

WORKPLACE DIVERSITY IN A.I.D.

Strategy for Achievement

STRATEGY FOR ACHIEVING WORKPLACE DIVERSITY IN A.I.D.

INTRODUCTION

The men and women who comprise the direct-hire workforce of the Agency for International Development shall reflect the cultural, racial and ethnic diversity of the American people. In addition to achieving a representative workforce profile, the Agency shall also assure workplace diversity in terms of providing equal employment opportunity to each individual involved with the Agency. This also includes consideration of our contract personnel, our customers, the recipients of our foreign assistance programs and our 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 implemented by the Agency's Office of Equal Opportunity Programs. However, these guidelines do not forecast or provide for a plan for achieving diversity. Rather, their general perspective and intent is that of avoiding specific, prohibited activities as pertains to protected classes of individuals.

Beyond adherence to regulation and avoidance of prohibited activities, A.I.D. strives to create a workplace in which every employee shall be provided an opportunity to achieve professional growth and stature, training, developmental assignments, recognition, and compensation which is commensurate with his or her unique potential and motivation. Such consideration must exist in the following areas of human resource management:

- Career Enhancement
- Assignments
- Training
- Recruitment
- Incentive Awards
- Promotion

It must be emphasized that the equity 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, are inseparable. The statements on Equal Opportunity Policies and issued by the Administrator on August 10, 1993 represent the necessary first step and central theme of any diversity strategy for the Agency (attachment).

The ultimate goal of the workplace diversity strategy is to

conduct A.I.D.'s management, operations and programs in a fashion that will allow diversity to be recognized as a source of strength; both within the context of the history and traditions of the American people and also among the peoples and institutions of the world's less developed countries and regions.

The Agency prizes full utilization of its employees, not only in terms of their present capabilities, but also in terms of nurturing and utilizing their professional growth throughout their career with A.I.D. No employee is to be denied in this regard. Above all, the Agency will be known as an employer who is respectful of, and assures the dignity of, its most valuable resource -- its personnel.

PAST AND PRESENT ACTIVITIES

Achieving diversity is impossible without the broad commitment and action of the Agency's management. The goals must be understood, the current status and historic problems must be acknowledged, and coordinated actions must be taken and supported at all levels. This goal cannot be achieved through the efforts of one or two organizations operating in isolation.

The Agency has made a continuing effort to achieve diversity through a variety of important, but disjointed, initiatives. Unfortunately, these efforts have conducted without the benefit of an overall strategy, senior management support, or operational accountability. Activities include:

- Meetings between the Director, HRDM and minority advocacy groups, resulting in a list of no cost recommendations in HRDM programs and practices;
- Utilization of our Foreign Service Workforce as a recruitment resource;
- Closer attention paid to the qualifications of those nominated to serve on promotion panels;
- Inclusion of diversity training modules in all senior management courses; other EEO training expanded, considerable increase in outreach by EOP staff, i.e., sexual harassment prevention training;
- Return to a traditional IDI program;
- Review of the GS rotation program;
- Establishment of an overseas intern program staffed exclusively by women and minorities;

- EOP tracking of Senior Management Group (SMG) assignments for identification of representation levels of minorities and women (by Bureau). Identification of bureau minority and female SMG potentials (or pool availability);
- EOP development of EEO component of newly revised Foreign Service Promotion precepts;
- EOP development of workforce index for measurement of absence of imbalance of minorities and women in senior Foreign Service and senior Civil Service populations; these data utilized in conjunction with formulation, negotiation and implementation of the affirmative action promotion policy (attachment); and
- EOP complaints investigation process strengthened, timeframes for investigation and issuance of Agency findings reduced.

EVALUATION ACTIVITIES

Within this context, A.I.D.'s overall performance is seriously lacking. The most recent assessment in this regard is contained in the GAO Report of November, 1992 (summary attached). Moreover, the Agency's internal assessment and recommendations, conducted by the Minority Recruitment Advisory Group (MRAG), is consistent with the findings of the GAO in recognition of a lack of a comprehensive recruitment strategy, commitment of funding and centralization of all recruitment resources (summary attached).

RECOMMENDED ACTIONS

The following activities and milestones are intended to achieve broad understanding of the Agency's situation, accountability for improvement, and achievement of significant progress over the short term. In considering how to get from where we are to where we want to be, the sequential nature of the required activities has become evident.

OVERSIGHT: A management group composed of DAAs will be established to assure accomplishment and coordination of these activities. Senior Staff will set tone, policy direction and structure and lend support to positive results. The group will report periodically to the administrator. Staff of EOP and HRDM will serve as advisors to the group.

Specific Recommendations:

- 1 Issuance of EEO statements and operational guidance under Administrator's signature (attached). COMPLETED
- 2 Draft, negotiate and implement an affirmative action promotion

policy for the Foreign Service (attached). COMPLETED

- 3 Establish an ad hoc management group to assure that the adverse impact of the reorganization on diversity is considered and minimized at all stages of the process.
- 4 Operations Directorate organizational components prepare to report on their respective workplace diversity status within the context/criteria of the Jim Michel memorandum Subject: Operations Meeting on September 15, 1993 (attached);
- 5 EOP and HRDM brief the operations group on September 15, 1993 on current workforce diversity status. This includes: 1) A summary of the findings of the GAO report of November, 1992; 2) The historic progress made against individual Affirmative Action Plans; and 3) Discussion of the employment profile and any known barriers to diversity in each OPS organizational component. AAs/DAA's report on progress/efforts to date;
- 6 Administrator reviews and acts on the recommendations of MRAG; those recommendations approved are then implemented. Activities forecast include the establishment of a comprehensive recruitment strategy linked to the next four agenda items;
- 7 The Agency's workforce planning capability is sanctioned, funded, and the product utilized as a key component of the Agency's strategic planning activities;
- 8 EOP conducts a barrier analysis as required by EEOC;
- 9 The Agency's five year Affirmative Action Plan (due February, 1994) is developed. With the input of senior management, the plan represents a model effort to overcome barriers and achieve diversity via compliance with EEO regulations; and
- 10 DAAs and line managers assigned responsibility for accomplishing the recruitment, hiring, training, assignment, incentive, evaluation, and promotion goals of the Bureau's AA plan; goals included in individual managers' and supervisors' performance contracts.

Attachments

- A Administrator's statements on Equal Employment Opportunity
- B The Affirmative Action Promotion Policy -- Foreign Service
- C Summary of GAO and MRAG recommendations
- D Agenda for the September 15, 1993 Ops Group meeting

Attachment

Administrator's Statements on Equal Employment
Opportunity



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

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

The Administrator

SUBJECT: Equal Opportunity Policies and Operational Guidance

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

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

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

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


J. Brian Atwood

Attachments: a/s

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

EQUAL EMPLOYMENT OPPORTUNITY

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

It is the policy of the Agency for International Development:

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

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

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


J Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

PROHIBITION OF SEXUAL HARASSMENT

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

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

It is the policy of the Agency for International Development:

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

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


Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

POLICY ON

EQUAL EMPLOYMENT FOR EMPLOYEES WITH DISABILITIES

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

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

It is the policy of the Agency for International Development:

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

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


J. Brian Atwood

AGENCY FOR INTERNATIONAL DEVELOPMENT

OPERATIONAL GUIDANCE

IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICIES

Nondiscrimination

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

Accountability

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

Affirmative Employment

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

Prohibition of Sexual Harassment

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

Nondiscrimination Based on Sexual Orientation

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

Special Emphasis Programs

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

Discrimination Complaints

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

Attachment

The Affirmative Action Promotion Policy -- Foreign
Service



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Copy
Approved
Bill Jones
Dolores Bartning
Shirley Kervick JUN 12 1993

ACTION MEMORANDUM FOR THE ADMINISTRATOR

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

SUBJECT: Affirmative Action Promotions Policy

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

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

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

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

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

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

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

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

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

<u>FS-03</u>	
Prog. Dir.	5
Prog. Mgmt.	5
Prog. Support	5

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

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

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

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

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

Approved: 

Approved with AFSA's Modification: _____

Disapproved: _____

Date: 8-2-93

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

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

FOREIGN SERVICE UTILIZATION ASSESSMENT BY RANK/CLASS LEVELS (SF8 & FS-01-04)

FULL-TIME AND PART-TIME PERMANENT

AS OF MAY 31, 1993

TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXTERNAL AVAILABILITY (NCLF)*										
# 123473450	52652638	43590483	6106277	6727324	5886180	4133543	1664669	1631072	426376	365696
% 100.0	42.6	35.3	4.9	5.4	4.8	3.3	1.5	1.3	0.3	0.3
A.I.D. REPRESENTATION:										
TOTAL										
# 1632	1098	290	85	41	56	7	41	8	5	1
% 100.0	67.3	17.8	5.2	2.5	3.4	0.4	2.5	0.5	0.3	0.1
EXPECTED #	695	576	80	88	78	54	24	21	5	5
DIFFERENCE #	403	-286	5	-47	-22	-47	17	-13	0	-4
DIFFERENCE %	+ 36.7	- 98.6	+ 5.9	- 114.6	- 39.3	- 671.4	+ 41.5	- 162.5	0.0	0.0
(FE-CM)										
# 13	10	2	1	0	0	0	0	0	0	0
% 100.0	76.9	15.4	7.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EXPECTED #	6	5	1	1	1	0	0	0	0	0
DIFFERENCE #	4	-3	0	-1	-1	0	0	0	0	0
DIFFERENCE %	+ 40.0	- 150.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

*NATIONAL CIVILIAN LABOR FORCE (NCLF) DATA AS OF 1990

FOREIGN SERVICE UTILIZATION ASSESSMENT BY RANK/CLASS LEVELS (SFS & FS-01-04)
FULL-TIME AND PART-TIME PERMANENT
AS OF MAY 31, 1993

TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXTERNAL AVAILABILITY (NCLF)*										
# 123473450	52652638	43590483	6108277	6727324	5886180	4133543	1864689	1631072	428376	365896
% 100.0	42.6	35.3	4.9	5.4	4.8	3.3	1.5	1.3	0.3	0.3
A.I.D. REPRESENTATION: (FE-MC)										
# 61	51	4	3	2	1	0	0	0	0	0
% 100.0	83.6	6.6	4.9	3.3	1.6	0.0	0.0	0.0	0.0	0.0
EXPECTED #	26	22	3	3	3	2	1	1	0	0
DIFFERENCE #	25	-18	0	-1	-2	-2	-1	-1	0	0
DIFFERENCE %	+ 49.0	-45.0	0.0	- 50.0	- 200.0	0.0	0.0	0.0	0.0	0.0
(FE-OC)										
# 200	148	24	16	2	7	2	1	0	0	0
% 100.0	74.0	12.0	8.0	1.0	3.5	1.0	0.5	0.0	0.0	0.0
EXPECTED #	85	71	10	11	10	7	3	3	1	1
DIFFERENCE #	63	-47	6	-9	-3	-5	-2	-3	-1	-1
DIFFERENCE %	+ 42.6	-195.8	+ 37.5	- 450.0	- 42.9	- 250.0	- 200.0	0.0	0.0	0.0

*NATIONAL CIVILIAN LABOR FORCE (NCLF) DATA AS OF 1990

FOREIGN SERVICE UTILIZATION ASSESSMENT BY RANK/CLASS LEVELS (SFS & FS-01-04)
FULL-TIME AND PART-TIME PERMANENT
AS OF MAY 31, 1993

TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXTERNAL AVAILABILITY (NCLF)*										
# 123473450	52652638	43590483	6106277	6727324	5868160	4133543	1664689	1631072	426376	365696
% 100.0	42.6	35.3	4.9	5.4	4.8	3.3	1.5	1.3	0.3	0.3
A.I.D. REPRESENTATION: (FS-01)										
# 440	344	47	14	6	14	1	10	1	2	1
% 100.0	78.2	10.7	3.2	1.4	3.2	0.2	2.3	0.2	0.5	0.2
EXPECTED #	187	155	22	24	21	15	7	6	1	1
DIFFERENCE #	157	-108	-8	-18	-7	-14	3	-5	1	0
DIFFERENCE %	+ 45.6	- 229.6	- 57.1	- 300.0	- 50.0	-1400.0	+ 30.0	- 500.0	+ 50.0	0.0
(FS-02)										
# 505	334	95	29	6	16	2	14	5	2	0
% 100.0	66.1	18.8	5.7	1.6	3.2	0.4	2.6	1.0	0.4	0.0
EXPECTED #	215	178	25	27	24	17	6	7	2	2
DIFFERENCE #	119	-83	4	-19	-8	-15	6	-2	0	-2
DIFFERENCE %	+ 35.6	-87.4	+ 13.6	- 237.5	- 50.0	750.0	+ 42.9	- 40.0	0.0	0.0

*NATIONAL CIVILIAN LABOR FORCE (NCLF) DATA AS OF 1990

FOREIGN SERVICE UTILIZATION ASSESSMENT BY RANK/CLASS LEVELS (SFS & FS-01-04)
FULL-TIME AND PART-TIME PERMANENT
AS OF MAY 31, 1993

TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXTERNAL AVAILABILITY (NCLF)*										
# 123473450	52652638	43590483	6108277	6727324	5888180	4133543	1864889	1831072	426376	365696
% 100.0	42.6	35.3	4.9	5.4	4.8	3.3	1.5	1.3	0.3	0.3
A.I.D. REPRESENTATION: (FS-03)										
# 267	150	58	12	18	14	2	11	1	1	0
% 100.0	56.2	21.7	4.5	6.7	5.2	0.7	4.1	0.4	0.4	0.0
EXPECTED #	16	13	2	2	2	1	1	0	0	0
DIFFERENCE #	134	45	10	16	12	1	10	1	1	0
DIFFERENCE %	+ 89.3	+ 77.6	+ 83.3	+ 88.9	+ 85.7	+ 50.0	+ 90.9	+ 100.0	+ 100.0	0.0
(FS-04)										
# 146	61	60	10	5	4	0	5	1	0	0
% 100.0	41.8	41.1	6.8	3.4	2.7	0.0	3.4	0.7	0.0	0.0
EXPECTED #	29	24	3	4	3	2	1	1	0	0
DIFFERENCE #	32	36	7	1	1	-2	4	0	0	0
DIFFERENCE %	+ 52.5	+ 60.0	+ 70.0	+ 20.0	+ 25.0	0.0	+ 80.0	0.0	0.0	0.0

*NATIONAL CIVILIAN LABOR FORCE (NCLF) DATA AS OF 1990

Attachment

Summary of GAO and MRAG recommendations

Agency for International Development
Washington, D.C. 20523

GAO REPORT NOVEMBER 1992 - AID MANAGEMENT

ISSUES AND PROTECTED GROUP UNDERREPRESENTATION
REQUIRE MANAGEMENT ATTENTION

I. Hiring and Recruitment

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

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

II. Assignment and Promotion

We recommend that the Administrator:

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

III. Management

We recommend that the Administrator:

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



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MINORITY RECRUITMENT ADVISORY GROUP (MRAG)

Recommendations (March 29, 1993)

For Top Management

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

Recommendations for EOP and HRDM

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

Attachment

Agenda for the September 15, 1993 Ops Group meeting



U.S. AGENCY FOR
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ACTION MEMORANDUM FOR THE ACTING DEPUTY ADMINISTRATOR

THRU: AA/FA, Richard A. Ames
FROM: HRDM/OD, Lois E. Hartman *(Acting)*
SUBJECT: Proposal For Operations Group Meeting on Workplace Diversity

Problem: You have requested that Dolores Bartning, A-EOP, and I brief Senior Managers at the September 15 Operations Meeting on "improving workforce diversity" in A.I.D.. We are pleased to provide information on our respective efforts and to review the various services, policies and programs available to Senior Managers for these efforts. A very critical part of this meeting will be to hear reports from the Senior Managers themselves -- a component which has been missing in the past.

Discussion: As identified in numerous government and corporate studies on "workforce diversity", key elements for success include top management support and operational level accountability. Based on similar studies conducted at A.I.D., these two elements have been missing in the past. Our new Administrator has issued an A.I.D. mission statement on diversity in which he said: "I expect all Agency managers to make this objective a high priority and I will evaluate their performance accordingly". To accomplish this, our September 15 agenda should include senior manager reports on "workforce diversity" in their respective units.

Recommendation: That you sign the attached memorandum to senior staff regarding their role and preparation for the September 15, 1993 meeting on A.I.D.'s "workforce diversity".

Approve: _____

Disapprove: _____

Date: _____

Attachment



U.S. AGENCY FOR
INTERNATIONAL **MEMORANDUM**
DEVELOPMENT

TO: OPERATIONS GROUP
FROM: Jim Michel, Acting Deputy Administrator
SUBJECT: Operations Meeting on September 15, 1993

On September 15, 1993, at the Operations Meeting, we will discuss "workplace diversity", an Agency-wide goal, which is high on the Administrator's agenda. We all need to be "engaged" in the priorities. Towards this end, I'm asking each of you to be prepared to discuss your Bureau's status and plans as spelled out in the attached meeting agenda. A list of very serious recommendations made to A.I.D.'s management in the areas of EEO and diversity is attached for your review. [GAO November 1992 Report on A.I.D. Management and EEO issues and Minority Recruitment Advisory Group (MRAG) March 1993 Recommendations for improving A.I.D.'s diversity.]

"Workplace diversity" is an especially challenging A.I.D. goal in view of our decreasing OE resource base. However, I am asking each of you to give some serious attention to this issue and to Administrator Atwood's "Workplace Diversity" statement (attached).

Attachments: a/s

cc: Carol Lancaster, Senior Advisor
Dick McCall, Chief of Staff
Larry Bryne, Senior Advisor
Ken Sherper, Counselor
Herb Beckington, IG
Dolores Bartning, EOP
Len Rogers, ES
Jerry Jordan, A/AID
Paula Bagasao, Consultant
Lois E. Hartman, HRDM/OD

DISTRIBUTION:

ES, Aaron Williams	FHA, Lois Richards
POL, E. L. Saiers	R & D, Ann Van Dusen
NIS, Malcolm Butler	FA, Richard A. Ames
AFR, John Hicks	XA, Jill Buckley
ASIA, George Laudato	GC, John Mullen
EUR, David Merrill	LEG, Marianne O'Sullivan
LAC, William Rhoades	OSDBU, Ivan Ashley
NE, Dennis Chandler	



U.S. AGENCY FOR
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PROPOSAL FOR AGENDA
September 15, 1993 Meeting
A.I.D.'s Workplace Diversity
10:30 A.M.

BACKGROUND

In one of his first official acts as the new A.I.D. Administrator, Brian Atwood expressed his commitment to achieving a diverse and representative workforce in the Agency. It is intended to extend to both the civil service and foreign service, and to all levels of employees throughout A.I.D. He further stated:

It is my intention to put in place a plan of specific actions to achieve workforce diversity in A.I.D. and to monitor progress in its implementation. I will expect all Agency managers to make this objective a high priority and will evaluate their performance accordingly. (May 1993)

Administrator Atwood further elaborated:

- o A.I.D. will reflect the diversity of the American people.
- o A.I.D.'s response will be rapid toward a diverse and representative workforce.
- o In our efforts to work towards a productive workforce, A.I.D. will value all of its employees.
- o Equal opportunities for employment and career advancement will be available to each person who demonstrates competence, hard work, a positive attitude and a willingness to contribute.

Finally, he said that we (in A.I.D.) must be dedicated in the management of our organization towards our goals of "workplace diversity".

An A.I.D. meeting will take place on September 15 to discuss A.I.D.'s workplace diversity situation and to set out strategies to achieve and maintain "diversity". The following is the purpose and format for this meeting.

PROPOSED PURPOSE REGARDING THE GOALS OF THE MEETING

- o Each senior level manager (across the Bureaus/Offices, and the Office of the Administrator) is responsible for "workplace diversity" in his/her own unit and in A.I.D. generally. Therefore, each senior officer should report on his/her "workplace diversity" -- current status, progress, constraints, and future plans. This is in the context of management accountability and responsibility (AAs, Acting AAs/DAAs and Office Directors).

- o A.I.D.-wide programs, policies, plans, resources, strategies and an array of other management tools exist that frame A.I.D.'s "workplace diversity" vision and which are available to managers to achieve our goals. Therefore, A.I.D. offices providing these services should report on their programs, policies, services, and on the progress of the Agency as a whole. (EOP, HRDM).
- o Administrator Atwood has asked A.I.D. management to be active in achieving our Agency goals. Therefore, a major purpose of this meeting is to decide on "next steps" for each office, and A.I.D. generally.

PROPOSED AGENDA

- o Meeting Overview
- o Review of A.I.D.'s vision and plans for diversity
- o Bureau "Workplace Diversity" Status discussions (by AAs/DAAs)
 - o present Profile (GS-15/FS-1 & above; Profile of those in key positions- Office Deputy Director and above)
 - o Current plans
 - o Constraints to achieving diversity in the short term/long term and strategies to overcome them
 - o Next steps and needed assistance
- o HRDM, EOP Status Reports
 - o A.I.D.-wide diversity staffing status (EOP)
 - o Workforce planning and diversity (HRDM)
 - o HRDM services, programs, available assistance
 - o EOP report on programs, services, progress, needs
- o Group Discussion
 - o Assessment of present status.
 - o Where do we need to be and how will we know when we are there?
 - o What assistance is needed? How do we improve diversity with no OE resources?
 - o Who will do what? When?

AGENCY FOR INTERNATIONAL DEVELOPMENT

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

The Administrator

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

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

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

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

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

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

Agency for International Development
Washington, D.C. 20523

GAO REPORT NOVEMBER 1992 - AID MANAGEMENT

ISSUES AND PROTECTED GROUP UNDERREPRESENTATION
REQUIRE MANAGEMENT ATTENTION

I. Hiring and Recruitment

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

- develop a detailed Federal Equal Opportunity Recruitment Program plan that focuses the Agency's attention on underrepresented groups and integrates the Agency's external and internal recruitment efforts;
- ensure that external and internal recruitment activities are coordinated with the Agency's affirmative action plan;
- prepare analyses of PATCO categories with substantially elevated protected group representation levels to determine how better balance might be achieved across job series;
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We recommend that the Administrator:

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



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MINORITY RECRUITMENT ADVISORY GROUP (MRAG)

Recommendations (March 29, 1993)

For Top Management

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

Recommendations for EOP and HRDM

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