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January 3, 1992

Mr. Mel Porter, Member
Minority Recruitment Advisory Committee
U.S. Agency for International Development
Washington, D.C.

Dear Mel:

This is to transmit a "draft" copy of the deliverable authorized Purchase Order #1552051. Your comments will be appreciated. I look forward to hearing from you no later than close of business Wednesday, January 8, 1992. At that time I will proceed to place the project in its final stage.

Sincerely yours,



Lenora C. Alexander, Ph.D.

cc: Mr. John Hicks
Mr. Orian Yeandea

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**ACHIEVING WORK FORCE DIVERSITY
AT
THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**Prepared For
THE MINORITY RECRUITMENT ADVISORY GROUP**

**Prepared by
LCA & ASSOCIATES, INC.
Washington, D.C.**

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EXECUTIVE SUMMARY

Throughout the United States the work environment is undergoing rapid change -- as is A.I.D. During the next decade it is projected that new entrants into the work force will be mostly minorities and women, and by the turn of the century these groups will be the majority of the workers. This is an optimum time for A.I.D. to examine itself internally and to prepare for the forthcoming work environment changes and the new composition of human resources.

Work Force Diversity

Congress has recognized the need to create a diverse Foreign Service workforce. Under the 1980 Foreign Service Act, the Service was directed to create a personnel profile representative of the American people. Selected A.I.D. employees also recognize the need for change, and are vocally advocating their wishes. The A.I.D. Administrator has taken an initial step to respond to these pressures through the creation of Minority Recruitment Advisory Group (M.R.A.G.), which has been charged with identifying the barriers to recruitment, retention and career advancement of minorities and women and to serve as a advocate for assisting the agency in achieving its affirmative action/equal employment opportunity goals. This action represents one of A.I.D.'s few efforts to make an assessment of the systemic problems relating to minority and women employees.

Women and minorities are seriously under-represented in the senior ranks of both the A.I.D. Foreign Service and Civil Service. White males dominate the senior levels of the entire Agency and occupy the most prestigious jobs in the organization. A further analysis of the work force reflects that the Foreign Service and Civil Service nearly image each other -- a predominately non-majority, male, white-collar Foreign Service, and a Civil Service comprised of mostly minorities and women performing secretarial/clerical support and administrative jobs. Minority males are woefully absent from all ranks of the Service.

Moving A.I.D. Management Into the 21st Century

M.R.A.G. advocates managerial change and recognizes that in order to institute reforms, the Administrator must be the initiator of that change, with strong policy directives and appropriate rewards. M.R.A.G. also recognizes that change is difficult to manifest and that prior to the institution of any reforms, the organization must be accepting of the need for restructuring. The culture of the organization has to focus on a changing work environment.

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M.R.A.G., in its best wisdom, has reviewed the managerial practices of a number of forward-looking private sector corporations in which the Chief Executive Officers have advocated the management and creation of a diverse work force. We feel that A.I.D. should review and emulate some of the successful private sector innovations and initiatives that have dealt with the dynamics of a changing corporate culture. We are recommending that A.I.D. adopt the philosophical management principle of "managing diversity", which is a comprehensive managerial process for developing an environment that works for all employees. The adoption of newly-formulated forward-looking management strategies is essential if the Agency is to create an environment responsive to the changing dynamics of the work place, and to correct the present employee balances and inequities manifesting themselves throughout the system.

M.R.A.G. is recommending that A.I.D. take immediate action steps to advance the organization to a "managing diversity mold", and cease the practice of "business as usual". To initiate this goal, we suggest the Administrator appoint a "Blue Ribbon Commission " to determine answers to the following questions:

1. Why does the present A.I.D. system of recruitment, promotion and retention not work naturally for all employees?
2. What corrective actions must be taken to alleviate the pressures on the organization so that it operates to the optimum for all employees?
3. Will the cultural ethos of A.I.D. permit required changes to bring about changes and greater equity?

Barriers to Achieving Diversity at A.I.D.

This paper attempts to begin providing responses to the first question, and identifies barriers we feel are preventing A.I.D. from achieving work force diversity.

RECRUITMENT AND HIRING BARRIERS

- Absence of Recruitment/Hiring Strategy
- Lack of Recruitment Budget
- Limited Outreach Contacts
- Insensitivity of Recruiters
- Failure to Develop Specialized Entry-Level Initiatives
- Disparate Impact of Technical Review Committees

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- Incomplete applicant and Personnel Data Flow Information
- Lengthy Clearance Process
- Lack of Collaboration Between Recruitment and Equal Employment Office
- The Recruitment Office

RETENTION BARRIERS

- Method of Entry
- The Personnel Assignment Process
- the Informal Organization
- Separations
- Preparation and Training of EEO Counselors
- Impact of Technology
- Effect of Inequality in the Awards System
- Absence of Upward Mobility Programs and Opportunities
- Effects of the "Up and Out" Process

CAREER ADVANCEMENT BARRIERS

- The Performance Evaluation Process
- Backstops and Grades
- Limited Opportunities for Training
- Need for Career Counseling
- Lack of Executive-Level Assignments
- Management Accountability
- Promotion Board Membership

These barriers and accompanying recommendations highlight the fact that while A.I.D. has made some progress in its efforts to attract women and minorities to the Agency, it is apparent that leadership has not been provided to identify and remove the impediments constraining their recruitment, retention and career advancement.

INTRODUCTION

As the 21st century approaches, the Agency for International Development is confronted with the major challenge of creating a diverse work force that offers equal opportunity for all of its employees. This challenge is driven by a current under-representation of minorities and female employees and an exploration to identify the barriers precluding the Agency from recruiting/hiring, promoting and advancing their careers. This organizational problem is not a new issue. For a number of years Congress and A.I.D. employees have identified this concern as a major problem.

Clearly, in order to meet the challenges of the 21st century, A.I.D. must find ways to resolve this human resource issue and to generate initiatives to facilitate the Agency's need to fully utilize all of its personnel, and to create an environment that fosters equal opportunity and career advancement for all.

A.I.D.'s EQUAL EMPLOYMENT COMMITMENT

A.I.D. recognizes a need to develop reforms to improve the utilization of all its human resources. In 1990 the Administrator established the Minority Recruitment Advisory Group (M.R.A.G.) as a demonstration of the Agency's commitment equal employment opportunity. The Committee, a diverse group of experienced foreign service officers and civil service employees, was asked by the Administrator to provide advice on "the recruitment and retention of a work force that truly reflects the diversity of our nation". With this objective, the Committee was specifically requested to:

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

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

Serve as an advocate for affirmative action throughout the Agency; and

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

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M.R.A.G.'s COMMITMENT

M.R.A.G. has met continuously since the appointment of its members, and is assiduously working toward making a positive impact on the Agency's efforts to not only create a diverse work force representative of the American people, but to also fulfill the mandates outlined in the 1980 Foreign Service Act. Although handicapped because of changing leadership of the Chairperson of the Committee, it is the goal of M.R.A.G. to assist A.I.D. in developing a cadre of quality employees not only fully representative of the American people, but also capable of assisting the Agency in carrying out its mission of improving the plight of developing nations.

In this capacity, M.R.A.G. is serving as a catalyst for the A.I.D. administration in its efforts to create a work force reflecting the diversity of American culture, offering growth and achievement opportunities for all employees.

M.R.A.G. concludes that the Committee's energies can be best directed toward assisting the Administrator to recognize the changing dynamics of the work force and to identify the barriers preventing A.I.D. from achieving diversity. It is the intention of M.R.A.G. to provide advice and guidance to assist the Administrator in conceptualizing and adopting forward-looking strategies and management approaches to help move the A.I.D. administration into the 21st century.

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CHALLENGING WORK FORCE DIVERSITY PROBLEMS AT A.I.D.

A.I.D. feels compelled to address the problem of the acute under-representation of minorities and women in both the Foreign Service and Civil Service, especially in the senior ranks. Non-minority males clearly dominate all of the executive-level ranks and positions of both Services and hold the most prestigious jobs. The following delineates a number of forces and issues confronting A.I.D. and compelling the organization to restructure its management of its most valuable commodity -- its human resources.

COMPOSITION OF THE A.I.D. WORK FORCE

The Foreign Service and Civil Service nearly mirror each other, with the composition of the Foreign Service comprised of mostly non-minorities males and professional white collar personnel. The majority of the staff of the Civil Service is minority, female and primarily administrative and secretarial/clerical support staff. White males also dominate the upper echelons of the Civil Service. Although the representation is relatively small, more white women than minority males or females have achieved the senior ranks of both Services.

For each of the Services, women and minorities are concentrated in the lower ranks. It is easy to conclude that the higher the grade, the lower representation of minorities and women. Correspondingly, the lower the grade, the higher the representation of women and minorities.

Over the past decade only minuscule change has occurred in the representation of minorities and women in the Foreign Service. While the numbers of minorities and women receiving promotions into the Senior Foreign Service has grown during this period, their numbers yet remain small. Unless some effort is made to increase the overall numbers of minorities and women in the lower ranks, the numbers available for advancement into the senior ranks will remain limited. On the Civil Service side, minority males are extremely disadvantaged in comparison to other groups, and the numbers of minorities and women occupying senior positions is disproportionately small.

This imbalance of ethnic and gender representation in the composition of A.I.D. personnel is a troublesome legal and moral issue, and is preventing the Agency from complying with Congressional mandates to create a culturally diverse work force.

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CONGRESS MANDATES WORK FORCE DIVERSITY

Congress desires a culturally diverse Foreign Service. This aspiration has been a long-standing Congressional concern to the body and is reflected in the regulations of the 1982 Foreign Service Act when Congress mandated that:

"the members of the Foreign Service should be representative of the American people, aware of the principles and history of the United States and informed of current concerns and trends of American life...."

To fulfill this goal Congress advocated the use of affirmative action and other programs to effect equal opportunity and to encourage the entry and advancement in the Services of persons from all segments of American society. The establishment of a minority recruitment program was mandated as a means of accomplishing this goal.

Despite equal employment efforts and affirmative action initiatives, A.I.D. has historically experienced an under-representation of minority and women employees, and moreover, exhibits a less than exemplary record of hiring and promoting minorities and women, especially in the senior ranks of both Foreign Service and Civil Service. Most profoundly, A.I.D. is in violation of a Congressional directive because it has not established the Congressionally mandated minority recruitment program.

The failure of A.I.D. to make progress in developing a diverse work force affording equal opportunity for all is an issue of concern to both Congress and A.I.D. employees.

Congressional Inquiries

Congress is scrutinizing A.I.D.'s commitment to equal opportunity for minorities and women. Congress.

During the 1988/89 budget process they expressed displeasure over the inability of the Foreign Affairs agencies to make progress in establishing a culturally diverse work force and to increase the numbers of minorities and women receiving promotions into the senior levels of the Service. Individual members of Congress have also questioned the Agency's policies and programs in this area. In fact, pursuant to a Congressional request, the General Accounting Office is currently conducting a review of the Agency's practices and procedures in the recruitment,

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appointment, assignment, evaluation and promotion of minorities and women.

Internal A.I.D. Concerns

A number of internal forces are also questioning the Agency's commitment to equal opportunity and affirmative action. The 1989 Board of Examiners for the Foreign Service reviewed the hiring programs of the Foreign Service agencies and judged their performance to attract and hire minority candidates as unsatisfactory. The Secretary of State requested the A.I.D. Administrator to identify ways to make improvements in this area.

The American Foreign Service Association has also expressed concerns about the Agency's commitment to equal employment and affirmative action and has requested an analysis of the barriers preventing the retention and advancement of minorities and women.

Promotion Boards have also articulated their thoughts about the failure of A.I.D. to demonstrate equal employment opportunity. Boards have consistently cited their observations and concerns about the evaluation process of minority and women members and their inability to advance their careers.

A.I.D.'s INITIATIVES TO CREATE A DIVERSE WORK FORCE

The administration of A.I.D. has attempted to be responsive to various external and internal demands, and while several positive initiatives have been undertaken, much remains to be accomplished. The establishment of M.R.A.G. represents a first-step effort by the Agency to address the problems of diversity. In establishing the Committee the Administrator asked for assistance in fulfilling one of his highest priorities, "the retention of a work force that truly reflects the diversity of our nation". He also released A.I.D.'s Equal Opportunity Policy Statement which stresses a reaffirmation of the commitment to equal employment opportunity for all employees, and urges a results-oriented approach to the concept of equal opportunity, especially in the recruitment, hiring, and advancement of the careers of minorities and women. However, this statement falls short of giving managers a strong mandate to effect equal opportunity -- and fails to provide rewards for compliance or sanctions for non-compliance.

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ATTITUDES OF A.I.D. EMPLOYEES RELATIVE TO EQUAL OPPORTUNITY

As the 21st century nears A.I.D. is confronted with the challenge of developing a truly multi-cultural organization. Through equal opportunity and affirmative action programs women and minorities have gained equal access to enter the A.I.D. work force. But today there are attitudinal and internal forces that may be impeding the retention and career advancement of these new entrants into the A.I.D. system.

A recent study conducted for the Office of Equal Employment Opportunity Programs concluded that:

1. A.I.D. employees, especially minorities, generally believe the Agency is not deeply committed to the implementation of equal opportunity/affirmative action and the creation of a diverse work force.
2. A substantial number of non-minority males are harboring hostility, anger and frustration relating to equal employment/affirmative action, and perceive these activities as detrimental to their careers and day-to-day life in the Agency. They see no means of intervening in a system that does not accord them the same legal protection as given to other groups.

The Agency must be mindful of these attitudes and the need for change as it embarks upon the formation of strategies to deal with diversity.

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MOVING A.I.D. MANAGEMENT INTO THE 21st CENTURY

A.I.D. has experienced drastic changes in the composition and demands of its work force as the result of affirmative action and equal employment opportunity. The organization is now more diversified and must deal with a new set of dynamics and forces. If work force projections are sustained, A.I.D.'s work force will become even more diversified during this decade. As the Hudson Institute has predicted in its Workforce 2000 study, the overwhelming majority of new entrants into the work force will be minorities and women. Is A.I.D. prepared to face the challenges of the forthcoming 21st century and to implement the required changes to create an environment capable of offering equal opportunity to all employees?

As A.I.D. continues to engage in work force planning activities, it must be prepared to address the changing dynamics of the work place and to also comply with Congress' mandate to explore ways to respond to creating a more diverse work force that will provide career enhancement opportunities for its employees.

THE WORK FORCE DIVERSITY PROBLEMS OF A.I.D.

A.I.D. is struggling to find solutions to its current work force diversity problems. Senior executive level personnel, both Foreign Service and Civil Service, is predominately white-male oriented, and the majority of the minority and female employees are disproportionately clustered in the lower and middle ranks of employment, unable to advance in their careers. These employees are subsequently feeling a sense of frustration and despair as they seek equal employment opportunities. Despite affirmative action efforts and other initiatives, minorities and women have been unable to advance their careers in the A.I.D. hierarchy.

As the 21st century approaches, A.I.D. must deal with the problems of a changing work environment. The Agency must nurture action-oriented strategies and approaches for the organization to generate a natural capacity to utilize and empower the potential of all its employees -- white males, minorities and women.

A STRATEGY FOR COPING WITH WORK FORCE DIVERSITY

In their struggles to find ways of dealing with the increasing diversity of the work force, a number of forward-looking employers recognize that change is imminent and are aggressively adopting new organizational management and

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development concepts and strategies. One idea receiving increasing attention is the philosophy of "managing diversity".

M.R.A.G. feels that A.I.D. must give consideration to adopting this newly-emerging concept in order to be prepared for the new set of employment dynamics projected for the 21st century.

THE "MANAGING DIVERSITY" APPROACH

Managing diversity is a comprehensive managerial process for developing an environment that works for all employees. It is a holistic approach to the management of human resources that facilitates the growth and development of the total work force. This approach helps all staff -- not just minorities and women -- to reach their full potential in pursuit of organizational objectives. The philosophy is not restricted to providing preferential treatment to any particular race or gender. Rather, diversity management is a commitment by top-level management to all employees and does not concentrate on changing the beliefs and perceptions of people. It is a step beyond affirmative action, which provides short-term immediate relief, and is not intended to repudiate equal opportunity efforts. At the heart of the diversity approach is the changing of the culture of an organization and is a long-term approach to resolution of the problem.

INCORPORATING THE "MANAGING DIVERSITY" APPROACH AT A.I.D.

M.R.A.G. believes that if A.I.D. is to be on the vanguard of change and become a leading agency in the foreign service community, it must:

1. Empower its total work force and identify approaches to fully utilize all of its human resources.
2. Accept the principle that minorities and women are a part of the talent pool that can be drawn upon to perform supervisory and management functions;
3. Provide leadership during the 21st century.

The creation of M.R.A.G. represents a bold and critical step in A.I.D.'s recognition of the need to create multi-cultural diversity at the agency, and that it is prepared to accept newly-emerging managerial concepts. However, this is only the initial stage and more must be done to create and implement innovative changes. The A.I.D. Administrator and staff must fully accept the concept of "managing diversity", and take action-oriented steps to strongly articulate support of the philosophy to insure that positive change will occur.

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By engaging in meaningful planning, the adoption of new managerial principles, including "managing diversity", and creating a climate in which sensitivity for individual cultural differences is respected within the agency, A.I.D. may be able to overcome some of its immediate internal problems relating to the recruitment, promotion, and retention of women and minorities.

BENEFITS OF THE "MANAGING DIVERSITY" APPROACH

M.R.A.G. is of the opinion that if A.I.D. is able to effectively utilize all of its human resources, and provide a system of achievement incentives and rewards, A.I.D. should gain greater efficiency and productivity from its staff members. The following benefits should be derived from the adoption of the "managing diversity" approach.

1. An ability to respond to ^{force} the Congressional mandate to create a diverse work.
2. Improved management of the agency's human resources.
3. A sensitivity to the multi-cultural and valuing concerns of the employees and an ability to become more responsive to the needs and job satisfaction of all staff.
4. Full utilization of the potential of all minority and women employees at every level, especially in middle-management leadership positions, thus resulting in greater efficiency and productivity.
5. Improved retention rates for minorities and women, especially those possessing required skills and motivation particularly as managers and supervisors learn to handle cultural diversity issues of staff.
6. Upward-mobility opportunities, based upon an awards system, will be made available for minorities and women.
7. Minorities and women currently experiencing frustration and despair because of "artificial ceilings" on their ranks will be able to advance their careers in a less threatening environment.

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ACTION STEPS REQUIRED TO IMPLEMENT THE "MANAGING DIVERSITY" APPROACH

To succeed in a highly competitive environment, ~~A.I.D.~~ it is essential that A.I.D. find approaches to satisfy the needs of its employees and to also provide for their career enhancement and job satisfaction. The accomplishment of this task means that managers and supervisors must become aware of the many ways their understanding of diversity relates to the performance of people and their contributions to the overall mission of the Agency.

The first steps A.I.D. must undertake to adopt the principles of "managing diversity", involves the conduct of an internal examination of the Agency to determine answers to the following questions:

1. Why does the present A.I.D. system of recruitment, promotion and retention not work naturally for all employees?
2. What corrective actions must be taken to alleviate the pressures on the organization so that it operates to the optimum for all employees?
3. Will the cultural ethos of A.I.D. permit required changes to bring about changes and greater equity?

The next step will involve a strong policy statement from the Administrator articulating his support of the concept and expectation that all managers will adhere to this direction and change, and that their compliance with this policy will become a part of their performance evaluation. Required participation in action-oriented training programs must be mandated.

RECOMMENDATION:

End (Alvins)
M.R.A.G. strongly urges the Administrator to endorse the principles of "managing diversity" and to establish a "blue-ribbon" commission to more fully study the concept and make recommendations for implementation of the philosophy.

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BARRIERS TO ACHIEVING DIVERSITY AT A.I.D.

The following barriers have been identified as constraints impeding the recruitment/hiring, retention and career advancement of minority and women employees of A.I.D. A recommendation for each identified barrier is included.

RECRUITMENT AND HIRING BARRIERS

Absence of Recruitment/Hiring Strategy

The Agency lacks a comprehensive recruitment/hiring strategy and does not engage in coordinated long-and short-term recruitment planning to meet future agency needs. At best, recruitment activities are fragmented, untargeted, ad hoc, and insufficiently broad and focused to attract a group of qualified minority and female applicants for Civil Service positions and Foreign Service appointments. The absence of sufficient advance planning precludes an opportunity to effectively utilize minority and women's recruitment sources.

Recommendation: Strengthen the recruitment function and assign it greater priority and visibility within the Agency.

Lack of Recruitment Budget

The Recruitment Office functions without a recruitment budget. Funds for recruitment activities have been critically curtailed during the past several years. The unavailability of funds to carrying out recruitment functions precludes the office from becoming involved in appropriate outreach services (i.e. conferences, career fairs, campus recruitment) that will facilitate the recruitment prospects of qualified minority and women candidates for both the Foreign Service and Civil Service.

Recommendation: The office must be provided with sufficient fiscal and human resources to support its activities to become engaged in diversified outreach activities in order to attract qualified minority and female candidates.

Limited Recruitment Outreach Contacts

Limited operating budget funds has made it difficult for the Recruitment Office to expand its relationships with

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institutions and organizations capable of enhancing the Agency's affirmative action recruitment efforts and facilitate the development of a representative pool of qualified minority and women applicants for employment. Although some contact has been established by attendance at national and local conventions, job fairs sponsored by national/local minority and women's organizations, most have been local and confined to the AID/Washington community. Only limited funds have been made available for advertisements in professional magazines and journals.

Recommendation: Greater emphasis must be placed on the recruitment of qualified minorities and women. Appropriate recruitment sources, including colleges and universities enrolling large numbers of minorities and women and professional organizations must be identified and contacts established.

Insensitivity of Recruiters

To recruit more minority and women candidates there should be greater involvement by these groups in the recruitment process, especially when out-of-town trips are scheduled to serve as role models and points of reference. Many minority students have little or no information about Foreign Service professions and career opportunities. In these situations a personal and sensitive touch is needed. Minority and women employees of the agency should be paired with recruiters to personally visit target organizations.

Recommendation: Recruiters must be given training to sensitize them to minority and female recruiting. Experienced minority and women officers should be identified to participate in the recruitment process.

Failure to Develop Specialized Entry-Level Initiatives

The general unavailability of financial resources or the absence of vision has also precluded the agency from developing and/or expanding innovative selective entry-level initiatives to target potential minority and women candidates for career opportunities with the Foreign Service or Civil Service.

Recommendation: New program initiatives must be developed and implemented to support early identification of potential minority and female candidates for entry into the Service.

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Consideration should be given to adopting recruitment techniques and strategies employed by the private sector and other government agencies -- i.e., Department of Defense, C.I.A..

Disparate Impact of Technical Review Committees

Technical Review Committees do not appear to demonstrate sensitivity to the value of a culturally diverse A.I.D. work force and operate without the involvement of minorities and women. This lack of sensitivity may be restricting the selection and hiring of minorities and women for the Foreign Service.

There is a perception that Agency Technical Review Committees may not be according equal consideration for employment in certain Foreign Service occupational specialties to qualified minorities and women, and are not exercising uniformly applied realistic objective criteria in making certification and selection decisions. These practices result in entry-level candidates appearing to be less competitive than the more experienced mid-and senior-level applicants and effectively screens out most minority and female candidates.

Recommendation: Technical Review Committees should be restructured in order to insure diversity, and the presence and participation of minorities and women should be required for membership on each Committee. Senior management needs to acquaint Committee members with the program directions of the Agency, and training should be provided to sensitize members to the legal mandates and requirements for affirmative action/equal employment opportunity and the values of diversity. Also, the procedures to be utilized by each of the Committees should be standardized.

Incomplete Applicant and Personnel Data Flow Information

The Agency does not have an active automated personnel system for maintaining a comprehensive, up to date and accurate management information system. Results of the Assignment Board's annual deliberations are not automated, thus making it virtually impossible to identify factors resulting in work force imbalances and unjustly working against minority and women employees. The Recruitment Office also lacks an active automated applicant tracking system to enable the staff to stay abreast and track the

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status of potential candidates. The absence of this important management tool may result in the applications of many qualified minority and female candidates "falling through the cracks".

Recommendation: Recruitment/Hiring actions and Assignment Board deliberations must be automated and operationalized.

Lengthy Clearance Process

The clearance process for Foreign Service and Civil Service candidates, including the security clearance, the medical clearance and other pre-employment approvals is extraordinary lengthy. Frequently, by the time all clearances have been completed potentially outstanding candidates have become frustrated with the process and accept employment elsewhere. This is particularly unfortunate for minority and women candidates who frequently must accept immediate employment and are unable to await the lengthy A.I.D. clearance process before accepting employment elsewhere.

Recommendation: Steps must be taken to identify procedures to shorten the lengthy pre-employment, security and medical clearance process.

Lack of Collaboration Between Recruitment and Equal Employment Office

Collaboration between the Recruitment Office and the Equal Employment Office appears to be limited, especially in matters relating to the identification of outreach sources and activities; the identification of minority and female candidates and actual participation in the recruitment process. Cooperation between these two units may be more cost productive and bring about more positive results.

Recommendation: Greater collaboration and interaction must be effected between the Recruitment Office and the Equal Employment Office.

The Recruitment Office

Frequently the first and only contact an applicant has with A.I.D. is a visit to the Recruitment Office. Albeit, that contact should be highly professional, pleasant, and one that allows the agency to "put its best foot forward". This is

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is extremely important for minority and women applicants who may form permanent impressions on the first contact. As presently situated, the Recruitment Office is located in an unattractive setting (basement), remote from the general mainstream operation of A.I.D. offices, and lacks a sense of professionalism. All of these factors combined together may mitigate against highly qualified minorities and women, who have other employment options, from seeking further contact and employment consideration by A.I.D.

Recommendation: The Recruitment Office must be relocated, professionalized, and steps taken to elevate its prestige and status in the A.I.D. hierarchy.

RETENTION BARRIERS

Method of Entry

There is a perception that because of insensitivity and unintentional discrimination, minority and women candidates may not be accorded personal ranks and salary levels commensurate with white males possessing similar backgrounds and experiences. If this is true, such actions may have an adverse impact on these population groups. Entry into the Foreign Service and beginning salary levels are both subjective and objective, thus leaving room for personal judgement. Without a set of standardized policies and procedures, women and minorities may be starting their Foreign Service careers with serious disadvantages that hinder their career progression, earning power and ultimate job satisfaction.

Recommendation: Attractive and comprehensive literature explaining the operation of the Agency, employment policies and practices, and basic employment benefits. An orientation program for new hires should be developed and implemented. Policies concerning entry, salary negotiations and other important negotiable matters should be standardized for the various entry-level programs. A "mentor" should be assigned to work with minority and women candidates from the time of initial application until entry on board.

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The Personnel Assignment Process

Few ethnic minority Foreign Service officers are assigned to serve in positions above their personal ranks. In fact, many are assigned responsibilities not commensurate with their personal rank or job title and function. Majority women are more likely than minorities to be assigned to "stretch" positions which may be one, two or even three grades above their personal rank. This personnel practice is interpreted by employees as the Agency's display of greater confidence in the ability of white women to perform at higher levels of responsibility than ethnic minorities. Promotion Boards perceive "stretch" assignments to be a sign of competence and high achievement and subsequently accord greater weight to the promotability of persons serving in such positions. Few minorities and women are assigned to details and other temporary assignments that afford them an opportunity to display their skills while simultaneously enhancing their opportunities for promotion and career advancement.

Recommendation: Equal employment efforts and affirmative action requirements and results should be incorporated into every manager's performance evaluation. Managers should be rewarded through the provision of cash bonuses and other appropriate recognition for their efforts to enhance the career advancement of minorities and women, and to provide opportunities for them to serve in positions above their personal rank. The ability to perform this task should be a critical element in the evaluation process for managers.

The Informal Organization

A.I.D. is dominated by white males. Minorities and women have not been permitted entry into the informal systems or the "old boys' network" of the organization, although majority women may be more acceptable than minority males and females. Entry means acceptance and brings about perpetuation. The omission of these groups from an unauthorized, but albeit important element of the Agency, may be viewed as an artificial barrier seriously disadvantaging minorities and women and impeding their ability to advance their careers .

In the "informal organization", too much credence is placed upon "corridor reputations", rather than factual information. These activities, combined with the "old boys'

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network" may be hampering the Agency's ability to accomplish its equal employment/affirmative action goals.

Recommendation: Inasmuch as possible, efforts should be made to minimize the influence of the "informal organization" to insure that its operation does not impede the Agency's ability to carry out its legally-mandated affirmative action/equal employment responsibilities.

Separations

Although no reliable data is available, there is a strong perception that separation rates for minorities and women are higher. If this perception is correct, voluntary departures may be attributable to a lack of career progression, discrimination and upward mobility opportunities.

Involuntary separations among CS clerical employees is high. This may possibly reflect treatment of secretarial personnel; disappointment with career development expectations; poor pay scales; and the absence of appropriate skills required to perform their jobs. All of this points to the need for improved training and career counseling and development for this segment of the A.I.D. work force. Additionally, there needs to be greater training and sensitization of supervisors and FS personnel to the EEO issues, especially in the AID/W office.

Recommendation: A.I.D. must develop a better understanding of the reasons minorities and women are separating from the Agency. A data base should be developed to assist in understanding the reasons surrounding attrition. A formalized exit interview procedure should be instituted and baseline data developed for a data base.

Preparation and Training of EEO Counselors

In overseas posts persons frequently serving as EEO Counselors are performing this responsibility with little or no knowledge of the EEO process and requirements. Oftentimes when minorities and women seek information, their advice and guidance may be misleading, thus not providing the affected employee with appropriate avenues for addressing their particular problem.

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Recommendation: Overseas Counselors should be provided training in conjunction with home leave or other TDY while in the Washington area. A public relations campaign should be conducted at overseas posts to familiarize employees with the complaint process and to insure freedom from reprisal when the system is utilized. EEO Counselors should be rewarded and recognized for their contributions in this arena. Managers should be compelled to value this service and to accord the EEO Counselor recognition of this contribution in his/her EER.

Impact of Technology

Most of the secretarial/clerical workers of A.I.D. are minority women. The introduction of office technology and word processing is drastically changing their work requirements. To improve the retention of this segment of the work force, A.I.D. needs to gain a better hold on the way secretarial/clerical personnel and how their jobs are evolving.

Recommendation: The Agency must assess the impact of office technology on its clerical/support work force and find ways to retrain these workers or provide upward mobility opportunities to help them become qualified for other career enhancing positions.

Effect of Inequality in the Awards System

Minorities and women are often overlooked in the employee incentive awards process. White males appear to be the benefactors of the most coveted awards of the agency and cash bonuses authorized by Congress. Majority females are more likely to be recipients of awards than are minority males and women. This includes recommendations for M.S.I.'s; Cash Awards for Performance; and other financial remunerations distributed for rendering outstanding job performance. Promotion Boards tend to view the receipt of such awards as an extra indicator reflecting outstanding performance and eligibility for promotion.

Recommendation: Mechanisms must be developed for recognizing the value of culture diversity and valuing individual differences in the awards system. Sensitivity must be given to the contributions made by minorities and women to assist the Agency in achieving its goals. The EEO

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Office should be involved in the granting of all awards to insure full participation and recognition of the accomplishments of minorities and women.

Absence of Upward Mobility Programs and Opportunities

Declining budgets and employment freezes have seriously hampered the Agency's ability to structure formal upward mobility programs and opportunities for minorities and women. This inaction has adversely impacted the career progression of lower-ranked FS and CS minority and female employees whose present assignments offer little no further career advancement. Additionally, continued preference on the part of Agency managers to staff vacancies at the full performance level further impedes the organization's ability to offer any type of incentive. These factors may be causing work force attrition among minority and women employees.

A number of programs offered in former years assisted in the identification and development of several minority and female managers holding Agency leadership positions today. If the agency is to become more culturally diverse, while simultaneously recognizing its reduced personnel ceilings, it must continuously search for approaches to fully utilize and provide growth and development opportunities for all of its human resources.

Recommendation: The posture on the sponsorship of Upward Mobility Programs requires reassessment. Former successful programs should be reinstated or replaced with newly-developed initiatives designed to meet the changing needs of the A.I.D. and the work force, and to broaden the experiential base of lower-ranked employees. The use of temporary assignments (I.P.A.'s) to other organizations associated with A.I.D., and overseas opportunities may be one approach to assist in strengthening these employees.

Effects of the "Up and Out" Process

Women and minorities have been reluctant to apply for promotion into the Senior Foreign Service probably because they fear that if they are not promoted through the "up and out" process, they will be forced to retire. The fear of a forced retirement may be preventing minorities and women

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from "opening their windows" for consideration for entry into the SFS.

Limited Career Extensions (L.C.E.) are not always granted to minority and women officers with outstanding records of achievement and service. Managers should develop a sensitivity to the fact that the "up and out" process frequently results in the loss of the most senior and expert talent, especially among minorities and women. A.I.D. has a heavy financial and human resource investment in the development and training of these officers who are forced to terminate their tenure generally because of the unavailability of promotional opportunities. L.C.E.'s can be used as a means of augmenting the representation of minorities and women in the A.I.D. work force.

Recommendation: The Agency should exercise more careful utilization of the authority granted to it under the Foreign Service Act of 1980 governing the authorization of L.C.E.'s, especially in cases involving minorities and women. Approaches should be found to facilitate the retention of a cadre of well-trained and developed role models capable of continuing to render quality service after many years of experience and training. This approach may help to improve the representation of minorities and women currently in the SFS.

*Minority
&
equality*

CAREER ADVANCEMENT BARRIERS

The Performance Evaluation Process

The promotion rates of FS minority personnel, both men and women, represents a dismal picture. During the past several years white women have fared much better than ethnic minorities in the promotion process. Although the movement of each group to SFS status has been slow, white women are advancing at a much faster pace than minority males and females.

Foreign Service performance evaluation is a highly subjective process, with no clearly defined precepts for promotion, or performance requirements for a specified rank, and is fully dependent upon written information provided by

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raters in the Employee Evaluation Report (EER). It is perceived that minorities, in particular, and women have not learned to "work the system". The Women's Action Organization (WAO) has aggressively prepared information to assist women in negotiating strong EERs with their rating and review officers. No organization has provided this type of guidance to minority officers.

The subjectivity of the performance evaluation process places minority and female officers at a serious disadvantage. EER statements for these groups, particularly minorities, tend to be lackluster and without strong statements concerning work requirements, specific responsibilities and tasks, the importance of the work they are performing, and the ability of the rated officer to perform assigned duties. In other words, EER's for the overwhelming number of minority officers are not prepared in a manner that demonstrates they are capable of "walking on water". The "potential" section of the EER is fully subjective, and is not tied to any objective criteria. This factor may adversely impact minorities and women, especially since this part of the evaluation may unduly influence Performance Board members.

A poorly prepared EER unfairly affects the career progression of the rated employee. While the negotiation of a strong EER is the ultimate responsibility of a rated officer, Reviewing Officers and United Review Panels must be particularly sensitive to the issues confronting minorities and women.

Minority officers are gravely affected by the EER process because their identity is generally unknown to Promotion Board members, especially the Public member. Women, because their names are more recognizable have a clear advantage in the promotion process as Board Members exercise equal opportunity responsibilities. This factor may be an influencing element resulting in the more rapid career acceleration of women than minority men.

The shrinking A.I.D. work force and elimination of most of the Upward Mobility Programs for Civil Service employees, which helped the Agency to develop its in-house talent, may be reflected in the inability of minorities and women to advance into more responsible positions.

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Recommendation: A.I.D. management must hold managers accountable for the preparation and content of the EERs and for their attention to EEO requirements. A strong and clearly articulated policy directive concerning the Agency's expectation of managers in this area should be issued, and managers should be placed on notice that their performance in this area will be judged accordingly.

Steps must be taken to develop and negotiate more explicit and explicitly defined precepts, especially in the area of work requirements and potential. It is imperative that Reviewing Officers and Unit Review Panels be directed to make every effort to insure that before an EER is submitted to Washington, the document presents a fully descriptive, objective and comprehensive assessment of the rated officer's performance and that all discriminatory and disempowering language has been eliminated.

Backstops and Grades

Minorities, particularly minority males are critically disadvantaged and under-represented in both the Foreign Service and the Civil Service. There is a conspicuous absence of minorities and women in some of the major occupational specialties in the Foreign Service and occupations in the Civil Service.

The presence of Foreign Service minority and women employees in backstops reflecting the new program and initiatives or work demands of the Agency is extremely limited. Women are concentrated in traditional areas of women's employment, while most minorities are clustered in administrative support areas. Unfortunately, both women and minorities are confined to less prestigious backstop areas not perceived to have great opportunity for promotion and advancement possibilities, and there appears to be no relationship between the education and experience required for certain backstops.

While the Civil Service is largely minority and female dominated, most are concentrated in the lower support grades, and few are assigned to the professional and executive levels of management. Few minorities have been promoted to senior levels or have achieved SES status. The situation is even more critical for minority males who are seriously under-represented in major leadership positions of the Agency.

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Recommendation: The educational backgrounds and skills of minority and women employees should be analyzed to determine if they could benefit from cross-fertilization training and reassigned to backstop areas where these groups are under-represented. More minorities and women should be directed toward occupational specialties deemed to be more attractive to promotions.

Limited Opportunities for Training

More majority women than minorities are receiving training opportunities. Employee training appears to be employee driven, rather than based on the needs of the agency, and is provided on an ad-hoc basis, and is not tied to any particular career development needs. Minority employees experiencing performance difficulties and deemed less competitive are less likely to either request or receive training to improve with work, even though suitable training is available to them. Participation by minorities and women is deemed vitally important in the premiere Agency supervision and management courses required for each rank. Few minority officers enroll in these courses.

Recommendation: To assist both women and especially minorities in advancing their careers and building upon their strengths and overcoming their weaknesses, and to acquire the latest state-of-the-art skills to make them promotable, the Agency should make a concerted effort to insure that minorities and women participate appropriate long-and short-term training opportunities. Career counselors can be very helpful in this initiative.

Need for Career Counseling

While management has established initiatives to improve career counseling programs for women, it has failed to recognize the particular needs of minorities.

Recommendation: Greater emphasis and outreach needs to be placed on the importance of the role of career planning, an important ingredient to aid FS and CS minorities and women identify strategies to facilitate their career advancement and job satisfaction. The Career Development Office and the Training Office should be working together to develop initiatives to identify and seek out individuals capable of benefiting from developmental training and cross-

fertilization training, especially as A.I.D. refocuses its program direction. Period reassessments of the skills of minority and women employees should be undertaken to insure that their skills are kept up to date, and that any deficiencies are corrected early in their careers.

The agency should develop and implement a strong volunteer mentor program in which more senior officers will adopt minority or female new hires and provide advice to them throughout their careers. An appropriate awards system (i.e., cash bonus) should be offered for participation in such a program.

Lack of Executive-Level Assignments

Extremely few minorities, but more majority women are found in the executive ranks of the Agency. This may be attributable to the fact that their SFS numbers are so limited. Nevertheless, the absence of their presence in major policy and decision-making roles gives further credence to the fact that A.I.D. is a white-male dominated organization. Presently there are no career development and executive development programs to assist minorities and women at the threshold move into executive assignments.

Recommendation: The program designed to identify minority and female candidates with demonstrated executive potential and to provide executive-level assignments suitable for career developmental assignments should be reinstated and strengthened.

Management Accountability

Managers have no accountability for cultural diversity, racial equality or sexual bias. In fact, many view the implementation of affirmative action/equal opportunity requirements as a "free ride" for minorities and women.

There appears to be a lack of full commitment or knowledge on the part of managers and supervisors on how to enhance and advance the careers of minorities and women, especially those in the lower level Civil Service ranks.

A.I.D. has not established a system of awards for managers displaying an outstanding record of equal opportunity/affirmative action. Similarly, nor has a disincentives program been developed for managers not

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demonstrating a sensitivity in this area. The EEO office has not been given the appropriate authority or recognition in the organization to insure compliance with Agency rules and regulations and other legal mandates relating to affirmative action/equal employment opportunity. Equal employment efforts and affirmative action results have not been incorporated into the daily agenda of managers, and affirmative action results are not a critical element of their annual performance assessment. Therefore, as presently constituted, the Agency affords no incentives or either disincentives to change from the "business as usual" approach.

Recommendation: The A.I.D. Administrator mandate a forceful and effective accountability system for managers and ~~their~~ establish their responsibilities in this area. Managers must be placed on notice that "business as usual" will no longer be tolerated by A.I.D. An appropriate awards system and ceremony should be developed to demonstrate the Agency's position on valuing diversity.

Promotion Board Membership

Foreign Service officers appointed to serve on Promotion Boards are not always sensitive to the value of diversity within all ranks of the Foreign Service, although the orientation session provides a briefing on the Agency's affirmative action/equal opportunity goals. Service on a Promotion Board is an arduous, intensive, time-consuming and difficult, but an extremely important task that influences the career advancement of members of A.I.D. Panel members are the final determinants in the promotion process, and special care must be taken to insure that it is comprised of members who bring a sensitivity to the attendant problems of women and minorities and the special biases that may impact their performance or the information contained in their EERs.

Recommendation: Prior to appointment to serve on a Promotion Board, the backgrounds of potential members should be reviewed to insure their sensitivity to minorities and women and evidence of their demonstrated efforts to fulfill affirmative action/equal employment opportunity requirements. This can be accomplished through a review of EEO's prepared by the officers selected to serve on the Boards. The orientation session for board members should also include a briefing on the program direction and goals

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of the agency. Most importantly, particular care must be taken to insure that the perpetuation or influence of the "old-boy network" does not enter into the evaluation process.

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ANNEX

The following tables provide a profile of the A.I.D. Foreign Service and Civil Service work force. For each of the Services, the data has been disaggregated by ethnicity, gender and rank.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

TOTAL WORK FORCE BY ETHNICITY AND GENDER

Ethnic Group	TOTAL	Per Cent	Male	Per Cent	Female	Per Cent
Non-Minority	2165	67.5%	1486	46.3%	679	21.2%
Black	856	26.7%	193	6.0%	663	20.7%
Hispanic	89	2.8%	63	2.0%	26	0.8%
Asian-American	90	2.8%	48	1.5%	42	1.3%
Native American	9	0.3%	6	0.2%	3	0.1%
TOTAL	3209	100.0%	1796	56.0%	1413	44.0%

Source: Agency for International Development, Office of Equal Opportunity Programs.
EEO WORKFORCE PROFILE September 30, 1991

PREPARED BY: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

MALE FOREIGN SERVICE STAFF BY ETHNICITY AND RANK

Rank	Total Number	White Males		Black Males		Hispanic Males		Asian- American Males		Native- American Males	
		No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Career Minister	15	10	66.7%	3	20.0%	0	0.0%	0	0.0%	0	0.0%
Minister Counselor	59	50	84.7%	1	1.7%	1	1.7%	0	0.0%	1	1.7%
Officer Counselor	202	167	82.7%	13	6.4%	4	2.0%	1	0.5%	0	0.0%
FS-01	427	328	76.8%	17	4.0%	15	3.5%	9	2.1%	2	0.5%
FS-02	520	353	67.9%	32	6.2%	15	2.9%	15	2.9%	1	0.2%
FS-03	297	178	59.9%	13	4.4%	14	4.7%	9	3.0%	1	0.3%
FS-04	125	48	38.4%	7	5.6%	4	3.2%	5	4.0%	0	0.0%
FS-05	33	6	18.2%	2	6.1%	1	3.0%	0	0.0%	0	0.0%
FS-06	28	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
FS-07	9	1	11.1%	2	22.2%	0	0.0%	0	0.0%	0	0.0%
FS-08	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
FS-09	3	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	1722	1142	66.3%	90	5.2%	54	3.1%	39	2.3%	5	0.3%

Source: U.S. Agency for International Development, Office of Equal Opportunity Programs
EEO WORKFORCE PROFILE September 30, 1991

Prepared by: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

FEMALE FOREIGN SERVICE STAFF BY ETHNICITY AND RANK

RANK	Total No. of Officers	White Females		Black Females		Hispanic Females		Asian- American Females		Native- American Females	
		No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Career Minister	15	2	13.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Minister Counselor	59	4	6.8%	1	1.7%	1	1.7%	0	0.0%	0	0.0%
Officer Counselor	202	14	6.9%	1	0.5%	2	1.0%	0	0.0%	0	0.0%
FS-01	427	48	11.2%	6	1.4%	1	0.2%	1	0.2%	0	0.0%
FS-02	520	85	16.3%	10	1.9%	3	0.6%	5	1.0%	1	0.2%
FS-03	297	67	22.6%	13	4.4%	1	0.3%	1	0.3%	0	0.0%
FS-04	125	51	40.8%	7	5.6%	1	0.8%	2	1.6%	0	0.0%
FS-05	33	14	42.4%	8	24.2%	0	0.0%	2	6.1%	0	0.0%
FS-06	28	17	60.7%	9	32.1%	1	3.6%	1	3.6%	0	0.0%
FS-07	9	5	55.6%	1	11.1%	0	0.0%	0	0.0%	0	0.0%
FS-08	4	2	50.0%	1	25.0%	0	0.0%	1	25.0%	0	0.0%
FS-09	3	1	33.3%	1	33.3%	0	0.0%	0	0.0%	0	0.0%
Total	1722	310	18.0%	58	3.4%	10	0.6%	13	0.8%	1	0.1%

Source: Agency for International Development, Office of Equal Opportunity Programs
EEO WORKFORCE PROFILE, September 30, 1991

Prepared by: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

CIVIL SERVICE STAFF BY ETHNICITY AND GENDER

Ethnic Group	TOTAL	Per Cent	Male	Per Cent	Female	Per Cent
Non-Minority	713	47.9%	344	23.1%	369	24.8%
Black	708	47.6%	103	6.9%	605	40.7%
Hispanic	25	1.7%	9	0.6%	16	1.1%
Asian-American	38	2.6%	9	0.6%	29	2.0%
Native American	3	0.2%	1	0.1%	2	0.1%
TOTAL	1487	100.0%	466	31.3%	1021	68.7%

Source: Agency for International Development, Office of Equal Opportunity Programs.
EEO WORKFORCE PROFILE, September 30, 1991

PREPARED BY: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

CIVIL SERVICE WORK FORCE BY MALE GENDER AND ETHNICITY

RANK	Total Number	White		Black		Hispanic		Asian- American		Native- American	
		No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
SES	40	29	72.5%	1	2.5%	1	2.5%	0	0.0%	0	0.0%
GS-15	110	76	69.1%	3	2.7%	2	1.8%	1	0.9%	0	0.0%
GS-14	211	113	53.6%	9	4.3%	4	1.9%	2	0.9%	0	0.0%
GS-13	178	60	33.7%	15	8.4%	0	0.0%	4	2.2%	0	0.0%
GS-12	132	22	16.7%	10	7.6%	2	1.5%	0	0.0%	0	0.0%
GS-11	103	14	13.6%	11	10.7%	0	0.0%	0	0.0%	0	0.0%
GS-10	20	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
GS-09	120	12	10.0%	12	10.0%	0	0.0%	0	0.0%	0	0.0%
GS-08	82	1	1.2%	3	3.7%	0	0.0%	0	0.0%	0	0.0%
GS-07	147	6	4.1%	13	8.8%	0	0.0%	2	1.4%	0	0.0%
GS-06	163	4	2.5%	5	3.1%	0	0.0%	0	0.0%	0	0.0%
GS-05	106	5	4.7%	12	11.3%	0	0.0%	0	0.0%	1	0.9%
GS-04	56	2	3.6%	9	16.1%	0	0.0%	0	0.0%	0	0.0%
GS-03	13	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
GS-02	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	1487	344	23.1%	103	6.9%	9	0.6%	9	0.6%	1	0.1%

Source: Agency for International Development, Office of Equal Opportunity Programs.
EEO WORKFORCE PROFILE September 30, 1991

PREPARED BY: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

FEMALE CIVIL SERVICE STAFF BY GRADE AND RACE

Rank	Total Number	White Females		Black Females		Hispanic Females		Asian- American Females		Native- American Females	
		No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
SES	40	8	20.0%	1	2.5%	0	0.0%	0	0.0%	0	0.0%
GS-15	110	22	20.0%	6	5.5%	0	0.0%	0	0.0%	0	0.0%
GS-14	211	63	29.9%	13	6.2%	1	0.5%	6	2.8%	0	0.0%
GS-13	178	69	38.8%	27	15.2%	1	0.6%	2	1.1%	0	0.0%
GS-12	132	39	29.5%	52	39.4%	1	0.8%	6	4.5%	0	0.0%
GS-11	103	30	29.1%	40	38.8%	3	2.9%	5	4.9%	0	0.0%
GS-10	20	7	35.0%	10	50.0%	1	5.0%	0	0.0%	2	10.0%
GS-09	120	37	30.8%	58	48.3%	1	0.8%	0	0.0%	0	0.0%
GS-08	82	25	30.5%	52	63.4%	0	0.0%	1	1.2%	0	0.0%
GS-07	147	27	18.4%	92	62.6%	3	2.0%	4	2.7%	0	0.0%
GS-06	163	27	16.6%	119	73.0%	5	3.1%	3	1.8%	0	0.0%
GS-05	106	11	10.4%	75	70.8%	0	0.0%	2	1.9%	0	0.0%
GS-04	56	2	3.6%	43	76.8%	0	0.0%	0	0.0%	0	0.0%
GS-03	13	1	7.7%	12	92.3%	0	0.0%	0	0.0%	0	0.0%
GS-02	6	1	16.7%	5	83.3%	0	0.0%	0	0.0%	0	0.0%
Total	1487	369	24.8%	605	40.7%	16	1.1%	29	2.0%	2	0.1%

Source: Agency for International Development, Office of Equal Opportunity Programs
EEO WORKFORCE PROFILE, September 30, 1991

Prepared by: LCA & Associates, Inc.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

FOREIGN SERVICE STAFF BY ETHNICITY AND GENDER

Ethnic Group	TOTAL	Per Cent	Male	Per Cent	Female	Per Cent
Non-Minority	1452	84.3%	1142	66.3%	310	18.0%
Black	148	8.6%	90	5.2%	58	3.4%
Hispanic	64	3.7%	54	3.1%	10	0.6%
Asian-American	52	3.0%	39	2.3%	13	0.8%
Native American	6	0.3%	5	0.3%	1	0.1%
TOTAL	1722	100.0%	1330	77.2%	392	22.8%

Source: Agency for International Development, Office of Equal Opportunity Programs
EEO WORKFORCE PROFILE September 30, 1991

PREPARED BY: LCA & Associates, Inc.