

**A.I.D. HISPANIC COUNCIL
REPORT TO THE TRANSITION TEAM**

Title 1, Section 101, Paragraph 4 of the Foreign Service Act of 1980 states that members of the Foreign Service should be representative of the American people. Hispanics in 1990 constituted 9 percent of the U.S. population. As of September 30, 1992 Hispanics in A.I.D. represented 3.1 percent of A.I.D.'s total work force (105 of 3346 employees).

A.I.D. has recognized that there is a conspicuous absence and/or imbalance for some EEO groups in some major Civil and Foreign Service positions *. However, relatively small gains towards increasing Hispanics have occurred since 1980 when the foreign affairs agencies were required by the Foreign Service Act of 1980 to set targets and report annually on advances regarding EEO.

Today there is a marked imbalance of Hispanic representation at all levels within A.I.D., both in the Civil Service and Foreign Service (See attached work force profile). Particularly noteworthy is the small Hispanic representation at the senior management and policy-making levels. While in the early 1980s eight Hispanics held Mission Director or Deputy Mission Director positions, only five remain in similar positions today. When the data are broken down by gender, the absence of Hispanic women at the senior management levels of A.I.D. is even greater -- less than one percent.

A.I.D. has cited a number of measures aimed at improving the status of minorities within the Agency. A.I.D.'s Annual Affirmative Employment Program Accomplishment Report for Fiscal Year 1991 (released in November 1992), cites (p. 86) two noteworthy activities to address the representation problems of minority group members and women, especially in the Foreign Service. One, a new hiring policy implemented in February 1991, and two, the establishment of an overseas intern program for minority graduate students on a pilot basis.

These two initiatives have had little effect on increasing Hispanics in the Agency. The new recruitment process did equal the hiring of women (13 of 26) but only 8 of these were women minority members and none were Hispanic. The minority intern program yielded but one intern in 1991 and it will not directly lead to A.I.D. hiring at end of the program.

It is clear that very little headway is likely to occur regarding increasing the number of Hispanics and other minorities in A.I.D.'s work force unless the Agency actively seeks to improve recruitment practices, as well as its promotion and assignment system. Moreover, the A.I.D. Administrator and senior management must take

* A.I.D.'s Multi-Year Affirmative Employment Program Plan for Minorities and Women - FY-1988 - FY-1992

a proactive role regarding setting and meeting Affirmative Action Plan goals and actively work to ensure that these three cited weaknesses are addressed, i.e. recruitment practices, promotion, and assignment system.

The A.I.D. Hispanic Council urges the Agency to take every measure in order to ensure that qualified minorities are more equally represented and more fully integrated in the decision-making process of A.I.D.

In practical terms, the Hispanic Council understands that improving the representation of Hispanics and other minorities at all levels takes more than an articulated policy. Actions need to be monitored and evaluated on an ongoing basis to measure progress. Supervisors and senior managers should be assessed on how they pursue equity. Career advancement is only possible if assignments are provided in the depth and breadth required for the gaining of experiences which are considered benchmarks for promotions. These assignments lead to career advancement. The Agency must ensure that the "glass ceiling" phenomena not be a factor deterring the appointments of Hispanic and other minorities to the Senior Management Group.

The following recommendations are offered as tools that will help address the identified imbalances. Success is dependent upon the commitment and political will at the highest levels of A.I.D.

Recruitment:

1. Utilize Hispanic staff to assist in recruitment efforts;
2. Ensure that a minority staff (preferably both an EEO specialist and a professional) participate in selection panels and have a vote;
3. Attract qualified minorities to the Foreign Service by clarifying fringe benefits received with employment while serving overseas (housing, post differential, danger pay, educational allowance, retirement);
4. Provide selection panels with position categories in which there is a conspicuous absence and/or imbalance as well as information regarding agency EEO policy and how it effects the selection process; and
5. Have the EEO office screen incoming "171" applications from minority applicants, develop a list of qualified minority applicants, and provide these applicants' 171 forms to selection panels for consideration in filling openings.

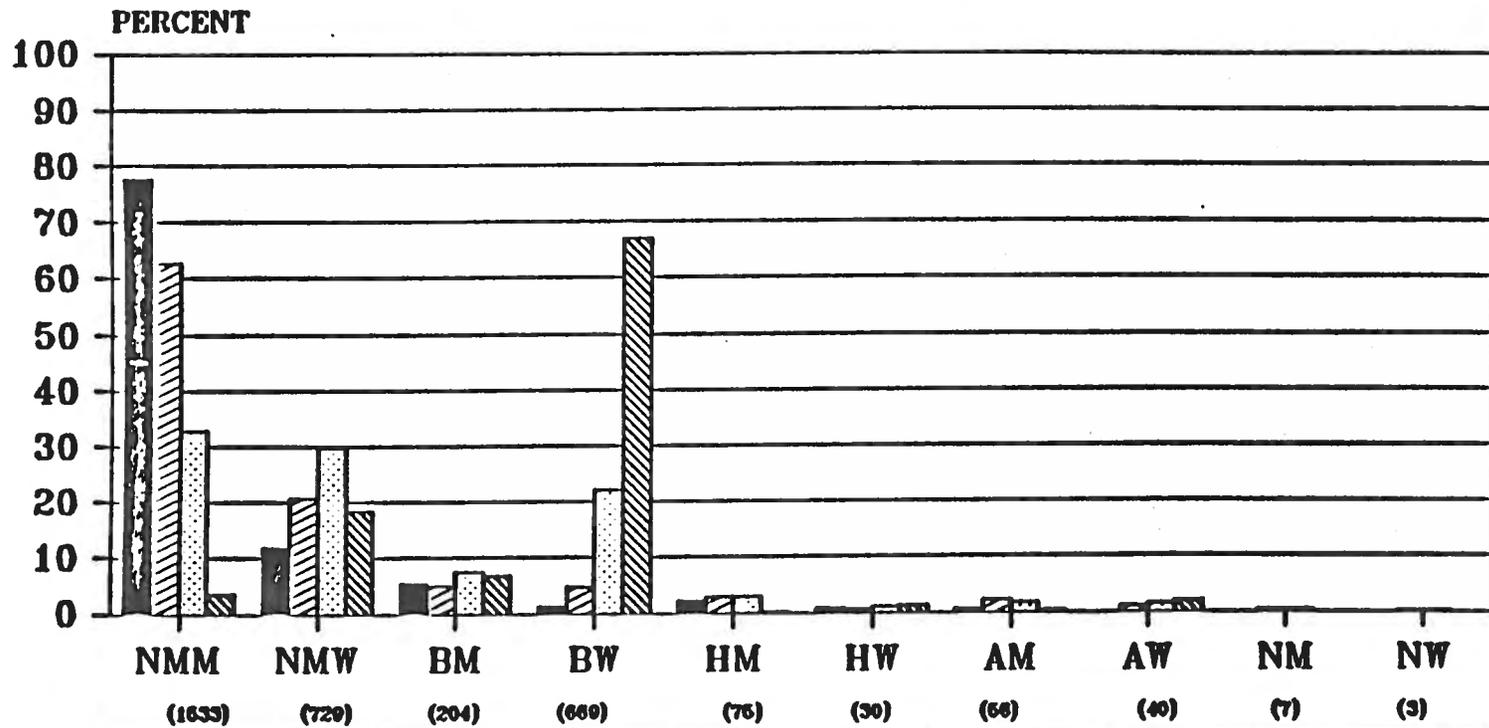
Career Advancement:

1. Allocate resources, and have HRDM/TSD in cooperation with EEO develop a training budget and plan for short- and long-term training for minorities.
2. Actively promote a minority sponsor program in which newly hired minorities are on a voluntary basis paired with an experienced senior staff member;
3. Implement executive level training for minorities comparable to women's executive training offered by the Agency; and
4. Provide for a career counselor for A.I.D. in which he/she would review minority staff member's EERs and provide advice on: a) areas to enhance career potential, b) areas to highlight in EER, and c) training and onward assignments which are career enhancing.

Assignments:

1. Implement a professional and transparent assignment system regarding obtaining onward assignments coupled with clear career path to ensure success;
2. Provide for an assignment system in which positions advertised are truly available and final assignment is based upon employees' qualifications, experience, personal needs, service at hardship posts, etc.; and
3. Moreover, allow for minority representation at these panels -- i.e., both a minority professional and an EEO staffer.

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



GS/AD-16-18/SES/FE/ (326)	GS/AD-13-15/FS-01-02 (1654)
GS/AD-09-12/FS-03-05 (571)	GS/AD-01-08/FS-06-09 (595)

TOTAL: (3,346)

NMM = Non-Minority Men
 NMW = Non-Minority Women
 BM = Black Men
 BW = Black Women
 HM = Hispanic Men

HW = Hispanic Women
 AM = Asian-American Men
 AW = Asian-American Women
 NM = Nat-American Men
 NW = Nat-American Women

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

GRADE GROUPS	TOTAL	MINORITY											
		NON-MINORITY		MINORITY		BLACK		HISPANIC		ASIAN-AMERICAN		NAT-AMERICAN	
		M	F	M	F	M	F	M	F	M	F	M	F
SES													
BB/AD-16-18 FE-CH/MC/OC I	326	253 77.6	39 12.0	27 8.3	7 2.1	18 5.5	4 1.2	7 2.1	3 0.9	2 0.6	0 0.0	0 0.0	0 0.0
BB/AD-13-15 FB-01-02 I	1334	973 62.6	321 20.7	162 10.4	98 6.3	79 5.1	73 4.7	43 2.8	9 0.6	36 2.3	15 1.0	4 0.3	1 0.1
BB/AD-09-12 FB-03-05 I	871	285 32.7	259 29.7	109 12.5	218 25.0	66 7.6	193 22.2	24 2.8	10 1.1	16 1.8	13 1.5	3 0.3	2 0.2
BB/AD-01-08 FB-06-09 I	395	22 3.7	110 18.5	44 7.4	419 70.4	41 6.9	399 67.1	1 0.2	8 1.3	2 0.3	12 2.0	0 0.0	0 0.0
TOTAL I	3346	1933 45.8	729 21.8	342 10.2	742 22.2	204 6.1	669 20.0	75 2.2	30 0.9	56 1.7	40 1.2	7 0.2	3 0.1

 SOURCE: A.I.D./EDP
 11/92