OF USAID TO CONDUCT HUMAN RESOURCES BUSINESS IN A MUCH MORE EFFICIENT MANNER AND TO DESIGN SYSTEMS AND PROCESSES THAT WILL MORE DIRECTLY SUPPORT RAPIDLY EVOLVING AGENCY OPERATIONS IN A CHAOTIC ENVIRONMENT IN WHICH RESOURCE CONSTRAINTS CONTINUE TO BE A DETERMINING FACTOR.

SCOPE/PARAMETERS

- ▶ **HUMAN RESOURCES** - THE HUMAN RESOURCES THAT WE EXPECT THIS BAA WILL ADDRESS ARE:
 - ▶ **U.S. DIRECT-HIRE EMPLOYEES** (FS, CS, RSSA, PASA, IPA, etc.);
 - ▶ **FOREIGN SERVICE NATIONAL DIRECT-HIRE EMPLOYEES**; and
 - ▶ **ALL PSCs** (U.S. AND FSN).
- ▶ **HUMAN RESOURCES SYSTEMS** - AT ALL LEVELS OF THE ORGANIZATION (i.e. LINE, EXO, EMS, and M/HR) THAT SUPPORT HUMAN RESOURCES BUSINESS:
 - ▶ **MANAGEMENT PRACTICES SYSTEMS** (i.e. POLICY PROMULGATION, WORK FORCE PLANNING and RECRUITMENT, POSITION MANAGEMENT and FTE, DIVERSITY, PERSONNEL RECORDS ADMINISTRATION, DOCUMENT MANAGEMENT and RAMPS).
 - ▶ **CAREER MANAGEMENT SYSTEMS** (i.e. SELECTION and APPOINTMENTS, STAFF DEVELOPMENT, including COUNSELING, MENTORING, and TRAINING, ASSIGNMENTS and related TRAVEL, PERFORMANCE EVALUATION, PROMOTION, and SEPARATION).
 - ▶ **COMPENSATION AND BENEFITS SYSTEMS** (i.e. PAYROLL, PAY and CLASSIFICATION, INCENTIVES, BENEFITS, including LEAVE, RETIREMENT, HEALTH, LIFE, ETC., ALLOWANCES, MEDICAL PROGRAM, and WORKMAN'S COMPENSATION).
 - ▶ **EMPLOYEE AND LABOR RELATION SYSTEMS** (i.e. PARTNERSHIP and NEGOTIATIONS, DISCIPLINE and ADVERSE ACTIONS, GRIEVANCES, EMPLOYEE ASSISTANCE, and SUITABILITY and SECURITY)
 - ▶ **WORKPLACE ENVIRONMENT SYSTEMS** (i.e. HEALTH, FLEXIPLACE, and FLEXI-WORK-SCHEDULES)

HR VISION

OUR VISION FOR THE USAID HUMAN RESOURCES BUSINESS AREA FOCUSES IN SEVEN AREAS. THIS IS WHAT WE ARE STRIVING TO ACHIEVE:

1. PHILOSOPHY AND ENVIRONMENT:

- ▶ A MISSION AND VISION THAT FOCUSES ON CUSTOMERS.
- ▶ INNOVATION AND RISK TAKING ARE ENCOURAGED.
- ▶ WORK CLIMATE IS OPEN, PARTICIPATORY, AND CREATIVE.
- ▶ EMPLOYEES UNDERSTAND MISSION AND GOALS.
- ▶ A SPIRIT OF COOPERATION AND TEAM WORK EXISTS.

2. STRATEGIC PLANNING:

- ▶ USAID DOES STRATEGIC WORKFORCE PLANNING.
- ▶ HR CONSEQUENCES ARE INTEGRATED INTO ALL ASPECTS OF PLANNING, DECISION-MAKING, AND IMPLEMENTATION PROCESSES.

3. MOTIVATION AND PERFORMANCE:

- ▶ AGENCY EMPLOYEES PERCEIVE AS EQUITABLE
 - PERFORMANCE EVALUATIONS;
 - CAREER OPPORTUNITIES; AND
 - COMPENSATION AND REWARDS.
- ▶ INDIVIDUALS ARE HELD TO HIGH STANDARDS TIED TO AGENCY RESULTS.
- ▶ BOTH TANGIBLE AND INTANGIBLE REWARDS/INCENTIVES ARE THE RESULT OF QUALITY PERFORMANCE.
- ▶ REWARD SYSTEMS CAN ADAPT TO INDIVIDUAL AND TEAM PERFORMANCE.

4. WORKFORCE DEVELOPMENT:

- ▶ DIVERSITY OF WORK FORCE IS RECOGNIZED AS ESSENTIAL TO ORGANIZATIONAL SUCCESS.
- ▶ EMPLOYEE DEVELOPMENT THROUGH LEARNING AND CAREER GROWTH OPPORTUNITIES IS CUSTOMARY.
- ▶ WORK IS DESIGNED TO OFFER BROAD OPPORTUNITIES.
- ▶ EMPLOYEES PARTICIPATE IN DESIGNING WORK PROCESSES.

5. COMMUNICATIONS:

- ▶ HUMAN RESOURCES INFORMATION FLOWS SMOOTHLY THROUGHOUT THE ORGANIZATION AT ALL LEVELS.
- ▶ PEOPLE GET TIMELY INFORMATION NEEDED TO DO WORK.
- ▶ MECHANISMS EXIST AND ARE ROUTINELY USED TO TAP EMPLOYEE KNOWLEDGE AND ASSESS CUSTOMER SATISFACTION.
- ▶ EMPLOYEES GIVEN OPPORTUNITY TO PARTICIPATE IN PLANNING AND DECISION PROCESSES.
- ▶ LABOR AND MANAGEMENT COOPERATE TO IMPROVE ORGANIZATION.

6. WORK DESIGN:

- ▶ RESPONSIBILITIES AND DUTIES ARE BROAD AND FLEXIBLE.
- ▶ WORK DESIGN SYSTEMS CAN ACCOMMODATE INDIVIDUAL AND TEAM EFFORTS.
- ▶ WORK EMPHASIS IS ON ACHIEVING QUALITY RESULTS.
- ▶ ASSIGNMENTS ARE CHALLENGING AND ENCOURAGE GROWTH.

7. HR SYSTEMS ADMINISTRATION:

- ▶ HR SYSTEMS DIRECTLY SUPPORT AGENCY'S MISSION.
- ▶ HR SYSTEMS PROMOTE HIGH ETHICAL STANDARDS AND ENSURE FAIRNESS AND EQUITY.
- ▶ HR SYSTEMS ARE CUSTOMER ORIENTED AND MEET THE NEEDS OF EMPLOYEES AND MANAGERS.
- ▶ HR PROCEDURES AND PROCESSES ARE SIMPLE, UNDERSTANDABLE, FLEXIBLE, AND FULLY AUTOMATED.
- ▶ DATA ENTERED INTO THE AUTOMATED SYSTEM DIRECTLY BY THE EMPLOYEES AND SUPERVISORS IT AFFECTS TO MAXIMIZE EMPLOYEE RESPONSIBILITY FOR AND OWNERSHIP OF DATA.
- ▶ AUTHORITY FOR MANAGING HUMAN RESOURCES IS DELEGATED TO MANAGERS ALONG WITH STRONG ACCOUNTABILITY STANDARDS FOR RESULTS.
- ▶ EMPLOYEES PARTICIPATE IN SIMPLIFYING WORK PROCESSES.

THE HR BAA TEAM

CORE PROJECT TEAM

- ▶ PROJECT MANAGER, (PENDING)
- ▶ SYSTEMS EXPERT, Mike Doyle
- ▶ HR EXPERT, Pavlina Strom
- ▶ HR EXPERT, Rita Owen
- ▶ EXO EXPERT, Ron Olsen
- ▶ EMS EXPERT, (PENDING)
- ▶ IRM COORDINATOR, Janet Moreland
- ▶ IRM FACILITATOR, Dan O'Neil
- ▶ IRM MODELER, (PENDING)

HR SUBJECT MATTER EXPERTS (not all inclusive)

HR/PS, Doug Brandi
HR/PS, Joanne Jones
HR/PS, Betty Mills
HR/LRS, Helen Mackenzie
HR/LRS, Bob Egge
HR/LRS, Steve Gomez
HR/LRS, Betty Godwin
HR/EM, Carla Royalty
HR/WPRS, Pam White
HR/WPRS, Maribeth Zankowski
HR/WPRS, Barbara English
HR/POD, Cecilia Pitas
HR/POD, Dovie Ross
HR/POD, Martha Rees
HR/POD, Tom Ward
HR/POD, Oveta Watkins
HR/POD, Jodi Flakowicz

HR/POD, Sylvia Matthews
HR/POD, Evelyn Watts
HR/POD, Michelle Walker
HR/POD, Shelia Tolliver
HR/TD, Toni Mitchell
HR/TD, Peter Kresge
HR/PMES, Johnny McLean
HR/PMES, Sherrie Haistorks
HR/PMES, Shari Sledd
HR/PMES, Sally Verser
HR/PMES, Darlene Dewitt
HR/PMES, Regina Huggins
HR/PMES (FM/Payroll), George Stewart

REFERENCE GROUP

M/MPI/OD, Carol McGraw
ES, Aaron Williams
EOP, Jessalyn Pendarvis
DAA/PPC, Terry Brown
DAA/AFR, Carol Peasly
DAA/BHR, Lois Richards
DAA/G/EG, Janet Ballantyne
DAA/ENI, Barbara Turner
ENI/ECA, Maria Mamlouk
ANE/EMS, Roberta Gray
M/AS/OD, Bill Granger
AFGE, Fern Finley
AFSA, Garber Davidson
M/AMS, Bob Ward
M/B/SB, Marcus Rarick
M/B/RA, Kenneth Milow
M/FM/FS, Douglas Arnold
M/HR/WPRS, John Hummon
M/HR/TD, Lucy Sotar
M/HR/POD, Peggy Thome
M/HR/PMES Shirley Renrick

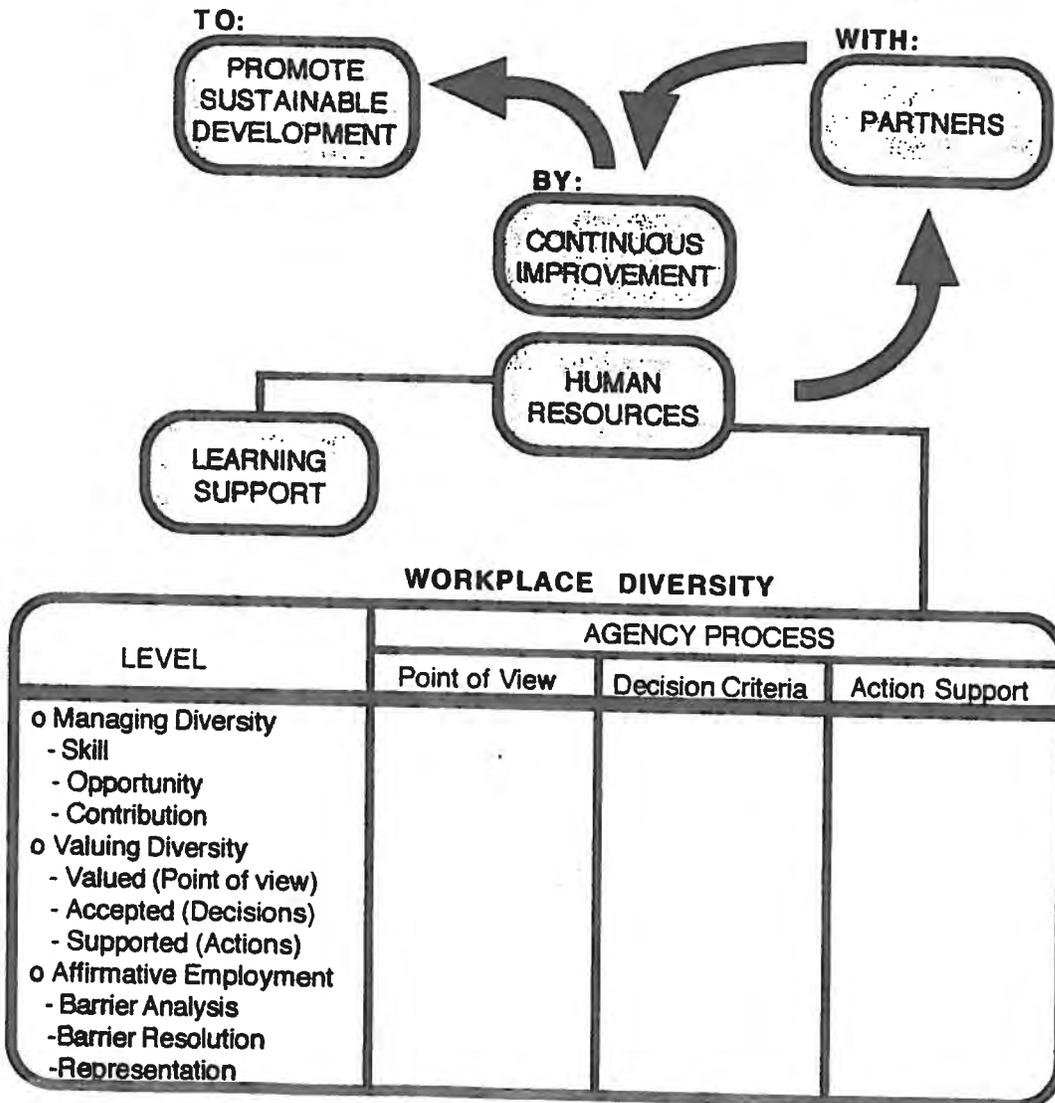
Final Master...

DRAFT

Description of Workplace Diversity

Within this context of Agency change, A.I.D. has identified the need for addressing Workplace Diversity. (See Figure 5.) Workplace Diversity has been identified by the Agency as a value. A.I.D. believes that to achieve its mission it will need the best workforce possible which includes a diverse workforce. The assumption is that workforce diversity not only represents increased opportunity for the workforce but that a diverse workforce significantly contributes to the accomplishment of the Agency mission. Also, the Agency believes that the contributions of a diverse workforce provides a model of organizational effectiveness for those entities for which the Agency is seeking to promote Sustainable Development.

**FIGURE 5
DEFINITION OF WORKPLACE DIVERSITY**



THE PROCTER & GAMBLE COMPANY

Fellow Employees:

November 2, 1989

DIVERSITY

Our Company has always had strong convictions concerning respect for the individual and the value of each employee's personal contribution to the business. As the organization has become increasingly diverse and as we have grown around the world, it has become even more important that we fully utilize this individuality.

Everyone at Procter & Gamble is united by the commonality of the Company's values and goals as expressed in our Statement of Purpose.

Diversity is the uniqueness each of us brings to fulfilling these values and achieving these goals. Our differences are physical, such as race, sex, and age. They also include less visible differences such as nationality, cultural heritage, personal background, functional experience, position in the organization, and others.

By building on our common values and goals, we are able to create advantage from our differences.

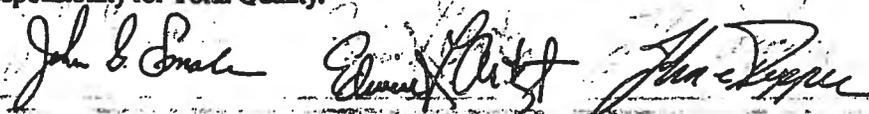
Developing and managing a strong, diverse organization is essential to achieving our business purpose and objectives.

- Our business opportunities are increasingly related to the entire world. And it is a diverse world. We must have the ability to deal with diverse consumers and customers in order to develop products and services of superior quality and value.
- Diversity provides for a broader, richer, more fertile environment for creative thinking and innovation.
- Because we see diversity as an asset, we will attract and fully develop talent from the full range of the world's rich cultural base. It is from this increasingly diverse pool of talent that our future leadership will come.

We value the different perspectives that the diversity of Procter & Gamble people bring to the business. Our workplace environment encourages collaboration which brings our different talents and experiences together to produce better ideas and superior services and products.

At Procter & Gamble, we operate on the fundamental belief that individual differences are good and such differences will produce genuine competitive advantage.

Making the most of our diversity is an inherent part of becoming a Total Quality Company. So Bob Cannon, Senior Vice president, will include this as part of his responsibility for Total Quality.



DIVERSITY AT PROCTER & GAMBLE

WHAT IS DIVERSITY?

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By building on our common values and goals, we are able to create advantage from our differences.

WHY IS DIVERSITY IMPORTANT?

Developing and managing a strong, diverse organization is essential to achieving our business purpose and objectives.

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WHAT DO WE WANT IN THE FUTURE?

We value the different perspectives that the diversity of Procter & Gamble people bring to the business. Our workplace environment encourages collaboration which brings our different talents and experiences together to produce better ideas and superior services and products.

At Procter & Gamble, we operate on the fundamental belief that individual differences are good and such differences will produce genuine competitive advantage.

RE-ENGINEER FOR BETTER BUSINESS

The words *redesign* and *re-engineer* are often used interchangeably. While the desired results of these two efforts are similar—productivity gains, cost savings, quality and service improvements, cycle-time reductions—the two differ dramatically.

Process redesign is a systematic method that seeks to simplify and streamline existing business processes. Process re-engineering creates new processes, making radical and innovative changes to business methods to achieve dramatic improvements.

Experts say process redesign occurs when approximately 10 percent to 20 percent of workflow is changed to improve results. Re-engineering occurs when 70 percent to 100 percent of work processes are altered.

People also confuse the word *re-engineering* with *restructuring*, when in fact, the two functions are quite different. Generally, when you re-engineer, more work is accomplished with fewer people; productivity improves and/or profits increase. Restructuring reduces the workforce or modifies organizational structure to meet the same or lower demand or to cut costs.

With re-engineering, automation is often used to reduce workload and increase efficiency and quality. Technology is, more often than not, the enabler of the re-engineering effort.

W
Downsizing
Technology

BY SANDRA E. [unclear]

The driving forces are diverse worldwide. Expense pressure. Questions about the value of staff functions. Changes in customer base. Competitive pressures in a changing marketplace. An antiquated HR system that had to be replaced.

Downsizing from the mainframe to a new technical platform.

Downsizing member, HR delivers poor, even delayed results to employees.

(employees) questions. A small group of organizational consultants works directly with managers on employee matters that affect the business.

A maturing marketplace for its products and internal business pressures caused Lotus to revamp the HR function. And, an employee survey completed in 1992 indicated that the HR staff was not viewed favorably and was often unreachable to the 6,000 worldwide employees. Because HR was responding to 20,000 queries a year, the phones were always busy.

Using *Lotus Notes*, a groupware product that enables data sharing among different divisions throughout the world, the company cuts down on the number of calls by offering employees information at their fingertips. Via their PCs, managers can look at HR related policies and procedures, read performance management guidelines, and learn more about their benefits package.

When employees need more information, they use Direct Connect, Lotus' version of the customer hotline. The hotline calls are tracked for content; this information is then used to help train HR representatives to deliver the level of services needed by management and nonmanagement employees.

"The calls coming to HR are now better informed," says Russ Campanello, Lotus' vice president of HR. "The employees have read the policy and now need an interpretation for a special situation."

The HR staff was reduced to 42 employees from 56 because the nature of the work has changed as well as the workload. Lotus

has achieved what Hammer & Champy have described as a "quantum leap in performance."

The re-engineered HR department at Lotus Development takes advantage of client-server technology, graphical-user interface, voice response and, of course, *Lotus Notes*. At Lotus the day-to-day transactions are managed via a front-end* built-in *Lotus Notes*, which then communicates with the HR database from PeopleSoft. Employees can initiate address changes, enroll in benefits, and get needed forms at their own PCs. For those whose work does not involve access to a computer, Lotus has strategically placed PCs and phones in cafeterias and break rooms to allow every employee easy access to information.

ASTOUNDING ANNUAL SAVINGS AT HALLMARK

Hallmark Cards is a pioneer in re-engineering efforts across all lines of business. For human resources, the push came in 1993 when both HRIS and payroll recognized that the 20-year-old, in-house-designed system was not going to meet the business needs of the '90s. Because of a changing workforce of 26,000 employees

and 20,000 in casual labor, major change was called for. In an intense six-month period, a team of employees from HRIS and payroll along with an outside consultant looked at 37 processes. They identified changes to HR/payroll processes with an

*A front-end system provides screens or other forms of communication for entering or extracting information from a large database.



A radically different human resource function at Lotus reflects a new view of how HR services are delivered.

Russ Campanello
Vice President of HR
Lotus Development Corp.
Cambridge, Mass.

cession planning meetings. It can also be accessed via the company's WAN (wide area network).

GETTING ON THE HR INFORMATION HIGHWAY

HR managers who yearn for the streamlined flow of paper wonder: "What do they have that we don't have? What will it take for our organization to join the 21st century?"

Four attributes that help. Assessing the innovative companies I interviewed, I have identified four common attributes.

1. Commitment to innovation. Despite uncertainty about the future, these HR

representatives and 1,600 sales managers.

Hewlett-Packard now gathers projected wage increase information from the human resource database and delivers it via e-mail or fax to each sales manager. The managers, in turn, respond via phone or e-mail with any necessary changes to the projections. Any change requests are routed to the next level manager, and upon approval, the system is updated so that the personnel and payroll systems enact any changes. This application has fully automated Hewlett-Packard's wage review process, freeing the 15 full-time people to focus on other, higher-value added work.

4. Access to organizational information. The HR department as a conduit of news and information about the organization demands significant resources. Details about open positions, new benefit plans, the training schedule and the multitude of personnel policies may generate thousands of inquiries a year. Depending on the business need, you can put a single application such as the new benefit plan on a multimedia freestanding kiosk, use IVR to answer questions about vacation balances, or develop a comprehensive database of frequently asked questions about personnel practices and make it available via the wide area network. Answering policy questions at Lotus is primarily handled by their *Lotus Notes* application, Direct Connect. Employees generally respond quite favorably to just-in-time information, so IVR projects in benefits are quite successful with employees.

departments embody Hammer & Champy's idea, "At the heart of business re-engineering lies the notion of *discontinuous thinking*—identifying and abandoning the outdated rules and fundamental assumptions that underlie current business operations." The ability to see a different future and to take risks underlies every re-engineering effort.

2. Shift in the focus of HR. These departments are able to give up long-standing controls in favor of manager and employee control. The re-engineering effort is directed at a business solution: not the forms, the people or the technology. HR is now centered on the needs of the customer and the business, not its internal processes and controls.

3. Willingness to commit resources. Re-engineering teams take on projects that are complex and demand a new set of skills. Significant staff resources have to be totally committed to the effort, and in most cases, outside expertise is needed to supplement in-house experience. Companies look to outside resources to deal with the methodology for re-engineering and for an understanding of how technology can enable the process. Organizations recognize that the project resources are for the short term and that the substantial gains of re-engineering are for the long term.

4. Technical infrastructure. Local area networks, wide area networks and client server computing are vital components that represent a major capital expense for human resource engineering. The business already has the infrastructure in place or has



We have revolutionized the way our employees access and utilize benefits information.

**Ray Moore
Compensation Analyst
Applied Materials**

ACTION

URGENT URGENT URGENT URGENT URGENT URGENT

FOR: Bob Nachtrieb
 Peggy Thome
 Oveta Watkins
 Bob McDonald
 Helen MacKenzie
 Doug Brandi
 Shirley Renrick
 John Hummon
 Pam White
 Toni Mitchell
 Peter Kresge

FROM: Darren Shanks 

SUBJECT: *BARRIER ANALYSIS/ACCOMPLISHMENTS UPDATE*

Please take a look at EACH of the six attached barrier statements and required actions. I need to know by tomorrow, (12/8), the accomplishments your division has made in the action areas. I also need to know the target completion date of any action requirements not yet accomplished. **Please E-Mail your responses to me.** In your E-Mail, please mention the page number I wrote at the top of each page that corresponds with your response. All I need are your accomplishments and the target date for completion of any outstanding action requirements.

Thank you - Darren

REFORM EFFORTS
WITHIN
HUMAN RESOURCES

* * * * *

USAID's Human Resources function has been consistently criticized for being unresponsive, operating in a vacuum, and lacking customer focus.

Without reform of this crucial, cross-cutting support function, the substantive changes sought through re-engineering other functions will be difficult, if not impossible, to achieve.

It is critical to the Agency's long-term organizational health and strategic objectives that reform efforts in the following areas be clearly understood and supported:

- ▶ *Personnel Administration* 1
- ▶ *Recruitment* 2
- ▶ *Career Management* 3
- ▶ *Training* 4
- ▶ *Foreign Service Assignments System* 5
- ▶ *SMG Selection Process* 6
- ▶ *Employee Performance Evaluations* 7
- ▶ *Selection Board Precepts* 8
- ▶ *Workforce Planning* 9
- ▶ *Diversity* 10
- ▶ *FSN Support* 11
- ▶ *Unified Personnel System* 12

1. PERSONNEL ADMINISTRATION

What is broken

- ▶ The personnel administration systems and processes currently in use have evolved haphazardly over many years. For the most part, they were designed to support a steadily growing direct-hire workforce that was, at its peak, five times the size of the present workforce.
- ▶ Moreover, the world has changed dramatically since these systems were established. Rather than the steady growth and predictable environment of the fifties and sixties, by comparison, the nineties are chaotic and resource constraints are a determining factor. More efficient and flexible human resources systems are required today.
- ▶ Administration of almost all of USAID's personnel systems is extremely dependent on rules and paper. Interpretation of pervasive and complex rules and regulations demands a cadre of specialists, and the mass of paper requires an extensive clerical workforce. As a result, USAID's human resources systems are slow, inflexible, inefficient, and unresponsive to customer requirements.

How we will fix it

- ▶ Every USAID personnel system will be carefully reviewed to ensure that it is designed for maximum efficiency and customer service.
- ▶ Systems in need of improvement will be redesigned by an employee working group in consultation with functional experts and customers, i.e. employees. A reference group of senior managers will guide this process.
- ▶ The redesigned systems will be quick, flexible, low cost, and customer-focused. Most importantly, they will directly support USAID operations.
- ▶ A key aspect of this process will be to apply information technology to reduce paperwork and decentralize responsibility for as many aspects of personnel administration as possible. For example, employees around the world will be given electronic access to their own personnel records and become responsible for keeping them up-to-date.

Current status

- ▶ USAID has begun a massive reform of its personnel systems and processes with a Human Resources Business Area Analysis (BAA).
- ▶ The BAA began in December, 1994, and the first phase will be completed in June, 1995. By October, 1995, reengineered and automated personnel systems will be in the implementation phase.

2. RECRUITMENT

What is broken

- ▶ In the past, the linkage between recruitment decisions and workforce planning and diversity concerns has been inadequate.
- ▶ The effectiveness and equity of the selection process for Foreign Service hiring has been questioned, and the rate at which career candidates have achieved tenure has been lower than desired.
- ▶ The International Development Intern (IDI) program has been filled with higher graded employees rather than true "interns," and missions were often reluctant to take IDIs since they could not afford to commit funded positions to trainees.

How we will fix it

- ▶ A new policy for Foreign Service career candidates covering recruitment and selection has been approved and is being implemented. It covers specific time periods for candidate application and interviewing, as well as the addition of an intercultural/management panel to the historical technical panel. The policy emphasizes linkage to diversity and workforce planning goals.
- ▶ Other recruitment efforts are also getting underway: a new Intern Investment program, aimed at young minority candidates, is attracting exceptionally qualified college students to USAID before graduation; and a rational policy for bringing in mid-level employees to meet specific critical vacancies has been established.

Current status

- ▶ The IDI program has been reinvigorated to provide the workforce with a healthy flow of new talent by extending the IDI training period and centrally funding training positions in the missions. We are also reaching out to diversity candidates and younger interns. Women and minority employees constituted 80 percent of this year's IDI class.
- ▶ A new video is being developed to assist in recruitment efforts, and an automated "fax-on-demand" system is being implemented to permit faster and less expensive response to requests for information about employment opportunities.

3. CAREER MANAGEMENT

What is broken

- ▶ Career Management for USAID direct-hire employees--including work assignments, performance management, training, and career advancement programs--has been poorly coordinated. The function has been too narrowly defined and career management services have been ineffective and inconsistent.

How we will fix it

- ▶ HR is developing a new Career Management system that will be flexible and customer focused. It will give employees and managers the tools they need to make informed career and human resource decisions.
- ▶ The new system will be fully coordinated and will provide an integrated strategy for training and assigning employees.

Current status

- ▶ A working-group of HR managers involved in reform activities has been established to analyze USAID Career Management requirements, system components, and ways in which to integrate them.
- ▶ Given the massive scale of HR reform efforts, the process of analysis and redesign will be a year-long effort, followed by negotiation with the unions and full implementation by the end of FY 95.
- ▶ A monthly "HR Almanac" is already being developed to provide a forum for career management issues and a vehicle for communicating information when it is most useful and needed. The first issue is planned for early 1995.
- ▶ In addition, we have hired a number of Career Development Officers (CDOs) with field experience and are integrating the CDOs into assignment decisions.

4. TRAINING

What is broken

- ▶ As discussed in the Career Management section of this document, critical aspects of career management--including training--have not been adequately integrated in the Agency's and individual employees' staff development strategies.
- ▶ Classroom training has been the only Agency-sanctioned method for learning, and time away from the office to attend training has not always been supported by supervisors. As a result, many employees have received little or no training at all.
- ▶ Due to a limited training budget over the past twelve years, course development has been adversely affected. Some groups have been excluded from the learning process since no courses existed to meet their needs. In addition, cost considerations restricted the opportunities for employees to attend classes.

How we will fix it

- ▶ The Training Division (TD) is working with management to turn the Agency into a "Learning Organization," where learning is intentional and strategic. Learning also must be a vehicle for cultural change within USAID. More responsibility must be placed on the employee to learn, and modern technology must be utilized to promote learning in the workplace, making learning current, accessible and relevant.
- ▶ TD will shift its emphasis from delivering classroom training to facilitating individual learning. To reinforce this change, TD will become the "Learning Support Center."
- ▶ Certification programs are being established to provide thorough training in various functional areas, e.g. to Contract Officers, Project Managers, Executive Officers, etc.

Current status

- ▶ Communication of the Learning Organization concept is underway. Presentations have been made to senior management.
- ▶ Method of delivery is being expanded to include CD ROM, distance learning, on-the-job training, developmental assignments, and a wide variety of job and career learning experiences in addition to classroom work.
- ▶ New courses are being developed in modular form in order to break them out to better address learning needs. Basic elements of the Development Studies Program course have been recorded on CD ROM and will be made available to all missions.

5. FOREIGN SERVICE ASSIGNMENT SYSTEM

What is broken

- ▶ The Foreign Service assignments system has been too:
 - ▶ complicated - involving excessive amounts of paper, hundreds of steps, dozens of handoffs and chances for error, and too much time-consuming networking;
 - ▶ labor-intensive - requiring 15 days of labor for each assignment and too many decision points;
 - ▶ time-consuming - taking 26 months to plan for and execute each assignments cycle;
 - ▶ subjective and mysterious - with widespread perception that decisions were inequitable and based on the "old boy network."

- ▶ The annual cycle--from May to April--was inconvenient for employees. It required them to submit bids for the most desirable positions during the summer months when many employees were away from post, and often provided inadequate time to plan and prepare for onward assignments.

How we will fix it

- ▶ The system has been simplified by:
 - ▶ dealing directly with selecting officials, cutting intermediate steps and utilizing electronic communications.
 - ▶ issuing an open assignment cable describing the jobs, which eliminates the need for networking to bid on jobs. All eligible bidders are now assigned to jobs.
 - ▶ changing the assignment cycle to the calendar year, which is more user-friendly. Jobs are now validated in September/October, employees bid in November, and they are assigned in December.
 - ▶ making the system completely open. Selecting officials get a slate to choose from, Bureaus, missions and EOP participate, and AFSA is invited to observe.

- ▶ We have cut the total time to complete the assignments cycle by one-third--from 26 to 16 months--and the number of work days by one-half, from 15 to 7.

Current status

- ▶ A new Assignments System is being tested during the 1995 assignment cycle. We will evaluate our experience, redesign accordingly, and formally establish it for 1996.

6. THE SMG PROCESS

What is broken

- ▶ Most of the Senior Management Group (SMG) process was not known or understood by Agency employees. Too much of it was conducted behind closed doors and employees did not know how to work with or get into the system.

How we will fix it

- ▶ In July, 1994, a comprehensive overview of a reformed SMG selection process was distributed Agency-wide. This document was intended to make the entire SMG assignment process more transparent, understandable and accessible to employees throughout the Agency.
- ▶ Under the new system:
 - ▶ all SMG openings and results are announced Agency-wide;
 - ▶ employees can self-nominate for SMG and must be interviewed and evaluated by SMG panelists;
 - ▶ the composition of candidate slates must include at least one diversity candidate as well as one from outside the hiring bureau;
 - ▶ there are penalties for refusing SMG offers for inappropriate reasons.

Current status

- ▶ In early October, a cable was distributed Agency-wide announcing the SMG positions available for the 1995/96 assignment cycle.
- ▶ Self-nominations have been accepted from individuals--including GS 14s and FS 02s--who believe they are "Ready Now" for SMG assignment. SMG panelists have begun to interview these individuals.

7. EMPLOYEE PERFORMANCE EVALUATIONS

What is broken

- ▶ The Foreign Service and Civil Service personnel evaluation systems are costly and dysfunctional. Managers are reluctant to offer honest and constructive criticism of employees for fear of jeopardizing the employees' chances for promotion, damaging interpersonal relationships, or generating grievances.
- ▶ For the FS system, the result is inflated ratings and use of subtle code words that undermine the objectivity and effectiveness of the selection board process. In sum, the system lacks integrity and serves neither the needs of the employee nor the Agency.

How we will fix it

- ▶ Based on broad employee input and union negotiations, a new system is being designed to:
 - ▶ combine FS and CS under the same evaluation framework;
 - ▶ promote teamwork in achieving Agency goals;
 - ▶ improve management's ability to identify the best and poorest performers;
 - ▶ reduce administrative costs/burdens while increasing the system's integrity.
- ▶ The new performance management system will provide: employee feedback on quality of performance; career development planning input; more accurate promotion and selection out decisions; and accountability toward achievement of Agency goals and objectives.
- ▶ Major conceptual changes:
 - ▶ separates evaluation from promotion;
 - ▶ seeks input from customers and others affected by the employee's work (i.e. "360 degree evaluation");
 - ▶ increases senior-level management participation in performance evaluations;
 - ▶ shifts evaluation process from supervisory ratings to organizational appraisals.

Current status

- ▶ System development began in May, 1993, and it will be fully implemented in April, 1995.
- ▶ Our short-term goals are to:
 - ▶ complete negotiations with unions in December, 1994;
 - ▶ finalize policy, procedures, forms and guidebook in January, 1995;
 - ▶ begin training key staff in February, 1995; and
 - ▶ train all staff by the end of April, 1995.

8. SELECTION BOARD PRECEPTS

What is broken

- ▶ For years, Selection Board members have been dissatisfied with the precepts used to make evaluation decisions. The precepts have been considered too ambiguous and subjective, depending on the experience base and backstop of the board members.

How we will fix it

- ▶ Board precepts were revised and published in June, 1993 for initial use in 1994.
- ▶ The objectives of the precepts are to:
 - ▶ expand guidance in support of USAID's equal employment opportunity program;
 - ▶ guide selection boards in giving due weight to service both on selection boards and in non-geographic bureaus, as well as emphasizing the need to serve in two or more geographic or central bureaus; and
 - ▶ provide qualifications requirements for each class with appropriate lines of demarcation between them.

Current status

- ▶ The Committee to Improve Board Management (CIBM)--composed of HR specialists in a variety of personnel areas--is carefully evaluating the impact of the revised precepts both on the management and deliberations of Selection and Performance Standards Boards and will recommend further modifications, as needed.
- ▶ When the new evaluation system is finalized, the CIBM will review the precepts to ensure compatibility. Any modifications that result from these evaluations will be addressed with managers, employees and the unions, as appropriate.

9. WORKFORCE PLANNING

What is broken

- ▶ USAID workforce planning has been inadequate. There has been little or no central tracking of the number of employees hired by missions around the world and accurate workforce data has not been available for budget or other strategic planning processes.

How we will fix it

- ▶ In FY 94, an office was established to carry out workforce planning activities and create a central organizational focus for this critical function.
- ▶ We are collecting total workforce data from the missions in a uniform automated format -- the Mission Staffing Pattern System. Data is collected once per quarter.
- ▶ Ultimately, the Mission Staffing Pattern System will be integrated into the Agency's corporate database.

Current status

- ▶ To date, we have collected two quarters of data and distributed a first edition of the workforce strength report.
- ▶ We are working with the offices of Budget and Management Innovation and Control to integrate workforce planning data into the Agency's budget planning system. In addition, workforce planning considerations are guiding recruitment decisions.

10. DIVERSITY

What is broken

- ▶ While in the past several activities were undertaken to make the USAID workforce more representative of the U.S. civilian labor force, there was no central focus for this effort.
- ▶ The Agency has lacked a central plan to guide efforts to achieve a representative workforce profile and establish an active program to ensure equal employment opportunity for each employee in all facets of the employment relationship.
- ▶ As a result, several employee categories are under-represented in the workforce and a perception exists that the "playing field" on which we all compete is uneven. Morale has suffered and the productivity of many employees has been adversely affected.

How we will fix it

- ▶ The Administrator approved a comprehensive Workplace Diversity Plan in April, 1994.
- ▶ The plan is guiding Agency efforts to achieve a representative workforce profile and establish an active program to ensure equal employment opportunity for each employee in all facets of the employment relationship. A critical element of the Plan is the complete elimination of barriers to the employment and advancement of women and minorities at all levels.
- ▶ A host of actions to achieve diversity objectives are underway or planned in many areas, including recruitment, assignments, promotions, the SMG process, treatment of FSNs and career management.

Current status

- ▶ The DAA Committee, supported by M/HR, has central coordinating responsibility for implementing the Plan and for achieving workplace diversity at USAID. A Workplace Diversity Council--composed of diversity coordinators from all Bureaus and Offices--has been established to promote and monitor implementation of the Plan.
- ▶ The commitment expressed in the Plan is already yielding results in affirmative employment hiring. This past July, the Foreign Service International Development Intern (IDI) class was composed of 80 percent women and minorities. Likewise, the FY 1994 Civil Service Presidential Management Intern (PMI) class and the Summer Intern Program were 70 percent women and minorities.

11. FSN SUPPORT

What is broken

- ▶ Although Foreign Service Nationals (FSNs) make up approximately 60% of USAID's workforce worldwide, there has never been a central office within the Agency charged with development and administration of FSN policy.
- ▶ As a result, global administration of FSN personnel policy is inconsistent and inequitable. The impact of this problem has been magnified by our increasing reliance on FSNs and by improved international communications, which has expanded awareness of the problem. The net effect has been an adverse impact on FSN morale which, in turn, is adversely impacting USAID operations.

How we will fix it

- ▶ To enable USAID missions to more effectively manage their FSN workforce, reduce potentially costly problems, and increase the morale of FSNs, a new "FSN Policy Unit" has been established in M/HR. The FSN Unit's main focus for 1995 is to develop a comprehensive, USAID-specific FSN personnel policy covering both direct hires and PSCs.
- ▶ We envision the FSN Policy Unit team becoming a one-stop support office to service USAID missions and FSNs in all areas of personnel management, including the resolution of FSN personnel problems.

Current status

- ▶ USAID missions worldwide were surveyed in October, 1994 to identify their priority FSN personnel concerns.
- ▶ An action plan for the development of a comprehensive FSN policy is being finalized with input from USAID missions. This action plan will be submitted to the Assistant Administrator for Management in January, 1995.
- ▶ The Office of the General Counsel has been requested to define what additional duties and responsibilities can be delegated to FSNs, both direct hires and PSCs.

12. PROPOSED UNIFIED PERSONNEL SYSTEM

What is broken

- ▶ The current dual personnel system for U.S. direct-hire employees in the Civil and Foreign Service exacerbates the division between GS and FS employees, is inefficient, and is increasingly unable to meet the needs of the Agency.
- ▶ The current system also ignores the two-thirds of our approximately 10,000 employees who are Foreign Service Nationals (FSNs) and/or Personal Services Contractors (PSCs).

How we will fix it

- ▶ HR, in consultation with Agency employees, is in the final stages of developing a series of policy reforms designed to make the FS and GS systems more compatible so as to permit greater flexibility in the use of all of our USDH workforce.
- ▶ The new personnel structure will also provide for better management of the entire workforce, including FSNs and PSCs.
- ▶ The objective is a system that:
 - ▶ is flexible and open in how people get recruited, assigned, trained and promoted;
 - ▶ taps the expertise of all employees and promotes equity and workplace diversity; and
 - ▶ improves our capacity to deliver assistance overseas.
- ▶ Among the options being considered are making all professional employees FS or GS, developing a separate USAID service, or shifting a significant portion of the professional GS employees into the FS system.
- ▶ Various compensation scenarios, along with five-year cost projections, are also being developed.

Current status

- ▶ A decision document is being formulated for consideration by Agency management prior to discussion with Congress and other interested parties. Early in 1995 we will decide on the best approach to implementing this proposal, after considering cost, administrative and policy implications.