

Incorporating Affirmative Employment Goals into USAID's Workforce Strategies

- Action Plan -

Developed for:



U.S. Agency for International Development (USAID)

Developed by:



ICF Consulting
Fairfax, VA



Under Contract OPM-01-01069

**U.S. Office of Personnel Management
Training and Management Assistance Development Division**

OPM Project Code: B80BT863
OPM Purchase Order: TO-0205000044
Project Title: USAID Diversity Study
Final Original: October 13, 2005

TABLE OF CONTENTS

INTRODUCTION	3
ORGANIZATIONAL CULTURE, POLICIES AND PRACTICES	4
INTERVENTION: Develop Communication Strategy that Reflects the Administrator's Commitment.....	4
INTERVENTION: Integrate Diversity with Management Practices and Accountability Systems.....	7
INTERVENTION: Create a Diversity Scorecard.....	11
INTERVENTION: Expanded Collaborative Relations and Aligned Initiatives between the Offices of Human Resources and Equal Opportunity Programs.....	23
DIVERSITY RECRUITMENT INITIATIVES	25
INTERVENTION: Establish a Full-Time Professional Recruiter Position with Sufficient Resources to Engage in Targeted Recruitment Activities	25
RETENTION AND CAREER DEVELOPMENT	33
INTERVENTION: Design Relevant, Interactive and Applicable Career Development Training.....	33
INTERVENTION: Identify and Develop Talent at all Levels through Career Development Program.....	36
INTERVENTION: Establish, Communicate and Implement SES and SFS Development Programs.....	38
INTERVENTION: Reexamine Foreign Service Promotion Criteria and Practices and Leverage Succession Planning to Ensure Diversity of Views, Talents and Backgrounds	40
OVERARCHING PERFORMANCE MEASURES.....	43
ACCOUNTABILITY MATRIX	45

INTRODUCTION

This *Action Plan, Incorporating Affirmative Employment Goals into USAID's Workforce Strategies*, is consistent with and directly supports the Office of Personnel Management's Human Capital Standards of Success in pursuing a workforce diversity management program and being responsive to the needs of diverse groups within the Agency. USAID is building on a proud history and a proud vision statement proclaiming its commitment to achieving a diverse workforce. The diversity challenge confronting USAID today is the effective and sustained implementation and communication of its vision of a workplace and workforce that is widely recognized for its accomplishments in advancing a diversity agenda. This Action Plan is a live document that will continually evolve and adapt in response to a constantly changing landscape. As set forth, this Action Plan serves as the building block or foundation upon which the Agency will build a supporting and enduring infrastructure.

In implementing this Action Plan and successfully advancing its diversity agenda, the Agency must strive to create a work environment, and supporting infrastructure, that is inclusive of employees of all backgrounds. Whether readily measurable or not, ***the Agency must build the infrastructure and reinforce an organizational culture that embraces diversity in the broadest of terms.*** While many of the performance measures detailed throughout this Action Plan are highly focused and readily measured, ***it is critical that the Agency move forward with an emphasis on establishing an environment that is inclusive for all.*** As an example well worth noting, tracking representation of employees with disabilities within the Agency presents a number of unique challenges as the Agency is largely dependent upon employee self-identification. These limitations of measurement must be proactively overcome, and not hinder advancement and inclusion. In implementing this Action Plan and its prescribed diversity-enhancing initiatives, it must be done with an eye towards diversity for all. The successful advancement of the Agency's diversity agenda must extend well beyond gender, race and ethnicity, but must build the supporting infrastructure that is truly inclusive of its entire workforce.

To succeed, the Agency will need the full support of its entire workforce in building an infrastructure that supports all employees with equal rigor. Policies, programs and practices must be enacted such that all employees are given the opportunity to succeed. The Agency must be aware of, and sensitive to the multitude of lenses through which the organization is being viewed. This reinforces the need for a structure that is both highly inclusive and transparent to all.

Successful implementation of this Action Plan will serve to ensure that USAID remains a high-performing results-oriented organization where top caliber people want to work, with the strength of human capital necessary to advance its mission. To successfully engage in the ongoing war for talent, USAID must create the work environment that not only attracts the best and the brightest, but fosters their success. Successful implementation of this Action Plan will serve to build on the Agency's proud history, and further establish itself as an example of ***strength through diversity.***

ORGANIZATIONAL CULTURE, POLICIES AND PRACTICES

INTERVENTION: Develop Communication Strategy that Reflects the Administrator's Commitment

Recommendation and Background

Major organizational changes succeed when a few key factors are in place. One of these factors is securing strong support from the highest ranks of the organization. Demonstrated and unquestioned support and commitment from the top will serve to send a clear message to managers and supervisors about the seriousness and business relevance of this issue, will combat current workforce skepticism, and will signal to the Agency's workforce at large the Administrator's commitment to securing and maintaining a diverse workforce and an environment supportive of such a workforce. High-level involvement, support and commitment must convey the expectation of cooperation, involvement and commitment on the part of managers, supervisors and employees at all levels.

Recognizing the Findings Report's conclusion that *"USAID is an organization that is significantly more supportive and embracing of a diverse workforce and a workplace conducive to fostering such a workforce, than it is recognized for,"* the Agency must rigorously address this disconnect by developing a comprehensive and aggressive communication strategy that reflects the Administrator's commitment. Support from the Administrator linked to a strategic Diversity Communication Strategy would serve as a significant step in addressing the broader findings put forth in the Findings Report of *bridging the divide between workforce perceptions and Agency gains; and engaging its workforce in a high level and sustained manner, thus demonstrating its commitment to diversity as an Agency core value.*

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.1 - USAID's Leadership Demonstrates its Commitment to Diversity.

Guidelines for Successful Implementation

- Develop a comprehensive and aggressive communication strategy that:
 - ✓ Informs employees of new diversity initiatives;
 - ✓ Highlights advances made, reporting progress in the diversity scorecard;
 - ✓ Recognizes high-performing employees of diverse backgrounds, posting profiles of successful USAID minorities and women on the website, in Front Lines, and in other media including recruitment literature;
 - ✓ Enhances employee understanding of the basis surrounding different employment categories, addressing perceived inequities;
 - ✓ Ensures the Missions are aligned and well-integrated in the Agency's efforts to advance its diversity agenda;
 - ✓ Creates a forum for productive two-way communication to occur.
- Issue Diversity Statement by Administrator accompanied by public announcement of development of Diversity Action Plan.
 - ✓ Dedicated feature in "Notes from Natsios" published in Front Lines

- ✓ Videotaped message from Administrator distributed Agency-wide

Performance Measures

Increase Favorable response rate and close gap between CS/FS, gender, race/ethnicity on periodically surveyed questions:

SCORECARD

Are you aware of the USAID Diversity website available on the USAID intranet? (% Yes)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

Are you aware of new diversity initiatives being conducted by the Agency? (% Yes)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

Have you seen the Administrator's videotaped message on the Agency's commitment to diversity? (% Yes)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

Have you seen the Administrator's dedicated feature in "Notes from Natsios" published in Front Lines? (% Yes)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

Implementation Timeline

Commencement → sustained ongoing effort

Supporting Factors to Intervention Implementation

- Counselor to the Agency, Senior Policy Advisor, and Members of Executive Diversity Council maintaining sustained focus by Office of the Administrator on advancement of diversity agenda.

Potential Obstacles to be Avoided and/or Overcome

- Change in Leadership
- Loss of focus and momentum due to urgent Agency priorities

INTERVENTION: Integrate Diversity with Management Practices and Accountability Systems

Recommendation and Background

Managing diversity must be established as one of the core competencies used to assess managers' performance. Accountability is critical. The ability to perform this task must be a critical element in the evaluation process for both Foreign Service and Civil Service managers and supervisors alike. Managers must be held accountable and rewarded for exercising good supervision, engaging in career development efforts, and for meeting clearly defined diversity objectives.

Enhanced integration of diversity with management practices would serve in addressing the Findings Report's finding that nearly one half of the total direct hire workforce, nearly sixty percent of the Civil Service, forty-two percent of the Foreign Service, and sixty-one percent of females do not believe management is held accountable for seeking to ensure a respectful, diverse workplace.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.2 – USAID Establishes Personnel Policies and Systems that Promote Inclusiveness, Transparency and Equity.

Guidelines for Successful Implementation

- Establish management of diversity as a core competency in assessing managers' performance.
- Establish clearly defined diversity objectives towards which management strives and is evaluated.
- Make managers and supervisors responsible for identifying and developing employees to their full potential.
 - Integrate with Identification and Development of Talent at all Levels through Career Development Program
- Establish accountability systems rewarding managers for effective management of personnel and their efforts in ensuring a respectful, diverse workplace and enhancing the career development of a diverse group of employees.

Performance Measures

Output Measure: Diversity goals included in each manager's Performance Plans

Increase Favorable response rate and close gap between CS/FS, gender, race/ethnicity on periodically surveyed questions:

SCORECARD

Management is held accountable for seeking to ensure a respectful, diverse workplace. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	50%					
Civil Service	40%					
Foreign Service	55%					
Males	58%					
Females	39%					
Whites	48%					
Non-Whites	52%					

BASELINE

Management is held accountable for seeking to ensure a respectful, diverse workplace:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	9%	16%	4%	5%	15%	7%	17%
Disagree	40%	43%	38%	35%	46%	44%	30%
Agree	46%	35%	53%	53%	37%	43%	52%
Strongly Agree	4%	5%	2%	5%	2%	5%	0%

SCORECARD

The rewards managers give, the work schedules they allow, and the career development activities they support are fair and equitable and based on merit. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

BASELINE TO BE ESTABLISHED

SCORECARD

While in USAID your supervisors of the last five years have played a supportive role in your career development. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	70%					
Civil Service	61%					
Foreign Service	76%					
Males	77%					
Females	63%					
Whites	69%					
Non-Whites	72%					

BASELINE

While in USAID your supervisors of the last five years have played a supportive role in your career development:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	10%	13%	9%	7%	14%	11%	8%
Disagree	20%	26%	15%	16%	23%	20%	20%
Agree	36%	33%	36%	47%	23%	41%	20%
Strongly Agree	34%	28%	40%	30%	40%	28%	52%

SCORECARD

While in USAID, within the last five years, your second line supervisors have played a supportive role in your career development? (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

BASELINE TO BE ESTABLISHED

SCORECARD

Career Development and advancement are important to me. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

BASELINE TO BE ESTABLISHED

Implementation Timeline

Commencement → 26 weeks

- ✓ Establish management of diversity as core competency in assessing managers' performance.
- ✓ Establish clearly defined diversity objectives towards which management strives and is evaluated.
- ✓ Establish accountability systems rewarding managers for effective management of personnel and their efforts in ensuring a respectful, diverse workplace and enhancing the career development of a diverse group of employees.

Commencement + 26 weeks → sustained ongoing effort

- ✓ Enhanced managerial and supervisory emphasis on identifying and nurturing diverse talent at all levels.

Supporting Factors to Intervention Implementation

- Ensuring transparent & effective accountability system in managerial assessments

Potential Obstacles to be Avoided and/or Overcome

- Competing priorities of managerial assessments
- Gaining consensus from organizational units on changes to Performance Management

INTERVENTION: Create a Diversity Scorecard

Recommendation and Background

In creating the visible measures needed to ensure organizational commitment and accountability to advancing a diversity agenda, a Diversity Scorecard should be created designed to measure Agency success in achieving a diverse workforce, and a workplace conducive and supportive of such a workforce. A Diversity Scorecard could provide the Agency with a series of metrics that would allow stakeholders a fast but comprehensive view of the Agency's performance in achieving its objectives.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.1 - USAID's Leadership Demonstrates its Commitment to Diversity, and Intermediate Result 2.2 – USAID Establishes Personnel Policies and Systems that Promote Inclusiveness, Transparency and Equity.

Guidelines for Successful Implementation

- Create a visible scorecard necessary to measure progress of advancement of a diversity agenda, developing a flowchart or visual depiction of the interrelationship between performance measures and interventions.
- Measure and monitor organizational performance at periodic intervals.
- Create feedback loops in intervention strategy & implementation responsive to organizational performance.
- Integrate organizational performance into Communication Strategy and Management Practices and Accountability Systems.

Performance Measures

Workforce Perceptions

Performance Measures associated with each diversity intervention are to be consolidated in the Diversity Scorecard.

Measure workforce demographics against Findings Report baseline, NCLF and benchmark organizations (e.g., Department of State, Department of Commerce International Trade Administration, USDA Foreign Agricultural Service, Peace Corps, Federal Emergency Management Agency and Office of Personnel Management)¹

- ✓ Gender – Agency wide, FS/CS
- ✓ Race/Ethnicity – Agency wide, FS/CS
- ✓ Gender & Race/Ethnicity – Agency wide, FS/CS
- ✓ Managerial and Executive Positions by Gender – Agency wide, FS/CS
- ✓ Managerial and Executive Positions by Race/Ethnicity – Agency wide, FS/CS

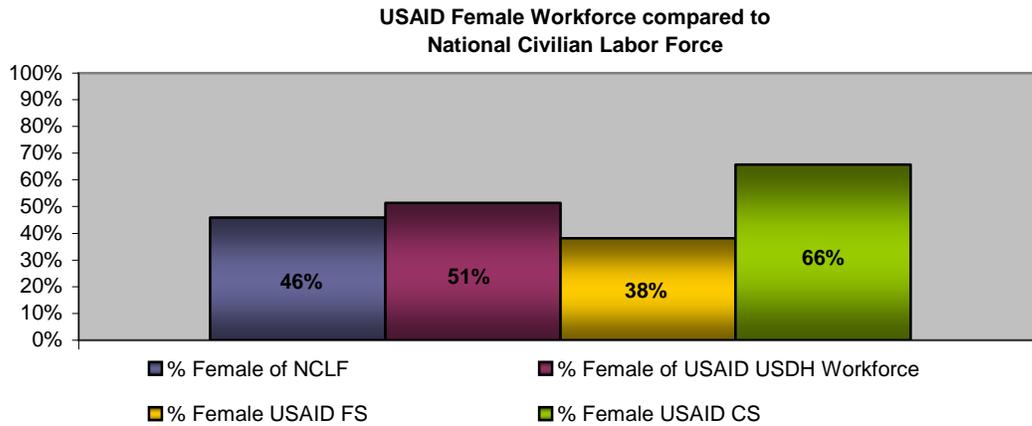
¹ Demographic Data provided via Office of Personnel Management Federal Data Statistics, <http://www.opm.gov/feddata/>

- ✓ Managerial and Executive Positions by Gender & Race/Ethnicity – Agency wide, FS/CS

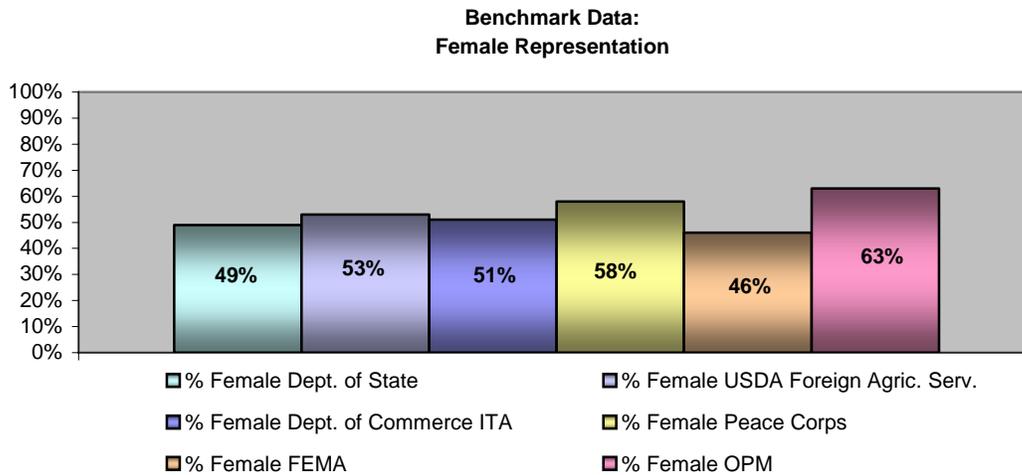
SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% Female of USAID USDH Workforce	51%					
% Female USAID FS	38%					
% Female USAID CS	66%					

BASELINE



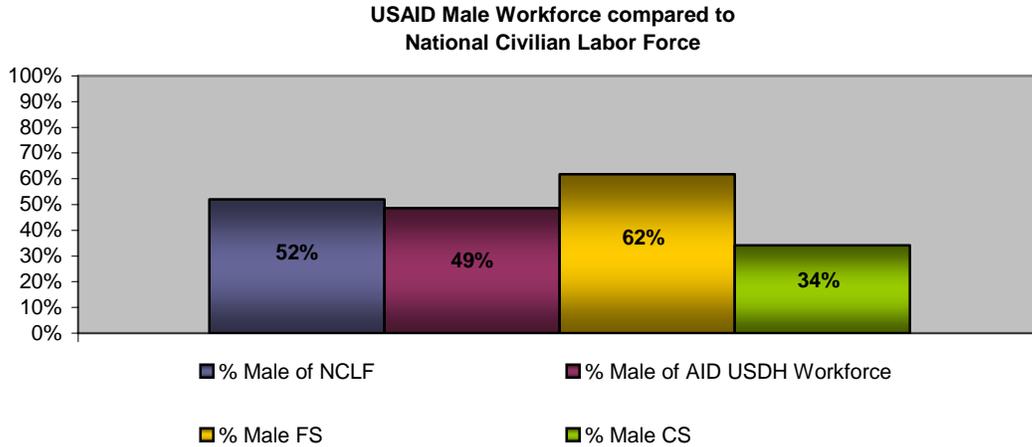
BENCHMARK (Benchmark Data as of Sept. 30, 2002)



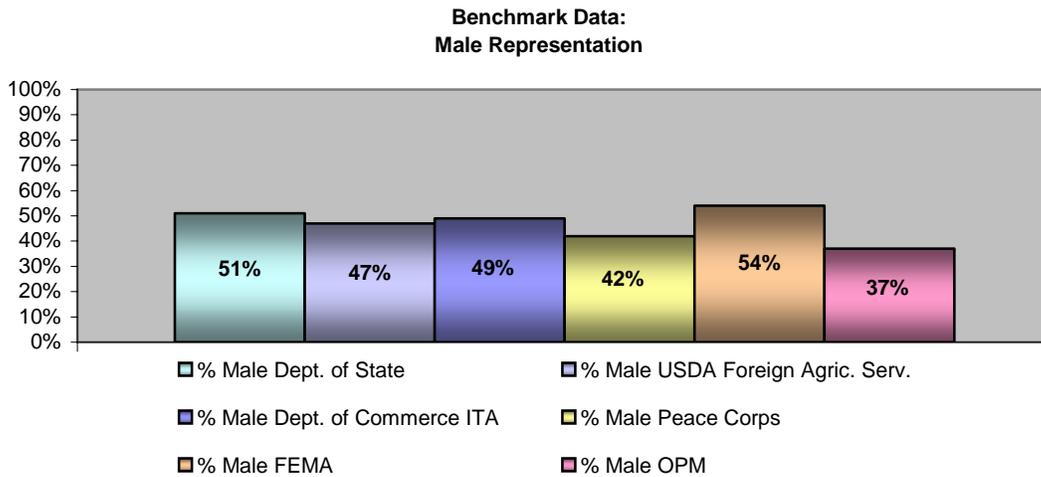
SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% Male of USAID USDH Workforce	49%					
% Male USAID FS	62%					
% Male USAID CS	34%					

BASELINE



BENCHMARK (Benchmark Data as of Sept. 30, 2002)

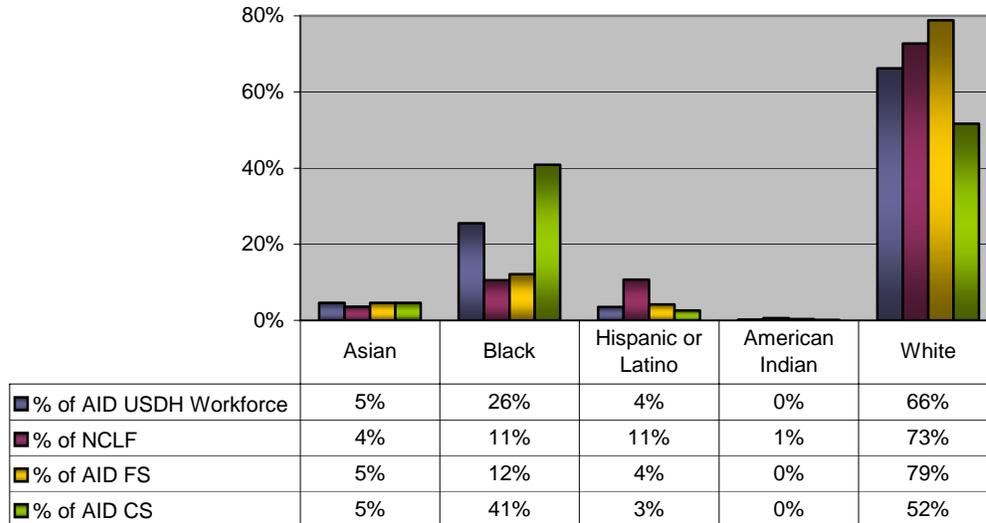


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% of USAID USDH Workforce						
- Asian	5%					
- Black	26%					
- Hispanic or Latino	4%					
- American Indian	0%					
- White	66%					
% of USAID FS						
- Asian	5%					
- Black	12%					
- Hispanic or Latino	4%					
- American Indian	0%					
- White	79%					
% of USAID CS						
- Asian	5%					
- Black	41%					
- Hispanic or Latino	3%					
- American Indian	0%					
- White	52%					

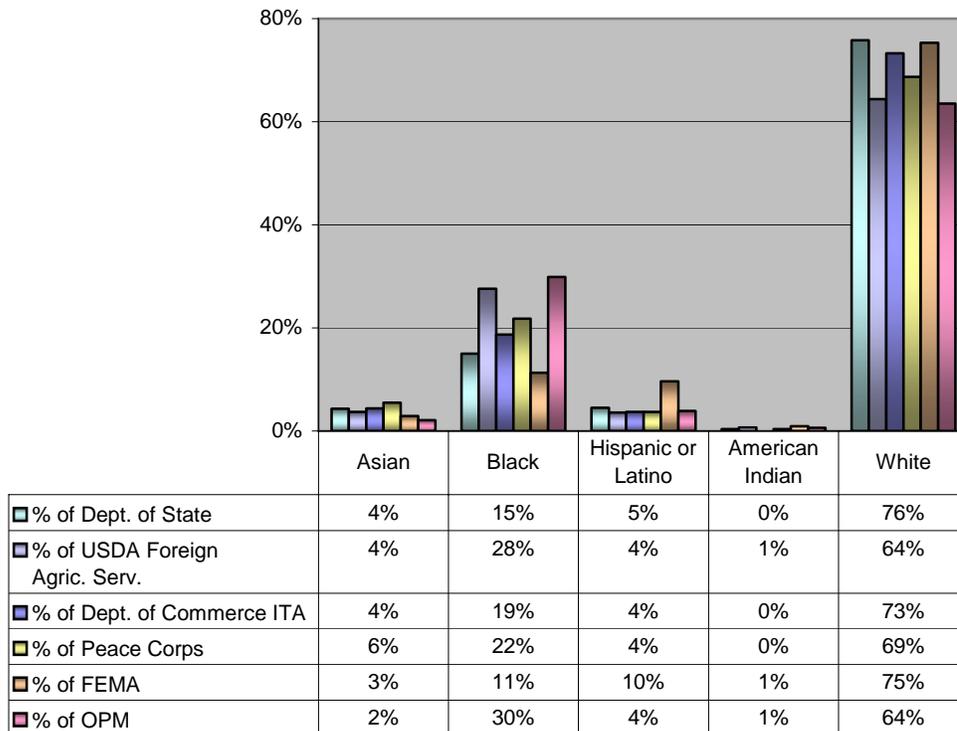
BASELINE

USDH Representation by Race/Ethnicity, FS, CS compared to National Civilian Labor Force



BENCHMARK (Benchmark Data as of Sept. 30, 2002)

Benchmark Data: Representation by Race/Ethnicity

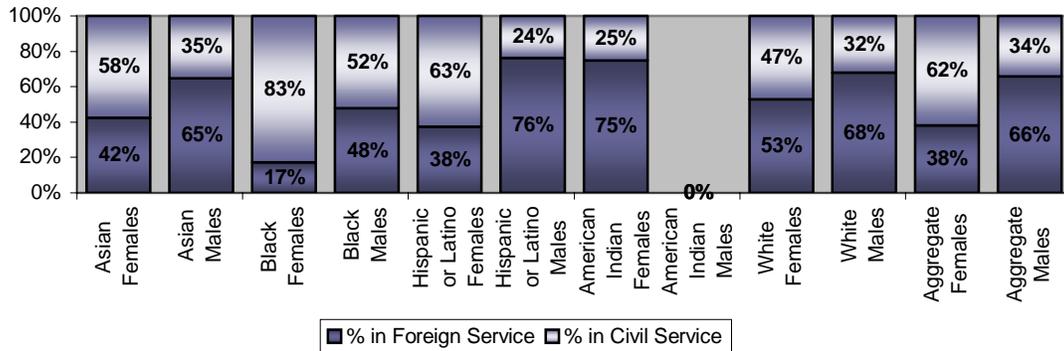


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Asian Females						
- Civil Service	58%					
- Foreign Service	42%					
Asian Males						
- Civil Service	65%					
- Foreign Service	35%					
Black Females						
- Civil Service	83%					
- Foreign Service	17%					
Black Males						
- Civil Service	52%					
- Foreign Service	48%					
Hispanic or Latino Females						
- Civil Service	63%					
- Foreign Service	38%					
Hispanic or Latino Males						
- Civil Service	24%					
- Foreign Service	76%					
American Indian Females						
- Civil Service	25%					
- Foreign Service	75%					
American Indian Males						
- Civil Service	0%					
- Foreign Service	0%					
White Females						
- Civil Service	47%					
- Foreign Service	53%					
White Males						
- Civil Service	32%					
- Foreign Service	68%					

BASELINE

Foreign Service and Civil Service by Race/Ethnicity and Gender

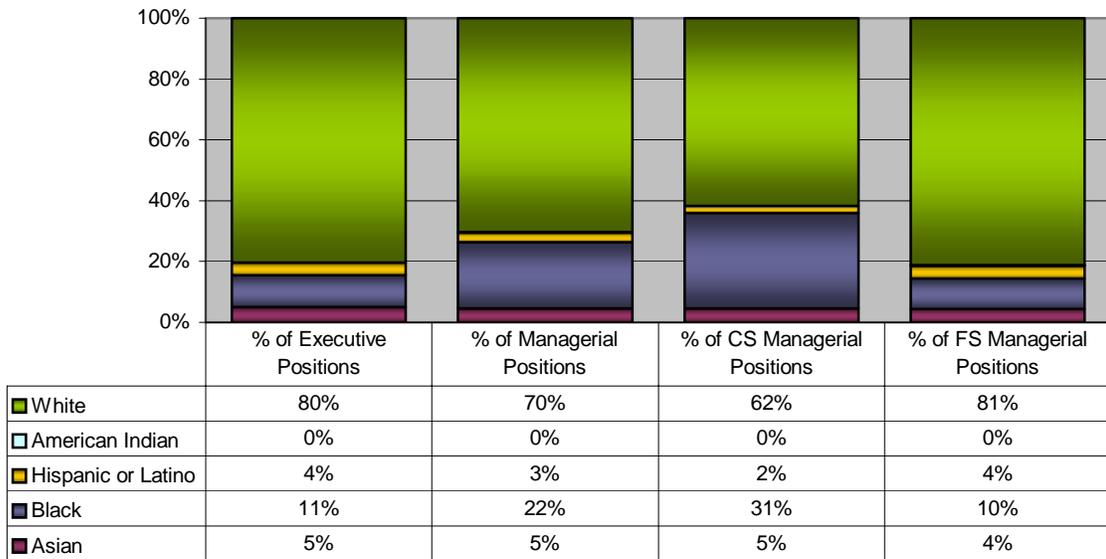


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% of USAID Executive Positions						
- Asian	5%					
- Black	11%					
- Hispanic or Latino	4%					
- American Indian	0%					
- White	80%					
% of USAID Managerial Positions						
- Asian	5%					
- Black	22%					
- Hispanic or Latino	3%					
- American Indian	0%					
- White	70%					
% of CS Managerial Positions						
- Asian	5%					
- Black	31%					
- Hispanic or Latino	2%					
- American Indian	0%					
- White	62%					
% of FS Managerial Positions						
- Asian	4%					
- Black	10%					
- Hispanic or Latino	4%					
- American Indian	0%					
- White	81%					

BASELINE

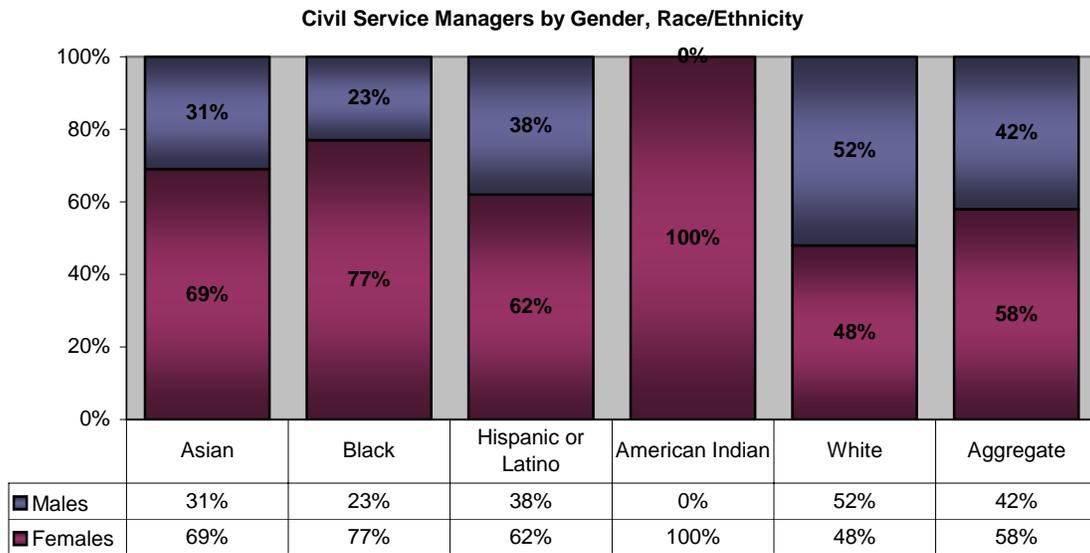
Managerial and Executive Positions by Race/Ethnicity, FS/CS



SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% of USAID CS Managers – Asian						
- Female	69%					
- Male	31%					
% of USAID CS Managers – Black						
- Female	77%					
- Male	23%					
% of USAID CS Managers – Hispanic or Latino						
- Female	62%					
- Male	38%					
% of USAID CS Managers – American Indian						
- Female	100%					
- Male	0%					
% of USAID CS Managers – White						
- Male	48%					
- Female	52%					

BASELINE

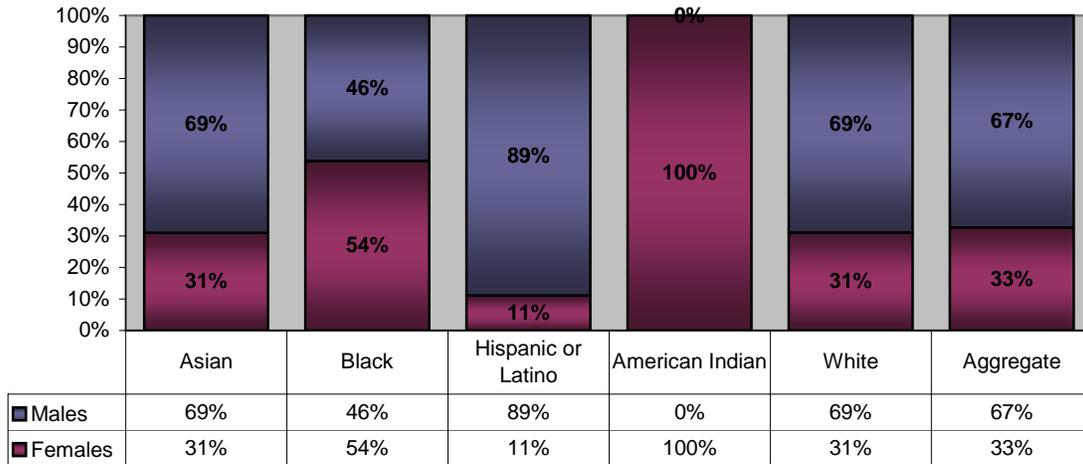


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% of USAID FS Managers – Asian						
- Female	31%					
- Male	69%					
% of USAID FS Managers – Black						
- Female	54%					
- Male	46%					
% of USAID FS Managers – Hispanic or Latino						
- Female	11%					
- Male	89%					
% of USAID FS Managers – American Indian						
- Female	100%					
- Male	0%					
% of USAID FS Managers – White						
- Male	31%					
- Female	69%					

BASELINE

Foreign Service Managers by Gender, Race/Ethnicity



Workforce Perceptions

SCORECARD

<i>Within the last two years, have you ever felt unfairly treated at USAID because of factors related to race, gender, age, disability, sexual orientation or other personal characteristics that reflect differences? (% Yes)</i>						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	49%					
Civil Service	45%					
Foreign Service	49%					
Males	40%					
Females	57%					
Whites	55%					
Non-Whites	38%					

BASELINE

Have you ever felt unfairly treated at USAID because of factors related to race, gender, age, disability, sexual orientation or other personal characteristics that reflect differences?							
	All	CS	FS	Males	Females	Whites	Non-Whites
Yes	49%	45%	49%	40%	57%	55%	38%
No	51%	55%	51%	60%	43%	45%	63%

SCORECARD

<i>USAID embodies your vision of a diverse workforce. (% Agree or Strongly Agree)</i>						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	68%					
Civil Service	61%					
Foreign Service	73%					
Males	68%					
Females	66%					
Whites	70%					
Non-Whites	60%					

BASELINE

USAID embodies your vision of a diverse workforce:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	11%	15%	8%	9%	14%	11%	12%
Disagree	21%	25%	19%	23%	20%	19%	28%
Agree	53%	38%	63%	52%	52%	54%	48%
Strongly Agree	15%	23%	10%	16%	14%	16%	12%

SCORECARD

USAID promotes an atmosphere that treats people fairly, equitably and with dignity and respect. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	71%					
Civil Service	68%					
Foreign Service	74%					
Males	78%					
Females	65%					
Whites	71%					
Non-Whites	72%					

BASELINE

USAID promotes an atmosphere that treats people fairly, equitably and with dignity and respect:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	8%	10%	6%	5%	12%	10%	4%
Disagree	20%	23%	19%	18%	23%	19%	24%
Agree	60%	50%	68%	64%	56%	60%	60%
Strongly Agree	11%	18%	6%	14%	9%	11%	12%

SCORECARD

USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	76%					
Civil Service	63%					
Foreign Service	86%					
Males	82%					
Females	71%					
Whites	83%					
Non-Whites	60%					

BASELINE

USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	5%	8%	2%	2%	8%	5%	4%
Disagree	19%	29%	11%	16%	23%	12%	36%
Agree	63%	50%	73%	63%	63%	67%	52%
Strongly Agree	13%	13%	13%	19%	8%	16%	8%

Implementation Timeline

Commencement → 12 weeks

- ✓ Create visible measures necessary to evaluate progress of advancement of diversity agenda.

To be timed with Administrator Survey

- ✓ Measure and monitor organizational performance at periodic intervals.

Administrator Survey + 12 weeks

- ✓ Create feedback loops in intervention strategy and implementation responsive to organizational performance.

Supporting Factors to Intervention Implementation

- Ability to readily mine NCF data

Potential Obstacles to be Avoided and/or Overcome

- Competing priorities on data access points

INTERVENTION: Expanded Collaborative Relations and Aligned Initiatives between the Offices of Human Resources and Equal Opportunity Programs

Recommendation and Background

Recognizing limited resources, complementary mandates, and EOP's statutory responsibility for reporting the Agency's affirmative employment accomplishments to the Equal Employment Opportunity Commission, the Offices of Human Resources and Equal Opportunity Programs must be active partners in leading the Agency's efforts to incorporate affirmative employment goals into USAID's workforce strategies. By effectively aligning and supporting one another's efforts, potential synergies can be realized and Agency resources efficiently allocated and utilized. Communication channels must be well maintained, and strategic initiatives aligned such that duplication of efforts are avoided and systems are in place to ensure that the Offices of Human Resources and Equal Opportunity Programs are working on a parallel track towards the same organizational goal of "A diverse workforce created."

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.1 - USAID's Leadership Demonstrates its Commitment to Diversity, and Intermediate Result 2.2 – USAID Establishes Personnel Policies and Systems that Promote Inclusiveness, Transparency and Equity.

Guidelines for Successful Implementation

- Align strategic initiatives ensuring that resources are maximized and the Offices of Human Resources and Equal Opportunity Programs are working together towards the creation of a diverse workforce.
 - ✓ HR to lead, with EOP collaboration, development of FEORP (Federal Equal Opportunity Recruitment Program) plan, developing specific recruitment strategies designed to increase the representation of EEO groups who are underrepresented in the Affirmative Employment Plan.
 - ✓ HR and EOP to improve their joint processes to ensure a more diverse workforce, further collaborating on recruitment and selection processes, consulting on potential applications, setting goals for diversity, and coordinating a recruitment strategy that addresses the diversity needs of the Agency.
 - ✓ HR and EOP to work to define tangible ways in which diversity training requirements are integrated and fulfilled by Agency training activities.
- Integrate Annual diversity plans with alignment of strategic initiatives.
- Monthly management meetings.

Performance Measures

Successful fulfillment of shared strategic initiatives.

Implementation Timeline

Commencement → 26 weeks

- ✓ Align strategic initiatives ensuring that resources are maximized and the Offices of Human Resources and Equal Opportunity Programs are working together towards the creation of a diverse workforce.

To be timed with annual strategic planning exercises

- ✓ Integrated Annual diversity plans with alignment of strategic initiatives

Commencement → ongoing, in monthly increments

- ✓ Monthly management meetings

Supporting Factors to Intervention Implementation

- Demonstrated organizational commitment of resources to advancement of diversity agenda

Potential Obstacles to be Avoided and/or Overcome

- Competing priorities on small core group of critical personnel

DIVERSITY RECRUITMENT INITIATIVES

INTERVENTION: Establish a Full-Time Professional Recruiter Position with Sufficient Resources to Engage in Targeted Recruitment Activities

Recommendation and Background

A Full-Time Professional Recruiter Position should be established within the Office of Human Resources. The creation of a Full-Time Professional Recruiter Position would enhance the capacity needed within the Office of Human Resources to both address current shortcomings demanding immediate improvement as identified in the Findings Report, but in the medium- and long-term, would serve to proactively create the pipeline of a highly qualified diverse applicant pool necessary to thrive in the ongoing competition for talent, thus ensuring that such shortcomings do not become acute in the future. Moreover, if charged with the maintenance of collecting and analyzing selection data with an eye towards adaptive recruitment and selection business practices, the Agency can excel in achieving the Human Capital Assessment and Accountability Framework's (HCAAF) Critical Success Factor for Diversity, *"The agency identifies and monitors any under-representation of minorities, women, disabled veterans, and individuals with severe disabilities. The agency develops and implements diversity outreach plans to improve representation."*²

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.3 – USAID Recruits a Diverse Workforce

Guidelines for Successful Implementation

Sufficient resources should be provided allowing for a number of targeted recruitment functions to be conducted, including:

- Develop and execute Recruitment Plan to improve diversity within the Agency.
- Implement targeted outreach to diverse groups, including, amongst others: Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, the Workforce Recruitment Program for College Students with Disabilities, and the University of Denver sponsored International Career Advancement Program (ICAP). Potential low-cost outreach activities may include periodic phone calls with guidance counselors; campus visits at career services functions; and announcements in school newspapers coinciding with IDI and NEP application dates.
- Establish or enhance relationships with minority and professional associations relevant to USAID's Mission, collaborating with employee affinity groups and the Office of Small Disadvantaged Business Utilization in identifying targeted institutions.

² <http://apps.opm.gov/HumanCapital/tool/toolhtml.cfm>

- Partner with other foreign affairs organizations to conduct joint recruitment activities. Potential synergies that may be tapped include participation in joint career fairs and dissemination of marketing materials.
- Provide training for all recruiters, preparing them for targeted recruitment activities.
- Routinely collect and analyze selection data for evidence of adverse impact at each step in the recruitment and selection processes.
- Measure applicant pool and selection intake against Findings Report baseline (total CS and FS workforces, NEP/IDI classes, PMFs).
- Interface with USAID/OPM Federal Career Intern and PMF Programs.

Performance Measures

Creation of a pipeline of highly qualified diverse applicant pool necessary to thrive in the ongoing competition for talent.

Measure applicant pool and selection intake against Findings Report baseline, current workforce and NCLF

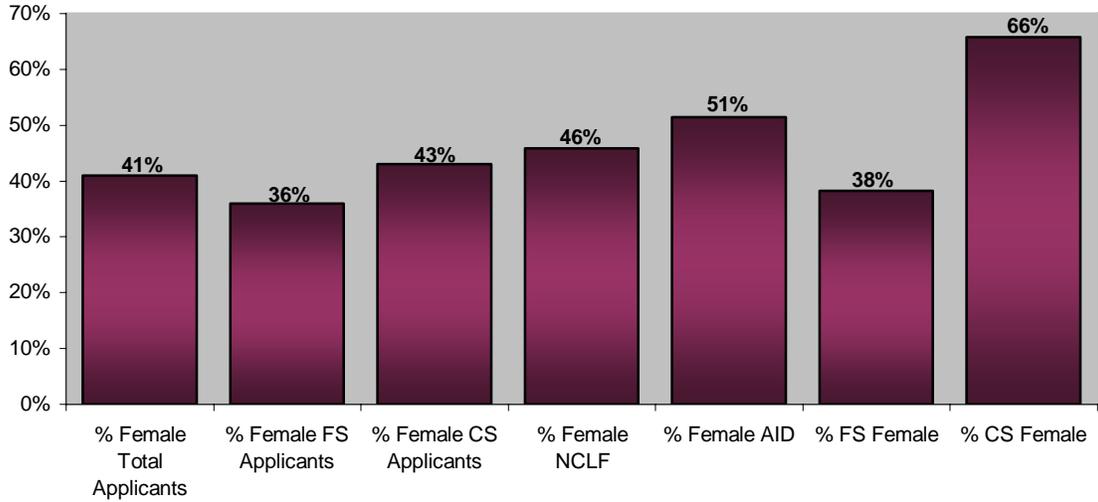
- ✓ Gender – Agency wide, FS/CS
- ✓ Race/Ethnicity – Agency wide, FS/CS
- ✓ NEP Gender Breakdown
- ✓ NEP & IDI Race/Ethnicity Breakdown
- ✓ PMF Gender Breakdown
- ✓ PMF Race/Ethnicity Breakdown
- ✓ Disability

SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% Female Total USDH Applicants	41%					
% Male Total USDH Applicants	58%					
% Female FS Applicants	36%					
% Male FS Applicants	64%					
% Female CS Applicants	43%					
% Male CS Applicants	56%					

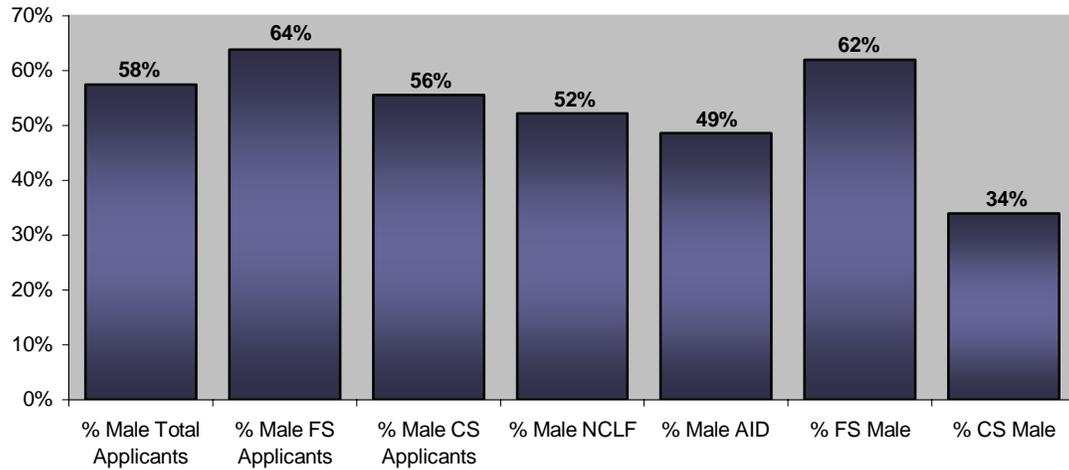
BASELINE

Female Applicants compared to USDH Female Workforce and National Civilian Labor Force



BASELINE

Male Applicants compared to USDH Male Workforce and National Civilian Labor Force

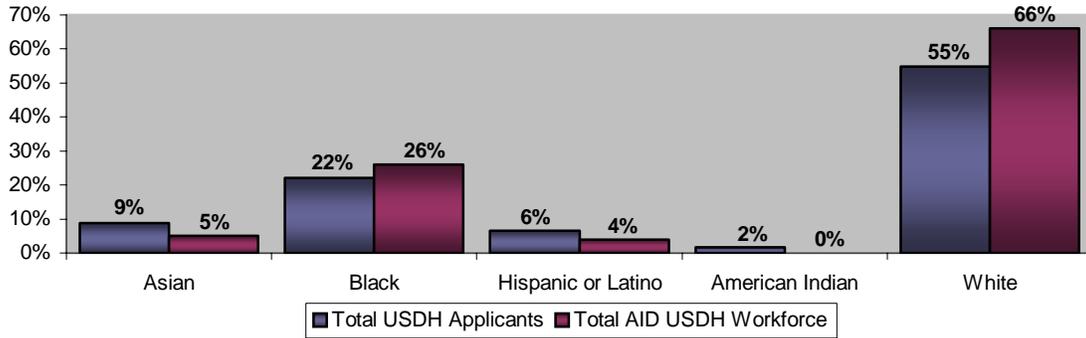


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% Total USDH Applicants - Asian	9%					
% Total USDH Applicants – Black	22%					
% Total USDH Applicants – Hispanic or Latino	6%					
% Total USDH Applicants – American Indian	2%					
% Total USDH Applicants - White	55%					

BASELINE

Total USDH Applicants by Race/Ethnicity compared to Current USDH Workforce

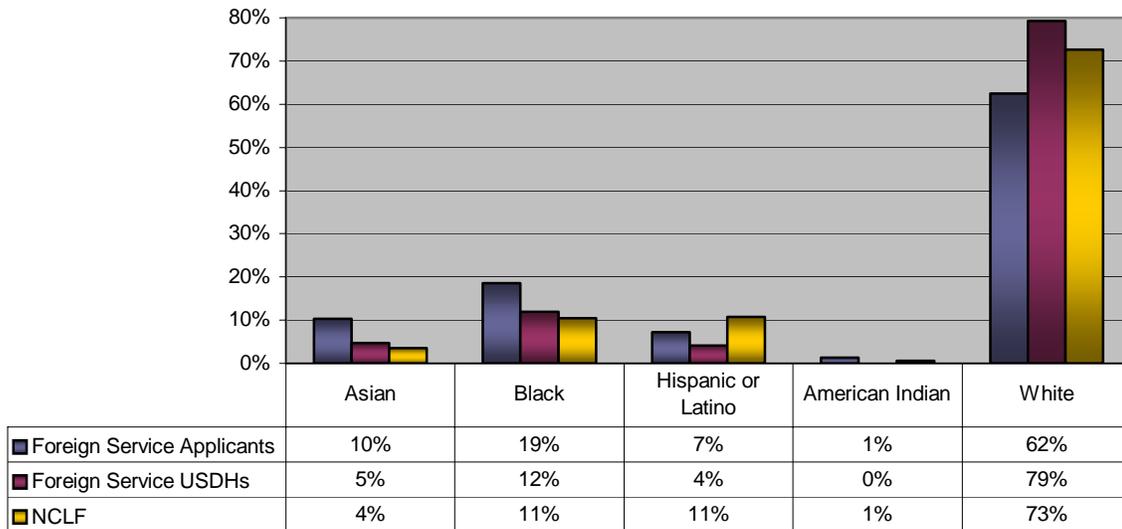


SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% FS Applicants – Asian	10%					
% FS Applicants – Black	19%					
% FS Applicants – Hispanic or Latino	7%					
% FS Applicants – American Indian	1%					
% FS Applicants – White	62%					

BASELINE

FS Applicants, USDHs and National Civilian Labor Force by Race/Ethnicity



SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% Female by NEP Class	47%					
% Male by NEP Class	53%					

BASELINE

NEP Gender Breakdown by Year

Year	% Female	% Male
1999	61%	39%
2000	44%	56%
2001	54%	46%
2002	37%	63%
2003	42%	58%
2004	47%	53%

SCORECARD

	NEP & IDI Classes I-XII Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Asian Female	4%					
Asian Male	1%					
Black Female	7%					
Black Male	5%					
Hispanic or Latino Female	2%					
Hispanic or Latino Male	3%					
American Indian Female	1%					
American Indian Male	0%					
White Female	33%					
White Male	44%					

BASELINE

NEP & IDI Race/Ethnicity Breakdown (Aggregate: Classes I – XII)

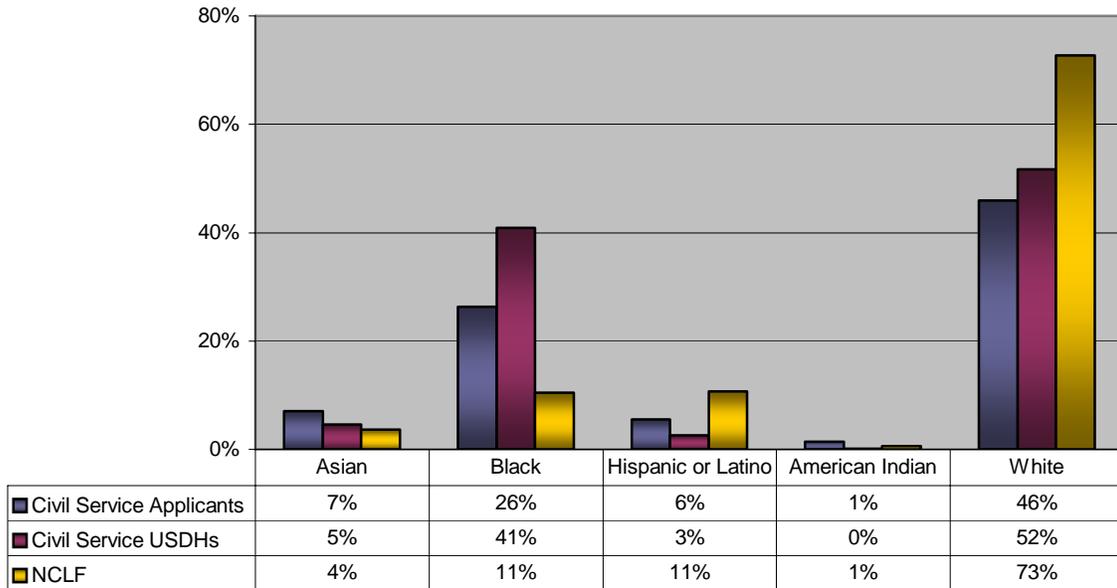
	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female	American Indian Male	American Indian Female
% NEP & IDI	44%	33%	5%	7%	3%	2%	1%	4%	0%	1%
% USAID FS	51%	28%	7%	5%	3%	1%	2%	2%	0%	0%

SCORECARD

	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
% CS Applicants – Asian	7%					
% CS Applicants – Black	26%					
% CS Applicants – Hispanic or Latino	6%					
% CS Applicants – American Indian	1%					
% CS Applicants – White	46%					

BASELINE

CS Applicants, USDHs and National Civilian Labor Force by Race/Ethnicity



Implementation Timeline

Commencement → 26 weeks, ongoing

- ✓ Implement targeted outreach at diverse groups, including Historically Black Colleges and Universities, Hispanic Serving Institutions and Tribal Colleges and Universities.
- ✓ Establish or enhance relationships with minority and professional associations relevant to USAID's Mission, collaborating with employee affinity groups and the Office of Small Disadvantaged Business Utilization in identifying targeted institutions.
- ✓ Partner with other foreign affairs organizations to conduct joint recruitment activities.
- ✓ Provide training for all recruiters.

Commencement → ongoing

- ✓ Collect and analyze selection data for evidence of adverse impact.

Supporting Factors to Intervention Implementation

- Ability to readily mine AVUE data

Potential Obstacles to be Avoided and/or Overcome

- Competing priorities on data access points
- Turnover within Professional Recruiter position
- Budget constraints

RETENTION AND CAREER DEVELOPMENT

INTERVENTION: Design Relevant, Interactive and Applicable Career Development Training

Recommendation and Background

The purpose of good career development and diversity training is to not just increase awareness and understanding about diversity and supervisory, management and leadership issues, but to also develop concrete skills that employees can use to deal with workplace diversity, understanding its implications and its effects.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.4 – USAID Retains a Diverse Workforce

Guidelines for Successful Implementation

- Identify, develop and provide customized management and supervisory training designed specifically to the unique facets of being a USAID employee on both the Civil Service and Foreign Service sides.
 - ✓ Management and Supervisory Training
 - Fostering an efficient, effective and respectful work environment
 - ✓ Exploration of the unique aspects of working overseas (e.g., working with the embassies; FSNs; host country culture and counterparts); emphasis on addressing the real or potential diversity challenges of working overseas.
 - ✓ Reinstate program similar to Development Studies Program, making it broadly available to qualified employees.
- Examine to determine adequacy of current training efforts to address diversity enhancing initiatives, leveraging where possible existing training resources, such as the Leadership Development Program, to enhance Agency capacity for diversity training.
- Develop and provide a comprehensive new entry orientation program, similar to that offered to incoming NEPS, to all new hires on a quarterly basis. Diversity training to be a prominent component of the new employee and NEP orientation programs.

Performance Measures

Increase Favorable response rate and close gap between CS/FS, gender, race/ethnicity on periodically surveyed questions:

SCORECARD

Do you feel there is a sufficient/insufficient amount of USAID career development training available for you? (% Sufficient or Just Right)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

SCORECARD

USAID Career Development training is made available fairly and equitably. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

SCORECARD

The career development training provided is directly applicable to my job. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

SCORECARD

The career development training provided improves the performance of my team. (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

Implementation Timeline

- Commencement → 26 weeks
 - ✓ Develop a comprehensive new entry orientation program, similar to that offered to incoming NEPS, to all new hires on a quarterly basis. Diversity training to be a prominent component of the orientation program.
- Commencement + 26 weeks → sustained ongoing effort, offered in 3-month increments
 - ✓ Provide comprehensive orientation program to all new hires on a quarterly basis.
- Commencement → 26 weeks
 - ✓ Identify and develop customized managerial and diversity training designed specifically to the unique facets of being a USAID employee on both the Civil Service and Foreign Service sides.
- Commencement + 26 weeks → ongoing
 - ✓ Provide customized managerial and diversity training
- Commencement → sustained ongoing effort
 - ✓ Examine adequacy of, and leverage where possible, existing training resources to enhance Agency capacity for diversity training.

Supporting Factors to Intervention Implementation

- Demonstrated Agency commitment to training and career development activities.

Potential Obstacles to be Avoided and/or Overcome

- Lack of development and delivery resources, time for training.

INTERVENTION: Identify and Develop Talent at all Levels through Career Development Program

Recommendation and Background

Managers and supervisors should be charged with identifying and actively nurturing diverse talent at all levels. Career development activities should be made available, especially those that qualify participants to compete for admission into the next level within the organization. Implementation of this intervention would address the need identified in the Findings Report to provide upward mobility opportunities to women and minorities within the Civil and Foreign Services, ensuring enhanced representation within the management ranks.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.4 – USAID Retains a Diverse Workforce

Guidelines for Successful Implementation

- Career development activities should be made available, especially those that qualify participants to compete for admission into the next level within the Agency.
 - ✓ Design and implement a job shadowing program for employees to develop an appreciation for the nature of the work one level above them for an extended period of time.
 - ✓ Encourage senior staff and executives to participate in mentoring programs for junior and mid-level staff. Provide adequate training for all participating mentors.
 - ✓ Develop upward mobility or stretch positions allowing administrative employees opportunities to enter professional ranks.
 - ✓ Reinstate a Tuition Assistance Program, providing financial support and encouraging current employees' pursuit of further study/advanced degree through evening study and distance learning programs.

Performance Measures

- Employee advancement rates by total workforce, gender and race/ethnicity
 - Administrative - Professional
 - Within professional grades
- Employees participating in Mentor Program
- Employees participating in Tuition Assistance Program

Implementation Timeline

- T-0 → 26 weeks, sustained ongoing effort
 - ✓ Encourage senior staff and executives to participate in mentoring programs for junior and mid-level staff. Adequate training must be provided for all participating mentors.

- ✓ Design and implement a job shadowing program for employees to develop an appreciation for the nature of the work one level above them for an extended period of time.
- ✓ Develop upward mobility or stretch positions allowing administrative employees opportunities to enter professional ranks.
- To be timed with annual budgeting process
 - ✓ Reinstate a Tuition Assistance Program, providing financial support and encouraging current employees' pursuit of an advanced degree through evening study and distance learning programs.

Supporting Factors to Intervention Implementation

- Establishment of management of diversity as core competency in assessing managers' performance.

Potential Obstacles to be Avoided and/or Overcome

- Competing priorities/time constraints on behalf of mentors and employees.
- Budget constraints

INTERVENTION: Establish, Communicate and Implement SES and SFS Development Programs

Recommendation and Background

The Agency should implement Senior Executive Service and Senior Foreign Service development and mentoring programs for midlevel employees to ensure a diverse group of highly qualified candidates for SES and SFS positions.

Effective establishment, communication and implementation of SES and SFS Development Programs would serve to address the need identified in the Findings Report to enhance female and minority representation within the executive ranks, enhancing the diversity of input at the policy level, and serving as positive and visible role models to aspiring employees and recruits.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.4 – USAID Retains a Diverse Workforce

Guidelines for Successful Implementation

- Implement SES and SFS development and mentoring programs for midlevel employees to ensure a diverse group of highly qualified candidates for SES and SFS positions.
 - ✓ Classroom learning (FEI Leadership Training)
 - ✓ Work-based learning
 - Developmental Assignments
 - Team Leadership projects
 - Executive Coaches
 - Mentor Matching
 - Leadership Forums Committees
 - Field Experiences
 - Reading Groups
 - Web-Based Learning
- For the Civil Service, integrate efforts to the extent possible with OPM's new Executive Service Federal Candidate Development Program (Fed CDP).
- For the Foreign Service, model a parallel initiative to Fed CDP.

Performance Measures

- Employee advancement rates by total workforce, gender and race/ethnicity
 - Senior Executive Service
 - Senior Foreign Service

Implementation Timeline

Commencement → 26 weeks, sustained ongoing effort

- ✓ Implement SES and SFS development and mentoring programs for midlevel employees to ensure a diverse group of highly qualified candidates for SES and SFS positions.

Supporting Factors to Intervention Implementation

- Aggressive marketing of programs integrated with Diversity Communication Strategy.

Potential Obstacles to be Avoided and/or Overcome

- Budget constraints
- Small number of available senior level positions, particularly on Civil Service side

INTERVENTION: Reexamine Foreign Service Promotion Criteria and Practices and Leverage Succession Planning to Ensure Diversity of Views, Talents and Backgrounds

Recommendation and Background

The Agency should reexamine their Foreign Service promotion criteria and past promotion practices for possible disparate impact. The findings should be used to inform revised promotion policies and practices.

Enhanced transparency must be established, effectively explaining the promotion and assignment processes to the workforce. The Agency should institute the practice of routinely collecting and analyzing assignment and promotion data for evidence of adverse impact. Perceived deviations from established criteria should be explained, and those selection procedures where adverse impact is found must be addressed.

In the data gathering conducted for the *Findings Report: Incorporating Affirmative Employment Goals into USAID's Workforce Strategies*, when USDH survey participants were asked whether career mobility and advancement is handled objectively and transparently, a resounding fifty-five percent of the total workforce, sixty percent of the Foreign Service, and surprisingly, sixty-five percent of whites, responded *No*.

The Agency must ensure its promotion criteria and precepts are results-oriented and support the advancement of well-qualified diverse candidates into management and leadership ranks.

This Intervention would address Strategic Objective #4 of the Agency's Human Capital Strategic Plan: Intermediate Result 2.4 – USAID Retains a Diverse Workforce, and Strategic Objective #4: Intermediate Result 2.2 – USAID Establishes Personnel Policies and Systems that Promote Inclusiveness, Transparency and Equity.

Guidelines for Successful Implementation

- Examine promotion criteria and practices using findings to inform revised promotion policies and practices. Explain perceived deviations from established criteria, and immediately address those selection procedures where adverse impact is found.
- Establish enhanced transparency to promotion and assignment processes.

Performance Measures

- Increase Favorable response, close gap between CS/FS, gender, race/ethnicity on periodically surveyed questions, utilizing Findings Report as baseline:
 - ✓ Is career mobility and advancement handled objectively and transparently? (yes, no, don't know)
 - ✓ Do you understand what criteria are being used in evaluating your performance and considering your candidacy for advancement? (yes, no) (baseline to be established)

- ✓ Are the criteria being used in evaluating employee performance and advancement being applied fairly and equitably? (yes, no, don't know) (baseline to be established)

SCORECARD

<i>Is career mobility and advancement handled objectively and transparently? (% Yes)</i>						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	24%					
Civil Service	23%					
Foreign Service	26%					
Males	27%					
Females	21%					
Whites	17%					
Non-Whites	42%					

BASELINE

Is career mobility and advancement handled objectively and transparently?							
	All	CS	FS	Males	Females	Whites	Non-Whites
Yes	24%	23%	26%	27%	21%	17%	42%
No	55%	48%	60%	52%	56%	65%	29%
Don't Know	22%	30%	15%	20%	23%	17%	29%

Implementation Timeline

- T-0 → 26 weeks
 - ✓ Examine promotion criteria and practices using findings to inform revised promotion policies and practices. Explain perceived deviations from established criteria, and immediately address those selection procedures where adverse impact is found.
 - ✓ Establish enhanced transparency to promotion and assignment processes.

Supporting Factors to Intervention Implementation

- Integration with Diversity Communication Strategy

OVERARCHING PERFORMANCE MEASURES

A number of overarching Performance Measures should be evaluated in three-year increments, measuring the overall success of the Agency's diversity enhancing efforts.

SCORECARD

<i>In your view, does USAID value diversity? (% Yes)</i>						
	Baseline	Year 3	Year 6	Year 9	Year 12	Year 15
All USDHs	73%					
Civil Service	65%					
Foreign Service	79%					
Males	84%					
Females	61%					
Whites	77%					
Non-Whites	61%					

BASELINE

In your view, does USAID value diversity?							
	All	CS	FS	Males	Females	Whites	Non-Whites
Yes	73%	65%	79%	84%	61%	77%	61%
No	27%	35%	21%	16%	39%	23%	39%

SCORECARD

<i>Does USAID demonstrate a commitment to achieving a diverse workforce? (% Yes)</i>						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	61%					
Civil Service	54%					
Foreign Service	67%					
Males	75%					
Females	47%					
Whites	65%					
Non-Whites	52%					

BASELINE

Does USAID demonstrate a commitment to achieving a diverse workforce?							
	All	CS	FS	Males	Females	Whites	Non-Whites
Yes	61%	54%	67%	75%	47%	65%	52%
No	20%	27%	15%	16%	24%	14%	36%
Don't Know	19%	20%	19%	9%	29%	21%	12%

SCORECARD

USAID leadership is comfortable and respectful interacting with USAID personnel of different cultural/ethnic backgrounds: (% Agree or Strongly Agree)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	79%					
Civil Service	72%					
Foreign Service	84%					
Males	90%					
Females	68%					
Whites	82%					
Non-Whites	72%					

BASELINE

USAID leadership is comfortable and respectful interacting with USAID personnel of different cultural/ethnic backgrounds:							
	All	CS	FS	Males	Females	Whites	Non-Whites
Strongly Disagree	5%	8%	2%	0%	9%	3%	8%
Disagree	16%	21%	13%	10%	23%	15%	20%
Agree	64%	59%	67%	71%	56%	65%	60%
Strongly Agree	15%	13%	17%	19%	12%	17%	12%

SCORECARD

Do you see a positive connection between workforce diversity and organizational performance? (% Yes)						
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
All USDHs	To be Established					
Civil Service						
Foreign Service						
Males						
Females						
Whites						
Non-Whites						

BASELINE TO BE ESTABLISHED

ACCOUNTABILITY MATRIX

Recommendations	Accepted by Executive Diversity Council		Action Office/Team	Date Action Assigned	Projected Date of Completion	Actual Date of Completion
	Yes	No				
Organizational Culture, Policies and Practices						
1. Develop Communication Strategy that Reflects the Administrator's Commitment	✓		LPA			
2. Integrate Diversity with Management Practices and Accountability Systems	✓		M/HR and EOP			
3. Create a Diversity Scorecard	✓		M/MPPA in collaboration with EOP			
4. Expand Collaborative Relations and Aligned Initiatives between Offices of Human Resources and Equal Opportunity Programs	✓		M/HR and EOP			
Diversity Recruitment Initiatives						
1. Establish a Full-Time Professional Recruiter Position with Sufficient Resources to Engage in Targeted Recruitment Activities	✓		M/HR			
Retention and Career Development						
1. Design Relevant, Interactive and Applicable Career Development Training	✓		M/HR			
2. Identify and Develop Talent at all Levels through Career Development Program	✓		M/HR			
3. Establish, Communicate and Implement SES and SFS Development Programs	✓		M/HR			
4. Reexamine Promotion Criteria/Practices and Leverage Succession Planning to Ensure Diversity of Views, Talents and Backgrounds	✓		Counselor and M/HR/EM			