

USAID Plan for Achieving

WORKPLACE DIVERSITY

**MARCH 1994
(MINUS APPENDICES)**

WORKPLACE DIVERSITY PLAN

(MINUS APPENDICES)

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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.

(NB: A fuller Glossary of Workplace Diversity terms, including many of those in this section, is given on pages 17 and 18.)

USAID PLAN FOR ACHIEVING WORKPLACE DIVERSITY

INTRODUCTION

The men and women who comprise the U.S. 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 U.S. workforce profile, the Agency shall assure equal employment opportunity to each employee in all facets of the employment relationship. The Agency shall emphasize fairness and equity in its treatment of all its employees, U.S., local and third-country nationals, as well as of its customers, the 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 General Accounting Office (GAO) in a November, 1992, report entitled AID Management: EEO Issue and Protected Group Underrepresentation Require Management Attention found that "In AID's Civil and Foreign Service workforce, 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), 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 (PSCs), which are estimated to be in the neighborhood of 6,000 employees.¹

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..."

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 Morehouse 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, and EOP 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;
- ✓ 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;
- ✓ 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 Phase 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]	Completed May '94
2	Preparation of disability employment plans for submission to EEOC [EOP]	Completed
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]	September '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]	December '94

<p>4 a §</p>	<p>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]</p> <p>b Implement systematic plan to eliminate any barriers identified [Bureaus, HR & EOP]</p>	<p>April '94</p>
<p>5 a §</p>	<p>Expand barrier analysis to determine efficacy of criteria for selection into Foreign Service, with special reference to preference for previous overseas experience [HR]</p> <p>b Adjust selection criteria as necessary to eliminate any barriers identified. [HR]</p>	<p>April '94</p>
<p>6 a §</p>	<p>Expand barrier analysis to include a study of minority employees' career paths at USAID over the past ten years [EOP]</p> <p>b Implement systematic plan to eliminate any barriers identified [Bureaus, HR & EOP]</p>	<p>May '94</p>
<p>7 a</p>	<p>SMG Affirmative Employment objectives set for each Agency organization in upcoming SMG Assignments Cycle [EOP & HR]</p> <p>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]</p> <p>c Executive Management Staff (HR/EM) counselors contact all women and minority SMG potentials to discuss next assignment [HR]</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

8	Approval by the Administrator of minimum hiring levels for IDIs, COOPs, Summer Interns, and PMIs and for development of a new Civil Service Intern Program [A/AID]	Completed
a		
\$		
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]	March '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 [HR]	July '94 - October '95
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 [LPA]	April '94
11 §	HR and G review 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 [HR & G]	October '94
	Managing Diversity	
1	EOP and HR brief the Deputy Assistant Administrators' Committee on workplace diversity issues; current status and Agency plan [EOP & HR]	April '94
2 a	DA/AID appoints new members to the Technical Selection Panels [DA/AID]	April '94
b	EOP provides solid EEO training to Panelists and support staff [EOP]	June '94
c	Service on panels becomes part of official duties (specific element in EER) [HR]	June '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]	Ongoing
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]	94/95 Appraisal Cycles
b	Goals included in individual managers and supervisors' performance contracts [Bureaus & EOP]	
5 §	Civil Service Intern Program established to recruit and develop entry level Civil Service professionals [HR]	December '94
6	Assess feasibility of establishing a GS rotation program to encourage career development through broadening assignments for Civil Service employees [HR]	September '94
7	"Level the playing field" for all FS employees by approving HR proposal for FS Assignments System Reform [A/AID]	November '94
8 a	Establish an FSN Policy unit in HR and staff it with at least 2 positions [AA/M]	August '94
b §	FSNs periodically detailed to HR to work in the FSN Policy Unit [HR]	Ongoing
9	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]	May '94

10 \$	Develop and implement a worldwide standard performance appraisal system for FSNs and PSCs consistent with USDH system(s) [HR]	September '94 October '95
11	Establish an automated unified personnel records system that includes entire USAID workforce (U.S. and foreign national) [HR & IRM]	May '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 USAID/W [DAA/M/HR]	November '94
2 a	Career Management is established as an Agency priority and Career Management Matrices are approved and published by DAAC [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 [DAA/M/HR]	December '94
3 \$	M/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 [M/PPE & EOP]	October '94
4	Develop and promulgate a policy, supportive of Workplace Diversity goals, to determine how to handle references to race and gender in EERs and PARs in regard to performance, promotions, training and awards [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 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 - September '95
3	HR will analyze exit interviews of all departing employees and provide report to DAAC on whether there are unique reasons for 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.