

2007 USAID Diversity and Inclusiveness Survey Results and Analysis

Developed for:



U.S. Agency for International Development (USAID)

Developed by:



ICF International
Fairfax, VA



Under Contract OPM-07-00006

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

OPM Project Code: 02EA3TT863
OPM Work Order: 1060138
OPM Purchase Order: TO-0207005239
Project Title: USAID Diversity Study
Final Original: September 25, 2007

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
INTRODUCTION	5
FINDINGS.....	6
1. In your view, does USAID value diversity?	6
2. USAID embodies your vision of diverse workforce.	7
3. Does USAID demonstrate a commitment to achieving a diverse workforce?.....	9
4. USAID promotes an atmosphere that treats people fairly, equitably and with dignity and respect.	11
5. Does USAID have enough policies in place to ensure people are treated fairly, equitably and with dignity and respect?	13
6. Do you feel that USAID provides all families at posts with equitable treatment including, but not limited to, compound passes, assistance in obtaining visas and work permits, and inclusion in official invitations?	15
7. Within the last year, 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?.....	16
8. USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness.....	17
9. Employees of different backgrounds interact well at USAID.....	19
10. USAID senior management/leadership is comfortable and respectful interacting with USAID personnel of diverse backgrounds.	20
11. Management is held accountable for seeking to ensure a respectful, diverse workplace.....	22
12. What do you perceive to be obstacles to achieving diversity objectives at USAID? (check all that apply).	24
13. The rewards managers give are fair and equitable and based on merit.	26
14. In the past year, my USAID immediate supervisor(s) have played a supportive role in my career development.	28

15. In the past year, non-immediate supervisors at USAID have played a supportive role in your career development. 29

16. Is career mobility and advancement handled objectively and transparently? 31

17. Do you understand what criteria are being used in evaluating your performance and considering your candidacy for advancement? 33

18. Are the criteria being used in evaluating employee performance and advancement being applied fairly and equitably? 33

19. Do you perceive that employees of different backgrounds occupy a representative proportion of higher-level positions? 34

20. What do you perceive as internal challenges to career mobility and advancement? 36

21. Do you feel there is a sufficient/insufficient amount of USAID training and development opportunities to support your career development? 37

22. USAID career development training is made available fairly and equitably 38

23. Do you see a positive connection between workforce diversity and organizational performance? 40

24. Are you aware of new diversity initiatives being conducted by the Agency? 41

25. Are you aware of the USAID Diversity website available on the USAID intranet? 42

26. Are you aware of the Agency's Diversity Profile? 43

CONCLUSION 44

EXECUTIVE SUMMARY

In June 2007 the Executive Diversity Council administered a Diversity and Inclusiveness Survey to all USAID employees, designed to measure workforce perceptions and guide the Agency as it works to advance diversity and inclusiveness throughout the Agency. Analysis of the 2007 survey results indicate that overall, the Council and the Agency have made significant strides towards ensuring 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, and to serve as a model Agency for fostering a diverse workforce and a workplace conducive to advancing diversity and inclusiveness. At the same time, it is clear that significant work remains to be done. In addition to measuring workforce perceptions, the Survey highlights areas for renewed focus as the Agency and the Executive Diversity Council craft the 2008 Diversity and Inclusiveness Action Agenda. Specific areas identified for heightened attention include:

- ***Development and implementation of an aggressive communication and outreach strategy, reaching out to all Agency stakeholders. While significant advances were made during the Council's 24 months of operation, survey results indicate that only 23% of the entire USAID workforce was aware of the Agency's new diversity initiatives. It is only through effectively communicating its efforts and reaching out to the workforce that these advances can be leveraged throughout the Agency.***
- ***Diversity and Inclusiveness must include diversity of thought, ideas and opinions. The survey results indicate that enhanced effort must be placed on ensuring that diversity of thought, ideas and opinions are generated, appreciated, and encouraged throughout the Agency.***
- ***Diversity and Inclusiveness must extend to the myriad of employment categories found within the Agency. The FSN community within USAID was particularly outspoken in identifying perceptions of inequities in treatment. While many of the divisions and demarcations underlying USAID's various employment categories are based on a legal necessity and an underlying logic exists behind many of these divisions, the Agency must work to reconcile these requirements with the aim of ensuring diversity, inclusiveness and equity of treatment for all.***
- ***Supervisors and managers must be held accountable for ensuring a workplace conducive to diversity and inclusiveness. Ensuring sufficient policies are in place supportive of diversity and inclusiveness is a necessary first step. Holding managers and supervisors responsible for ensuring a respectful, diverse workplace is the critical connection that will enable success. Good supervision and management must be rewarded, and the absence of such must be addressed.***

USAID must not merely value diversity, but manage it as well. By valuing diversity, the Agency must raise employee awareness at all levels through education and positive recognition of the differences among employees. The Agency must then build upon this foundation of valuing employees and their inherent diversity, by actively managing diversity, strategically capitalizing on these differences, capitalizing on the array of ideas, creativity and potential contributions inherent in a diverse workforce, and leveraging them to better achieve the Agency's organizational goals and mission, thus reaching the full business potential embodied by a diverse workforce.

INTRODUCTION

In 2004, USAID administered a Diversity and Inclusiveness Survey probing workforce perceptions regarding diversity and inclusiveness within the Agency. As a result of those findings, in March 2005 the Executive Diversity Council was formed and charged with leading the initiative to improve diversity within the Agency. The Executive Diversity Council, given its senior status is working to advance the goal and commitment to a diverse workplace at an executive level, while the Offices of Human Resources and Equal Opportunity Programs have been tasked with implementing selected recommendations and informing the Council regarding progress made in achieving a diverse workforce, as well as of planned recruitment, retention and career development measures designed to enhance diversity and inclusiveness. The Agency's affinity groups have been called upon to support the Council and HR and EOP in shaping and advancing the Agency's Diversity and Inclusiveness Action Agenda.

In June 2007 a follow-up survey was administered Agency-wide, designed to measure workforce perceptions and identify and reinforce the Council's successes in advancing the Agency's diversity and inclusiveness agenda, as well as to identify those areas in need of renewed focus. This report serves to provide an analysis of the June 2007 Diversity and Inclusiveness Survey results, measuring workforce perceptions and identifying progress made as compared to the 2004 Diversity and Inclusiveness Survey results, considering potential differences in perception within the Civil and Foreign Services, Foreign Service Limited staff, Foreign Service Nationals, U.S. Personal Services Contractors and Institutional Contractors, as well as potential differences by gender, race/ethnicity and employees with disabilities.

The 2007 Diversity and Inclusiveness Survey included 26 total questions, of which 16 had been previously asked in 2004. Ten additional questions were added to the survey by the Executive Diversity Council with the aim of establishing a baseline against which progress could be measured in subsequent years' surveys. The 2007 survey was administered to all 9,000 USAID employees (including CS, FS, FSL, FSN, USPSC, Institutional Contractors, etc). Over 1,700 responses were received. The 2004 survey by contrast, was much more limited in scope, having been administered to a random sampling of Civil Service and Foreign Service employees. This report serves to highlight specific areas of progress made between 2004 and 2007 (illuminated in green), as well as to identify those areas demanding enhanced attention by the Executive Diversity Council as progress remains to be made (illuminated in yellow). Those items illuminated in green do not necessarily indicate that the Agency has arrived at the level to which it strives, but rather indicate significant progress made. The 2007 survey also included a section allowing respondents to provide written comments expanding upon their answers. Many of these representative comments have been included as pertain to the pertinent survey question.

The 2007 Survey proves invaluable not only in measuring progress-to-date and in identifying those areas demanding renewed attention by the Council, but in so doing, can serve to shape the Executive Diversity Council's 2008 Diversity and Inclusiveness Action Agenda, building on a strong foundation and working to ensure future successes. The Agency must build on these successes, demonstrating that its commitment is a sustained and long-term one, where diversity is exemplified as an Agency core value and managed to optimal effect.

FINDINGS

1. In your view, does USAID value diversity?

In 2004, as the Agency initiated a three-part diversity study to identify the critical diversity issues and challenges facing the Agency, and to formulate strategies to specifically address diversity issues, they were confronted by a workforce highly cynical of the Agency's commitment to advancing a diversity agenda. In the Agency's Diversity and Inclusiveness Survey conducted in 2004, it was found that more than one quarter of the Agency's total direct hire workforce, over one third of its civil service, and nearly 40% of women and racial and ethnic minorities did not believe USAID values diversity. The 2007 Diversity and Inclusiveness Survey shows real progress is being made as workforce perceptions positively reflect. Over the course of the Council's 24 months of operation, workforce perceptions improved by 12% Agency-wide, 8% within the Civil Service, 3% with the Foreign Service, 4% amongst men, 21% amongst women, 12% amongst white employees and 18% amongst all racial and ethnic minorities. Qualitative input received through survey comments, however, indicates the need for enhanced focus on encouraging and supporting a diversity of thoughts, ideas and perspectives.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	85%	73%	82%	81%	93%	86%	88%	85%
No	15%	27%	18%	19%	7%	14%	12%	15%

2004	All	CS	FS
Yes	73%	65%	79%
No	27%	35%	21%

2007	All	Male	Female
Yes	85%	88%	82%
No	15%	12%	18%

2004	All	Male	Female
Yes	73%	84%	61%
No	27%	16%	39%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	85%	89%	74%	80%	80%	88%	79%
No	15%	11%	26%	20%	20%	13%	21%

2004	All	White	All Racial & Ethnic Minorities
Yes	73%	77%	61%
No	27%	23%	39%

2007	All	Employees with Disabilities
Yes	85%	82%
No	15%	18%

Survey Comments

- *“Valuing diversity should also mean valuing and welcoming people with different ideas and opinions and encouraging them to share those opinions in an environment where people feel they may speak without fear of reprisal. The Agency has not achieved that.”*
- *“The diversity that should truly count is diversity of thought and an openness to ideas from across the political spectrum, which is what is missing.”*
- *“The problem I perceive at USAID is not so much with racial or gender diversity as with tolerance for open expression of ideas.”*
- *“Promoting a culture that values this diversity of ideas, would also then make it easier for people with different backgrounds and ideas--the ethnic and gender diverse staff--to flow to the top echelons of the organization. This responds precisely to the point about why minorities may not be as able to get ahead in the Agency. There are a number of people, probably a majority of people, who don't feel their ideas are valued – who feel that they have to fundamentally change to get ahead. Those who don't conform (i.e., those who retain their diversity), do not move beyond certain points in the Agency. This gets to the very definition of diversity. What do we mean by diversity--race and gender, or do we care about an inclusive atmosphere? Some of the questions this year do seem to reflect a change in the right direction, but if the problem is non-inclusive senior managers... how do we get them to understand that listening to diverse perspectives and engaging in debate when appropriate will make their management decisions ten times better than if they decide things in their own office with a handful of like-minded colleagues?”*

2. USAID embodies your vision of diverse workforce.

Reflecting the workforce cynicism encountered in 2004, the 2004 Diversity and Inclusiveness survey found that nearly one third of the total direct hire workforce, 40% of Civil Service and 40% of all racial and ethnic minorities *Disagree* or *Strongly Disagree* that the Agency embodies their vision of a diverse US direct hire workforce.

Over the course of the Council's 24 months of operation, workforce perceptions improved by 8% Agency-wide, 5% within the Civil Service, 13% amongst men, 6% amongst women, 10% amongst white employees and 12% amongst all racial and ethnic minorities. Interestingly, within the Foreign Service, workforce perceptions deteriorated by 3% when considering whether USAID embodies their vision of a diverse US direct hire workforce. The qualitative input received via survey comments continued to emphasize the need for greater tolerance, and active encouragement of, a diversity of thoughts, ideas and perspectives.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	6%	9%	7%	9%	3%	7%	4%	13%
Disagree	18%	26%	23%	25%	9%	16%	16%	14%
Agree	64%	52%	56%	58%	77%	61%	66%	65%
Strongly Agree	12%	12%	13%	8%	11%	16%	14%	7%

2004	All	CS	FS
Strongly Disagree	11%	15%	8%
Disagree	21%	25%	19%
Agree	53%	38%	63%
Strongly Agree	15%	23%	10%

2007	All	Male	Female
Strongly Disagree	6%	7%	6%
Disagree	18%	12%	22%
Agree	64%	66%	63%
Strongly Agree	12%	15%	9%

2004	All	Male	Female
Strongly Disagree	11%	9%	14%
Disagree	21%	23%	20%
Agree	53%	52%	52%
Strongly Agree	15%	16%	14%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	6%	5%	9%	3%	11%	4%	7%
Disagree	18%	15%	23%	26%	25%	12%	21%
Agree	64%	65%	61%	63%	48%	70%	62%
Strongly Agree	12%	14%	6%	9%	16%	14%	10%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	11%	11%	12%
Disagree	21%	19%	28%
Agree	53%	54%	48%
Strongly Agree	15%	16%	12%

2007	All	Employees with Disabilities
Strongly Disagree	6%	9%
Disagree	18%	15%
Agree	64%	65%
Strongly Agree	12%	12%

Survey Comments

- *“Achieving diversity as reflected in racial, ethnic and national (FSN) representation in the both the workforce, management and critical roles in development assistance is very important. Equally important is a deeper appreciation of the diversity of personalities, learning styles, emotional intelligence, etc. that more often than not cross diversity categories and have a greater day-to-day impact on our effectiveness as an organization.”*
- *“The reason the profile/numbers are not where people would like, may well be because we don't value the diversity of ideas. The whole point of having an ethnic- and gender-diverse staff at all levels of the Agency is to use their knowledge and experience to improve the places where we work. Perhaps the questions to ask the community that is being counted (diverse staff) within the agency are: Do you feel welcome to share thoughts, without fear of discrimination? Are your thoughts welcome and considered equally? Have you had to change how you think or behave in order to get ahead/promoted?, etc.”*
- *“USAID does not embody my vision of a diverse workforce because it neither recruits out gay and lesbian employees nor tracks those employees once they are working for USAID.”*

3. Does USAID demonstrate a commitment to achieving a diverse workforce?

The 2004 Diversity and Inclusiveness survey found that nearly 40% of the total direct hire workforce, over 45% of the Civil Service, over half of females and nearly half of all racial and ethnic minorities don't believe or don't know whether USAID demonstrates a commitment to achieving a diverse workforce.

This remains an area the Council needs to continue its efforts and reinforce the Agency's long-term commitment to advancing diversity and inclusiveness. Over the course of the Council's 24 months of operation, workforce perceptions fell by 4% within the Civil Service, 4% within the Foreign Service, 10% amongst men and 3% amongst white employees. Some advances were made, including a 7% increase amongst women and a 4% increase amongst all racial and ethnic minorities. Qualitative input received via survey comments highlight the perception of inequities confronted by gays and lesbians within USAID.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	59%	49%	61%	55%	70%	60%	49%	51%
No	15%	24%	21%	19%	9%	10%	10%	13%
Don't know	25%	27%	17%	26%	21%	30%	41%	36%

2004	All	CS	FS
Yes	61%	54%	67%
No	20%	27%	15%
Don't know	19%	20%	19%

2007	All	Male	Female
Yes	59%	66%	54%
No	15%	13%	18%
Don't know	25%	22%	28%

2004	All	Male	Female
Yes	61%	75%	47%
No	20%	16%	24%
Don't know	19%	9%	29%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	59%	62%	53%	56%	51%	64%	56%
No	15%	11%	23%	22%	19%	11%	19%
Don't know	25%	27%	25%	22%	30%	26%	25%

2004	All	White	All Racial & Ethnic Minorities
Yes	61%	65%	52%
No	20%	14%	36%
Don't know	19%	21%	12%

2007	All	Employees with Disabilities
Yes	59%	59%
No	15%	9%
Don't know	25%	32%

Survey Comments

- “Overall USG practices discriminate against gays & lesbians; therefore, USAID necessarily reflects that discrimination.”
- “Would like to see the same commitment to GLBT issues as part of diversity as issues of race/ethnicity/sex.”

4. USAID promotes an atmosphere that treats people fairly, equitably and with dignity and respect.

When asked the fundamental question of whether USAID promotes an atmosphere that treats people fairly, equitably and with dignity and respect, the 2004 Diversity and Inclusiveness Survey found that over one quarter of the total direct hire workforce, one third of both the Civil Service and females *Disagree* or *Strongly Disagree*.

Over the course of the Council’s 24 months of operation, workforce perceptions have improved by 5% Agency-wide, 4% within the Civil Service, 10% amongst women, 10% amongst white employees and 2% amongst all racial and ethnic minorities. Qualitative input received via survey comments underscored the perception of inequities of treatment between employment categories, with Foreign Service National employees being the most outspoken. Perceptions of reverse discrimination against majority groups were noted as well.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	6%	9%	6%	6%	5%	2%	4%	5%
Disagree	17%	20%	19%	22%	14%	17%	13%	18%
Agree	63%	59%	60%	59%	67%	62%	65%	67%
Strongly Agree	14%	12%	15%	13%	14%	18%	17%	11%

2004	All	CS	FS
Strongly Disagree	8%	10%	6%
Disagree	20%	23%	19%
Agree	60%	50%	68%
Strongly Agree	11%	18%	6%

2007	All	Male	Female
Strongly Disagree	6%	5%	6%
Disagree	17%	14%	19%
Agree	63%	62%	63%
Strongly Agree	14%	18%	11%

2004	All	Male	Female
Strongly Disagree	8%	5%	12%
Disagree	20%	18%	23%
Agree	60%	64%	56%
Strongly Agree	11%	14%	9%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	6%	5%	9%	6%	2%	4%	6%
Disagree	17%	14%	22%	22%	20%	17%	20%
Agree	63%	64%	62%	61%	59%	63%	62%
Strongly Agree	14%	17%	7%	11%	19%	17%	12%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	8%	10%	4%
Disagree	20%	19%	24%
Agree	60%	60%	60%
Strongly Agree	11%	11%	12%

2007	All	Employees with Disabilities
Strongly Disagree	6%	6%
Disagree	17%	18%
Agree	63%	73%
Strongly Agree	14%	3%

Survey Comments

- *“The lack of attention to FSN issues in this agency is a flaw that undercuts any serious notion that this agency takes either diversity or development seriously.”*
- *“There is diversity at USAID, but there is also a clear demarcation between the thoughtfulness shown to direct hires as against FSNs, the treatment meted out to direct hires as against FSNs, and the facilities and flexibility made available to direct hires as opposed to FSNs.”*

- *"I am an FSN employee. I have been with the Agency for over 10 years. Sometimes we have USDH that care, have principles and manners, understand and respect the local workforce. They ensure that training opportunities are given. However we have some USDH that are ruthless and have no respect to local staff. The problem that arises is the fact that there is not much that the local staff can do to curtail the excesses of the USDH that ill treats employees. There should be a mechanism in place to ensure that USDH that ill treat local staff should be held accountable and disciplinary measures should also be taken against them."*
- *"As an FSN I have not been able to perform as a true professional and give the support I am expected to give in my job due that as FSN's, we are not treated equally and some Americans do not trust in our word."*
- *"Whereas FSNs are said to be the USAID backbone, they are often treated without much respect."*
- *"FSNs are treated as second class employees!"*
- *"I think one of the biggest "diversity" challenges in this agency is treating people fairly regardless of employment category. Non-direct hires don't have the same access to awards, training, advancement, but they work just as hard and sometimes have far more experience in the agency than do direct hires."*
- *"My main gripe is the variety of contractual statuses out there among people doing similar work. It's blatantly unfair and creates tension among employees, and an unofficial "class" system."*
- *"American direct hires like to operate as though they are an exclusive club and do not contribute to total team spirit and team building in some Missions. USAID urgently need to address these issues. A strong social class system has developed in the Agency in the past 4 years."*
- *"As a PSC I am treated like a second-class citizen, very few opportunities, marginalized and left on my own."*
- *"Diversity should mean fair treatment to all, not just minorities. Favoritism by some leaders and fear of disciplining minority staff with poor performance are problems."*
- *"Reverse discrimination continues to be a problem at USAID."*
- *"I have felt disadvantaged because I don't belong to a diverse group. In other words, the opposite effect, I think is happening."*

5. Does USAID have enough policies in place to ensure people are treated fairly, equitably and with dignity and respect?

In 2007, employees were asked for the first time whether USAID had enough policies in place to ensure people are treated fairly, equitably and with dignity and respect. By and large, workforce perception indicates sufficient policies are in place to support diversity and inclusiveness, as only 18% of all employees, 23% of the Civil Service, 21% of the Foreign Service, 17% of men, 20% of women, 15% of white employees, 21% of all racial and ethnic minorities, and 24% of employees with disabilities believe insufficient policies exist to ensure people are treated fairly, equitably and with dignity and respect. Qualitative input received via survey comments, however, indicate that while policies exist, supervisors must be held accountable for ensuring the policies are adhered to and are well implemented. Additionally, input was received calling

for policies and procedures supportive of gay and lesbian employees, single parents, and non-traditional members of household.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	52%	44%	58%	44%	59%	55%	39%	42%
No	18%	23%	21%	23%	17%	16%	9%	12%
Don't know	30%	33%	21%	34%	25%	28%	51%	46%

2007	All	Male	Female
Yes	52%	58%	47%
No	18%	17%	20%
Don't know	30%	25%	34%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	52%	53%	48%	54%	51%	52%	51%
No	18%	15%	23%	22%	15%	20%	21%
Don't know	30%	32%	29%	24%	34%	28%	28%

2007	All	Employees with Disabilities
Yes	52%	50%
No	18%	24%
Don't know	30%	26%

Survey Comments

- *“The Agency has in place mechanisms for diversity. However, they are not seen in practice and senior level officials do not seem to enforce the mechanisms.”*
- *“The Agency has a poor track record in handling incompetent employees for fear of EEO complaints.”*
- *“Unfortunately, when a person files a discrimination complaint in this Agency, he/she is often “blacklisted” or viewed as a troublemaker by other potential supervisors.”*

- *“USAID policies are more than adequate and there are many good intentions. However, managers are afraid to give feedback to minority employees for fear of EEOC complaints, thereby depriving them of important feedback. Even when some feedback is given, often no action is taken against non-performing minority workers.”*
- *“It is not the lack of diversity within the Agency that needs to be reviewed, it is the hiring and placement practices in Washington and in the field that needs to be changed specifically for having equal opportunities for advancement by the highly diverse group of individuals coming on board and in the field. Because of the above points morale in the field and in Washington are at an all time low. The real question is: How will USAID retain the highly diverse and talented professional young work force it currently has?”*
- *“I think we need to do more for non-traditional members of household. We have aging parents who may have to be on our orders. Many folks are single parents, yet when counting the numbers of people in a house, let's say one parent, two children, equals a family of three, so they are given a house with three bedrooms, and the housing board anticipates one bedroom to be a spare. It would not be. If there is the traditional family with two parents, two children, equals a family of four, so they are given a house with four bedrooms, and the housing board anticipates one bedroom to be a spare (and it would be). The single parent is disadvantaged. Also many motor pool policies don't support single parents. If a single parent has to work long hours, kids are confined to their homes since they can't take local transportation (too dangerous and off limits by RSO) and they can't get a safe, secure ride from the motor pool. In this case does the single parent have to hire a driver simply because he/she has to work late?”*
- *“USAID does not provide any at-cost benefits for Members of Household (MOHs), including, but not limited to, Separate Maintenance Allowance (SMA) for aging parents, adult children, opposite sex partners, and same sex partners.”*
- *“Diversity extends beyond race to cultural and lifestyle considerations, and there is no one to advocate for single parents in the Agency.”*
- *“There should be equal treatment for equal work in regard to GLTB employees. Heterosexual spouses receive travel to post, health care, R and R and Home Leave, shipping of effects to and from post, evacuation, preferential treatment for embassy positions, FSI language training, diplomatic status, etc. Children receive these things plus tuition. Unmarried partners received none of these, which is de facto discrimination. I work as hard as my heterosexual colleagues; my family deserves the equitable treatment.”*
- *“I recognize there are legal and policy issues re greater equality for gay and lesbian employees (some with our host countries), but our families (particularly Foreign Service) don't come close to receiving the equal and fair benefits/treatment like our heterosexual colleagues; yet we do the same work. Even Member of Household policy is not applied in a standard way from mission to mission.”*

6. Do you feel that USAID provides all families at posts with equitable treatment including, but not limited to, compound passes, assistance in obtaining visas and work permits, and inclusion in official invitations?

In June 2007, employees were asked for the first time whether USAID provides all families at posts with equitable treatment. The number of employees responding that they did not know was exceedingly high in all employee categories with the exception of the Foreign Service. Within the Foreign Service, 28% responded negatively, while 19% did not know.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	31%	12%	53%	32%	35%	39%	15%	24%
No	16%	5%	28%	22%	18%	25%	8%	11%
Don't know	52%	83%	19%	47%	47%	36%	76%	65%

2007	All	Male	Female
Yes	31%	35%	28%
No	16%	18%	16%
Don't know	52%	47%	57%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	31%	33%	27%	36%	24%	32%	30%
No	16%	17%	13%	24%	13%	16%	16%
Don't know	52%	51%	61%	40%	63%	51%	54%

2007	All	Employees with Disabilities
Yes	31%	23%
No	16%	3%
Don't know	52%	73%

7. Within the last year, 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?

When asked whether they have ever felt unfairly treated at USAID because of factors related to race, gender, age, disability, sexual orientation or other personal characteristics that reflect differences, the 2004 Diversity and Inclusiveness Survey found that nearly one half of the total direct hire workforce, 45% of the Civil, 49% of the Foreign Service, 40% of men, 57% of women, 55% of white employees and 38% of all racial and ethnic minorities responded Yes. In 2007, when employees were asked whether, *within the last year*, they had felt unfairly treated, significant improvement was seen. When asked in 2007, 22% of all employees, 29% of the Civil Service, 25% of the Foreign Service, 18% of men, 25% of women, 17% of white employees, and 27% of all racial and ethnic minorities responded Yes.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	22%	29%	25%	22%	19%	15%	18%	20%
No	78%	71%	75%	78%	81%	85%	82%	80%

2004	All	CS	FS
Yes	49%	45%	49%
No	51%	55%	51%

2007	All	Male	Female
Yes	22%	18%	25%
No	78%	82%	75%

2004	All	Male	Female
Yes	49%	40%	57%
No	51%	60%	43%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	22%	17%	30%	29%	27%	19%	27%
No	78%	83%	70%	71%	73%	81%	73%

2004	All	White	All Racial & Ethnic Minorities
Yes	49%	55%	38%
No	51%	45%	63%

2007	All	Employees with Disabilities
Yes	22%	22%
No	78%	78%

8. USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness.

When asked whether USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness, the 2004 Diversity and Inclusiveness survey found that nearly one quarter of the total direct hire workforce, over one third of Civil Service employees, 31% of women, and 40% of all racial and ethnic minorities *Disagreed* or *Strongly Disagreed*.

Over the course of the Council's 24 months of operation, workforce perceptions improved by 4% Agency-wide, 9% within the Civil Service, 2% amongst men, 6% amongst women, and 15% amongst all racial and ethnic minorities. Interestingly, within the Foreign Service, workforce perceptions deteriorated by 12% when considering whether USAID's culture and climate encourage a workplace conducive to diversity and inclusiveness.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	4%	6%	5%	8%	2%	3%	4%	6%
Disagree	16%	22%	20%	18%	11%	18%	14%	17%
Agree	68%	60%	62%	63%	78%	65%	69%	66%
Strongly Agree	11%	12%	14%	12%	9%	14%	13%	11%

2004	All	CS	FS
Strongly Disagree	5%	8%	2%
Disagree	19%	29%	11%
Agree	63%	50%	73%
Strongly Agree	13%	13%	13%

2007	All	Male	Female
Strongly Disagree	4%	4%	5%
Disagree	16%	12%	20%
Agree	68%	68%	68%
Strongly Agree	11%	16%	8%

2004	All	Male	Female
Strongly Disagree	5%	2%	8%
Disagree	19%	16%	23%
Agree	63%	63%	63%
Strongly Agree	13%	19%	8%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	4%	3%	6%	5%	3%	3%	5%
Disagree	16%	14%	22%	19%	20%	17%	20%
Agree	68%	69%	65%	66%	63%	69%	66%
Strongly Agree	11%	14%	6%	10%	14%	11%	9%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	5%	5%	4%
Disagree	19%	12%	36%
Agree	63%	67%	52%
Strongly Agree	13%	16%	8%

2007	All	Employees with Disabilities
Strongly Disagree	4%	3%
Disagree	16%	13%
Agree	68%	78%
Strongly Agree	11%	6%

9. Employees of different backgrounds interact well at USAID.

Workforce perception is generally strong when considering whether employees of different backgrounds interact well at USAID. Little significant change was noted between 2004 and 2007, with the exception of a 3% fall in workforce perceptions within the Civil Service, from 16% negative to 19%, and a 9% improvement amongst all racial and ethnic minorities, from 28% negative to 19%.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	3%	4%	1%	3%	3%	2%	3%	2%
Disagree	13%	15%	13%	11%	11%	12%	15%	11%
Agree	69%	65%	69%	66%	74%	66%	62%	71%
Strongly Agree	15%	15%	17%	20%	12%	20%	20%	15%

2004	All	CS	FS
Strongly Disagree	3%	3%	4%
Disagree	12%	13%	11%
Agree	72%	71%	74%
Strongly Agree	13%	13%	11%

2007	All	Male	Female
Strongly Disagree	3%	2%	3%
Disagree	13%	10%	15%
Agree	69%	67%	71%
Strongly Agree	15%	20%	11%

2004	All	Male	Female
Strongly Disagree	3%	0%	7%
Disagree	12%	11%	12%
Agree	72%	73%	71%
Strongly Agree	13%	16%	10%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	3%	2%	4%	3%	2%	4%	3%
Disagree	13%	10%	19%	14%	13%	13%	16%
Agree	69%	69%	70%	72%	74%	67%	70%
Strongly Agree	15%	20%	8%	11%	11%	17%	11%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	3%	5%	0%
Disagree	12%	5%	28%
Agree	72%	75%	64%
Strongly Agree	13%	15%	8%

2007	All	Employees with Disabilities
Strongly Disagree	3%	3%
Disagree	13%	18%
Agree	69%	70%
Strongly Agree	15%	9%

10. USAID senior management/leadership is comfortable and respectful interacting with USAID personnel of diverse backgrounds.

Little significant change was noted between 2004 and 2007 Agency-wide, when considering whether USAID leadership was comfortable and respectful interacting with USAID personnel of diverse backgrounds. There was, however, a 7% fall in work perceptions within the Foreign Service, and 6% amongst men, between 2004 and 2007. Countering this fall, however, was a 10% improvement in workforce perceptions amongst women, a 3% gain amongst white

employees, and a 4% gain amongst all racial and ethnic minorities. Qualitative input received via survey comments reflects the need for managers and supervisors to be held accountable for effectively managing diversity, and that managers be rewarded for good and active supervision.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	5%	7%	6%	8%	2%	3%	5%	6%
Disagree	14%	21%	16%	16%	12%	14%	7%	13%
Agree	67%	62%	63%	64%	73%	66%	72%	67%
Strongly Agree	14%	10%	15%	13%	13%	17%	16%	14%

2004	All	CS	FS
Strongly Disagree	5%	8%	2%
Disagree	16%	21%	13%
Agree	64%	59%	67%
Strongly Agree	15%	13%	17%

2007	All	Male	Female
Strongly Disagree	5%	5%	5%
Disagree	14%	11%	17%
Agree	67%	67%	68%
Strongly Agree	14%	17%	10%

2004	All	Male	Female
Strongly Disagree	5%	0%	9%
Disagree	16%	10%	23%
Agree	64%	71%	56%
Strongly Agree	15%	19%	12%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	5%	4%	6%	5%	5%	4%	5%
Disagree	14%	11%	20%	20%	20%	15%	19%
Agree	67%	70%	66%	61%	60%	65%	64%
Strongly Agree	14%	16%	8%	14%	15%	15%	12%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	5%	3%	8%
Disagree	16%	15%	20%
Agree	64%	65%	60%
Strongly Agree	15%	17%	12%

2007	All	Employees with Disabilities
Strongly Disagree	5%	0%
Disagree	14%	21%
Agree	67%	67%
Strongly Agree	14%	12%

Survey Comments

- *"I have noticed a lack of real leadership as it relates to dealing with diversity. Not that supervisors and those in authority aren't interested in making sure that everybody gets along, but that the realities of what could be hindering the growth and forward moving of the agency are not being addressed. Namely, that people's work habits and attitudes are being overlooked in the name of "getting along" and it's not conducive to a positive work environment. Not dealing with the fact that people are not behaving in a professional manner in the work environment or are not doing the job that they were hired to do is not very good management in my own opinion. It's a difficult thing, nobody wants to be perceived as having a problem with people of a different race in this day and time, but allowing behaviors and attitudes to go unchecked is a disservice to the employee because they are not being told the reason that there is a lack of trust in their ability to do their jobs well. Taking a personal interest in employees not only means laughing and joking with them but telling them what they need to do to advance, dealing with the realities that they will have no respect from their fellow colleagues or be chosen for tasks that might allow for growth."*

11. Management is held accountable for seeking to ensure a respectful, diverse workplace.

In 2004, when asked whether management is held accountable for seeking to ensure a respectful, diverse workplace, nearly one half of the total direct hire workforce, nearly 60% of the Civil Service, 61% of females, 52% of white employees, and 47% of all racial and ethnic minorities *Disagreed* or *Strongly Disagreed*.

Over the course of the Council's 24 months of operation, significant improvements were made as workforce perceptions improved by 19% Agency-wide, 18% within the Civil Service, 4% within the Foreign Service, 13% amongst men, 28% amongst women, 23% amongst white employees and 14% amongst all racial and ethnic minorities. Qualitative input received via survey comments further indicate the need for managers to be held accountable for effectively

managing diversity, ensuring equity of treatment, career development and advancement opportunities.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	7%	12%	9%	12%	3%	7%	6%	5%
Disagree	24%	29%	30%	31%	16%	22%	20%	30%
Agree	60%	51%	55%	53%	68%	63%	65%	57%
Strongly Agree	9%	8%	7%	4%	12%	9%	9%	9%

2004	All	CS	FS
Strongly Disagree	10%	16%	4%
Disagree	40%	43%	39%
Agree	46%	35%	54%
Strongly Agree	4%	5%	2%

2007	All	Male	Female
Strongly Disagree	7%	7%	7%
Disagree	24%	21%	26%
Agree	60%	61%	59%
Strongly Agree	9%	11%	7%

2004	All	Male	Female
Strongly Disagree	9%	5%	15%
Disagree	40%	36%	46%
Agree	46%	55%	37%
Strongly Agree	4%	5%	2%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	7%	6%	10%	8%	7%	6%	8%
Disagree	24%	23%	29%	23%	34%	18%	25%
Agree	60%	64%	55%	57%	48%	60%	56%
Strongly Agree	9%	8%	7%	12%	11%	16%	11%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	9%	7%	17%
Disagree	40%	45%	30%
Agree	46%	43%	52%
Strongly Agree	4%	5%	0%

2007	All	Employees with Disabilities
Strongly Disagree	7%	3%
Disagree	24%	23%
Agree	60%	71%
Strongly Agree	9%	3%

Survey Comments

- *“When USAID pays needed attention to cultivating and rewarding good managers who are able to make tough, unpopular decisions along with the those that make everyone feel good then the diversity issues will improve. USAID can no longer afford personnel decisions that promote diversity but which put ill-prepared employees in senior management positions. More work could be done on sensitizing employees and revisiting required training, especially for management positions.”*
- *“Although I believe the Agency in general promotes fair and equitable treatment of employees, there are plenty of examples where at least by appearance, decisions/treatment is based on favoritism versus merit. It also appears that such behavior by managers is tolerated.”*
- *“I’m concerned with managers who have openly demonstrated a lack of cultural sensitivity continuing to be promoted to senior levels within the agency.”*

12. What do you perceive to be obstacles to achieving diversity objectives at USAID? (check all that apply).

In 2004 and 2007 employees were asked to identify perceived obstacles to achieving diversity objectives at USAID. Lack of senior commitment, lack of modeled behavior and lack of Agency-wide understanding of diversity remain the most identified obstacles. While modest gains were made in some of these areas, including those identifying a lack of senior commitment, the total remains high, as 42% of all employees, 54% of the Civil Service and 48% of the Foreign Service identify lack of senior commitment to remain an obstacle. Other areas, including those identifying a lack of modeled behavior, in fact grew by 8% Agency wide, 21% within the Civil Service, and 12% within the Foreign Service, underscoring the need for active and sustained leadership and support amongst the Agency’s senior managers to ensure a respect for diversity is a modeled core value.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Lack of Senior Commitment	42%	54%	48%	48%	31%	47%	40%	33%
Lack of Modeled Behavior	48%	57%	52%	50%	43%	39%	37%	49%
Lack of Agency-Wide Understanding of Diversity	54%	57%	45%	62%	58%	52%	48%	53%
Lack of Attention to Family Consideration in Assignments	21%	7%	42%	33%	14%	27%	21%	22%

2004	All	CS	FS
Lack of Senior Commitment	55%	61%	50%
Lack of Modeled Behavior	40%	36%	40%
Lack of Agency-Wide Understanding of Diversity	50%	43%	60%
Lack of Attention to Family Consideration in Assignments	27%	11%	43%

2007	All	Male	Female
Lack of Senior Commitment	42%	37%	45%
Lack of Modeled Behavior	48%	41%	53%
Lack of Agency-Wide Understanding of Diversity	54%	53%	55%
Lack of Attention to Family Consideration in Assignments	21%	27%	17%

2004	All	Male	Female
Lack of Senior Commitment	55%	40%	66%
Lack of Modeled Behavior	40%	32%	46%
Lack of Agency-Wide Understanding of Diversity	50%	56%	46%
Lack of Attention to Family Considerations in Assignments	27%	24%	29%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Lack of Senior Commitment	42%	37%	45%	47%	59%	40%	46%
Lack of Modeled Behavior	48%	47%	48%	39%	56%	48%	47%
Lack of Agency-Wide Understanding of Diversity	54%	43%	64%	60%	54%	60%	61%
Lack of Attention to Family Consideration in Assignments	21%	33%	10%	14%	31%	18%	15%

2004	All	White	All Racial & Ethnic Minorities
Lack of Senior Commitment	55%	54%	56%
Lack of Modeled Behavior	40%	41%	44%
Lack of Agency-Wide Understanding of Diversity	50%	46%	61%
Lack of Attention to Family Consideration in Assignments	27%	29%	17%

2007	All	Employees with Disabilities
Lack of Senior Commitment	42%	33%
Lack of Modeled Behavior	48%	44%
Lack of Agency-Wide Understanding of Diversity	54%	56%
Lack of Attention to Family Consideration in Assignments	21%	33%

13. The rewards managers give are fair and equitable and based on merit.

In 2004, when asked whether appreciation of cultural/ethnic differences could be seen in the rewards managers give, the work schedules they allow, and the career development activities they support, one half of the total workforce, 58% of females, and 54% of white employees *Disagreed* or *Strongly Disagreed*. While negative perceptions remain high, the 2007 survey results indicate progress is being made. In 2007, when employees were asked whether the rewards managers give are fair and equitable and based on merit, 38% of the total workforce, 44% of the Civil Service, 38% of the Foreign Service, 38% of females, and 33% of white employees *Disagreed* or *Strongly Disagreed*.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	10%	17%	10%	13%	6%	7%	5%	10%
Disagree	28%	27%	28%	36%	29%	26%	27%	29%
Agree	56%	48%	56%	47%	59%	62%	62%	60%
Strongly Agree	6%	7%	6%	4%	5%	6%	6%	1%

2004	All	CS	FS
Strongly Disagree	6%	14%	0%
Disagree	44%	36%	52%
Agree	42%	42%	41%
Strongly Agree	7%	8%	7%

2007	All	Male	Female
Strongly Disagree	10%	9%	5%
Disagree	28%	23%	33%
Agree	56%	61%	52%
Strongly Agree	6%	7%	11%

2004	All	Male	Female
Strongly Disagree	6%	0%	13%
Disagree	44%	43%	45%
Agree	41%	50%	35%
Strongly Agree	7%	8%	8%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	10%	8%	13%	11%	13%	7%	11%
Disagree	28%	25%	34%	34%	22%	29%	32%
Agree	56%	61%	50%	49%	59%	57%	52%
Strongly Agree	6%	7%	2%	6%	6%	7%	5%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	6%	3%	14%
Disagree	44%	51%	29%
Agree	41%	41%	43%
Strongly Agree	7%	5%	14%

2007	All	Employees with Disabilities
Strongly Disagree	10%	9%
Disagree	28%	22%
Agree	56%	56%
Strongly Agree	6%	13%

14. In the past year, my USAID immediate supervisor(s) have played a supportive role in my career development.

When asked if their immediate supervisor(s) have played a supportive role in their career development within the past year, 2007 results were mixed compared to 2004. While positive gains of 11% in the Civil Service, 6% amongst women, and 8% amongst white employees were seen in workforce perceptions, these were countered in part by a fall in workforce perceptions of 3% within the Foreign Service, 2% amongst men, and 4% amongst all racial and ethnic minorities.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	9%	11%	9%	6%	7%	6%	11%	10%
Disagree	20%	17%	18%	18%	24%	20%	15%	17%
Agree	50%	48%	46%	42%	52%	56%	53%	54%
Strongly Agree	22%	23%	27%	34%	18%	18%	21%	19%

2004	All	CS	FS
Strongly Disagree	10%	13%	9%
Disagree	20%	26%	15%
Agree	36%	33%	36%
Strongly Agree	34%	28%	40%

2007	All	Male	Female
Strongly Disagree	9%	7%	10%
Disagree	20%	18%	21%
Agree	50%	53%	47%
Strongly Agree	22%	22%	22%

2004	All	Male	Female
Strongly Disagree	10%	7%	14%
Disagree	20%	16%	23%
Agree	36%	47%	23%
Strongly Agree	34%	30%	40%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	9%	7%	11%	9%	12%	7%	10%
Disagree	20%	16%	21%	29%	15%	23%	22%
Agree	50%	52%	50%	44%	41%	50%	48%
Strongly Agree	22%	24%	18%	18%	32%	20%	20%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	10%	11%	8%
Disagree	20%	20%	20%
Agree	36%	41%	20%
Strongly Agree	34%	28%	52%

2007	All	Employees with Disabilities
Strongly Disagree	9%	7%
Disagree	20%	17%
Agree	50%	63%
Strongly Agree	22%	13%

15. In the past year, non-immediate supervisors at USAID have played a supportive role in your career development.

In 2004, when asked whether, while in USAID, within the last five years, upper management played a supportive role in their career development, 47% of the total direct hire workforce, 54% of the Civil Service, and 52% of females *Disagreed* or *Strongly Disagreed*.

In 2007, when asked whether, within the past year, non-immediate supervisors at USAID had played a supportive role in their career development, significant improvements were made as workforce perceptions improved by 12% Agency-wide, 20% within the Civil Service, 7% within the Foreign Service, 7% amongst men, 19% amongst women, and 17% amongst white employees.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	8%	8%	6%	5%	7%	11%	11%	8%
Disagree	27%	26%	29%	27%	27%	16%	24%	33%
Agree	54%	51%	56%	51%	56%	59%	51%	42%
Strongly Agree	12%	14%	8%	16%	10%	14%	14%	17%

2004	All	CS	FS
Strongly Disagree	13%	13%	13%
Disagree	34%	41%	29%
Agree	36%	38%	33%
Strongly Agree	17%	8%	25%

2007	All	Male	Female
Strongly Disagree	8%	7%	8%
Disagree	27%	28%	25%
Agree	54%	52%	55%
Strongly Agree	12%	12%	11%

2004	All	Male	Female
Strongly Disagree	13%	9%	16%
Disagree	34%	33%	36%
Agree	36%	44%	27%
Strongly Agree	17%	14%	20%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	8%	8%	9%	7%	14%	5%	8%
Disagree	27%	27%	21%	26%	29%	33%	26%
Agree	54%	54%	55%	54%	41%	55%	53%
Strongly Agree	12%	11%	14%	13%	16%	7%	12%

2004	All	White	All Racial & Ethnic Minorities
Strongly Disagree	13%	15%	8%
Disagree	34%	37%	24%
Agree	36%	35%	40%
Strongly Agree	17%	13%	28%

2007	All	Employees with Disabilities
Strongly Disagree	8%	9%
Disagree	27%	29%
Agree	54%	56%
Strongly Agree	12%	6%

16. Is career mobility and advancement handled objectively and transparently?

In 2004, when asked whether career mobility and advancement is handled objectively and transparently, a resounding 55% of the total workforce, 48% of the Civil Service, 60% of the Foreign Service, 52% of men, 56% of women, and 65% of white employees responded *No*.

Over the course of the Council's 24 months of operation, while the percentage of negative responses remains high, significant progress has been made as workforce perceptions improved by 15% Agency-wide, 2% within the Civil Service, 17% within the Foreign Service, 13% amongst men, 14% amongst women and 27% amongst white employees. One area of negative growth however, was a deterioration of workforce perception of 13% amongst all racial and ethnic minorities. Qualitative input received via survey comments indicate the need to ensure that diversity extends beyond merely recruitment and selection, but that career development and evaluation processes support diversity at all levels of the Agency.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	28%	23%	27%	20%	35%	27%	25%	19%
No	40%	46%	43%	44%	36%	38%	33%	42%
Don't know	32%	31%	30%	35%	29%	35%	42%	39%

2004	All	CS	FS
Yes	24%	23%	26%
No	55%	48%	60%
Don't know	22%	30%	15%

2007	All	Male	Female
Yes	28%	29%	27%
No	40%	39%	42%
Don't know	32%	32%	31%

2004	All	Male	Female
Yes	24%	27%	21%
No	55%	52%	56%
Don't know	22%	20%	23%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	28%	28%	26%	27%	19%	40%	29%
No	40%	38%	48%	35%	50%	35%	42%
Don't know	32%	34%	27%	38%	31%	26%	29%

2004	All	White	All Racial & Ethnic Minorities
Yes	24%	17%	42%
No	55%	65%	29%
Don't know	22%	17%	29%

2007	All	Employees with Disabilities
Yes	28%	34%
No	40%	25%
Don't know	32%	41%

Survey Comments

- *“By the nature of the agency, USAID has a diverse workforce. The diversity does not track with advancement, however. It is very diverse at the bottom, but when you get to the top decision-making positions, they are mostly filled with white males.”*
- *“There are those in the agency that try to base advancement on merit, but the system leaves too much room to pull strings and in more than a quarter of a century of service I've seen many talented people leave when they did not get advanced because they were not in the right circles.”*
- *“There should be much greater transparency in the evaluation process--especially what takes place on the Boards in Washington and in the promotion, including SFS promotions. Many of us beginning our USAID lives are disheartened to see a lack of a clear career trajectory or active mentoring of our leadership potential.”*
- *“The 'corridor talk' unless substantiated in evaluations must cease to influence assignments and not be allowed to hamper advancement.”*
- *“Technical career ladders are capped and thus the only way to move up financially requires becoming a manager - much of which is managing people - yet the promotions are usually based on technical skills, not good management skills.”*
- *“Opportunities for FSNs to move up in USAID are non-existent. This indicates that, while saying it has a commitment to diversity, USAID is having a difficult time achieving its diversity goals.”*

17. Do you understand what criteria are being used in evaluating your performance and considering your candidacy for advancement?

In 2007, employees were asked for the first time whether they understood what criteria were being used in evaluating their performance and considering their candidacy for advancement. Nearly 70% of all employees, 77% of the Civil Service, 75% of the Foreign Service, 72% of all men, 68% of females, 72% of white employees, 66% of all racial and ethnic minorities, and 90% of employees with disabilities responded positively. While gains remain to be made, the Agency has a strong foundation upon which to build.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	69%	77%	75%	72%	68%	61%	54%	60%
No	31%	23%	25%	28%	32%	39%	46%	40%

2007	All	Male	Female
Yes	69%	72%	68%
No	31%	28%	32%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	69%	72%	66%	60%	73%	69%	66%
No	31%	28%	34%	40%	27%	31%	34%

2007	All	Employees with Disabilities
Yes	69%	90%
No	31%	10%

18. Are the criteria being used in evaluating employee performance and advancement being applied fairly and equitably?

While a significant majority of all employees are aware of the criteria being used in evaluating their performance and considering their candidacy for advancement, when asked whether these criteria were being applied fairly and equitably, nearly two thirds of all employees, two thirds of the Civil Service, 69% of the Foreign Service, 57% of all men, 66% of females, 62% of white employees, 61% of all racial and ethnic minorities, and 66% of employees with disabilities, don't believe or don't know whether the criteria used are being applied fairly and equitably. This

remains an area for renewed focus by the Executive Diversity Council, ensuring both that the criteria are being applied fairly and equitably, as well as in ensuring sufficient transparency such that the workforce is assured that the performance evaluation processes function effectively.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	38%	33%	31%	44%	51%	32%	25%	31%
No	28%	32%	36%	31%	23%	26%	22%	21%
Don't know	34%	35%	33%	25%	27%	42%	53%	48%

2007	All	Male	Female
Yes	38%	43%	34%
No	28%	25%	30%
Don't know	34%	32%	36%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	38%	38%	33%	40%	37%	46%	38%
No	28%	25%	33%	35%	23%	25%	30%
Don't know	34%	37%	34%	24%	40%	29%	31%

2007	All	Employees with Disabilities
Yes	38%	33%
No	28%	24%
Don't know	34%	42%

19. Do you perceive that employees of different backgrounds occupy a representative proportion of higher-level positions?

In 2004, when asked whether they perceived that employees of different backgrounds occupy a representative proportion of higher-level positions, over half of the total direct hire workforce, nearly two thirds of females, and over three quarters of all racial and ethnic minorities responded *No*.

Over the course of the Council's 24 months of operation, while advances were made of 3% within the Foreign Service, 8% amongst women, 6% amongst men, and 22% amongst all racial and ethnic minorities, the negative response in workforce perceptions remains high.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	50%	40%	50%	40%	59%	54%	43%	49%
No	50%	60%	50%	60%	41%	46%	57%	51%

2004	All	CS	FS
Yes	44%	40%	47%
No	56%	60%	53%

2007	All	Male	Female
Yes	50%	57%	44%
No	50%	43%	56%

2004	All	Male	Female
Yes	44%	51%	36%
No	56%	49%	64%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	50%	53%	45%	45%	30%	54%	46%
No	50%	47%	55%	55%	70%	46%	54%

2004	All	White	All Racial & Ethnic Minorities
Yes	44%	54%	24%
No	56%	46%	76%

2007	All	Employees with Disabilities
Yes	50%	53%
No	50%	47%

20. What do you perceive as internal challenges to career mobility and advancement?

In 2004 and 2007 employees were asked what they perceive as internal challenges to career mobility and advancement. Overall, favoritism remains a concern by over one half of both the Foreign Service and Civil Service, and, while down from 71% in 2004, 61% of the Foreign Service identified Assignment Processes to be a challenge in 2007. A lack of training opportunities was identified by 60% of Foreign Service Nationals, and a lack of viable openings by 62% of Foreign Service Limited employees.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Assignment Processes	43%	41%	61%	49%	33%	49%	44%	39%
Favoritism	42%	57%	52%	29%	28%	33%	42%	49%
Lack of Training Opportunities	45%	38%	40%	31%	60%	34%	34%	30%
Lack of Viable Openings	49%	55%	36%	62%	47%	49%	60%	58%

2004	All	CS	FS
Assignment Processes	42%	41%	71%
Favoritism	61%	54%	66%
Lack of Training Opportunities	37%	41%	34%
Lack of Viable Openings	34%	35%	34%

2007	All	Male	Female
Assignment Processes	43%	43%	44%
Favoritism	42%	38%	44%
Lack of Training Opportunities	45%	41%	48%
Lack of Viable Openings	49%	47%	51%

2004	All	Male	Female
Assignment Processes	42%	48%	38%
Favoritism	61%	52%	68%
Lack of Training Opportunities	37%	16%	53%
Lack of Viable Openings	34%	26%	40%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Assignment Processes	43%	47%	34%	39%	56%	42%	39%
Favoritism	42%	41%	48%	44%	33%	32%	42%
Lack of Training Opportunities	45%	36%	52%	53%	42%	58%	53%
Lack of Viable Openings	49%	50%	48%	44%	50%	51%	48%

2004	All	White	All Racial & Ethnic Minorities
Assignment Processes	42%	49%	30%
Favoritism	61%	57%	61%
Lack of Training Opportunities	37%	29%	43%
Lack of Viable Openings	34%	35%	39%

2007	All	Employees with Disabilities
Assignment Processes	43%	54%
Favoritism	42%	50%
Lack of Training Opportunities	45%	58%
Lack of Viable Openings	49%	58%

21. Do you feel there is a sufficient/insufficient amount of USAID training and development opportunities to support your career development?

In 2007, employees were asked for the first time whether there was a sufficient or insufficient amount of USAID training and development opportunities to support their career development. 41% of all employees, 45% of the Civil Service, 38% of the Foreign Service, 45% of white employees, and 37% of all racial and ethnic minorities believe there is an insufficient amount of career development training available. Somewhat surprisingly, only 35% of Foreign Service Nationals believe there is an insufficient amount of career development training available. Qualitative input received via survey comments reinforce the need for greater availability of training supportive of employees' career development, or at least more effective means of communicating the training already in place.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Sufficient	59%	55%	62%	58%	65%	51%	48%	59%
Insufficient	41%	45%	38%	42%	35%	49%	52%	41%

2007	All	Male	Female
Sufficient	59%	56%	61%
Insufficient	41%	44%	39%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Sufficient	59%	55%	62%	74%	52%	61%	63%
Insufficient	41%	45%	38%	26%	48%	39%	37%

2007	All	Employees with Disabilities
Sufficient	59%	58%
Insufficient	41%	42%

Survey Comments

- *“Transformational diplomacy has changed USAID dramatically. The Agency has lost its focus on sustainable development due to the integration with the State Department and the Department of Defense. There needs to be more training on interagency collaboration and whose role is what, specifically relevant towards short and long-term planning for results and decision-making.”*
- *“Career development training is limited due to the lack of OE funds and USAID officer's don't receive training like our State counterparts - just a way of life. However, at least we have SkillPort - the internet e-learning site that promotes self-directed learning (SDL) - this is a real plus and I appreciate having it available to me overseas, even if it is slow. Also, the guide the agency has developed [“FS skills competency map”] is a very useful matrix that helps me select appropriate courses for self-improvement.”*
- *“I answered that the training is insufficient above because the courses have long waiting lists. Demand outstrips supply. I am doing a lot of independent reading and working my way through Skillsoft courses such as the one on organizational diversity, which I found highly useful, but there is no substitute for participation in a widely attended seminar which brings people from diverse backgrounds and experience together to discuss tricky management problems.”*
- *“Although there are training opportunities, the short staffing and work deadlines discourage some employees from pursuing training because nobody will do their job while they are away.”*

22. USAID career development training is made available fairly and equitably.

In 2007, employees were asked for the first time whether USAID career development training was made available fairly and equitably. 35% of all employees, 39% of the Foreign Service, 41% of Foreign Service Limited employees, 42% of Foreign Service Nationals, 40% of women and 40% of all racial and ethnic minorities *Disagreed* or *Strongly Disagreed*.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Strongly Disagree	8%	7%	10%	14%	11%	5%	4%	4%
Disagree	27%	24%	29%	27%	31%	30%	19%	22%
Agree	41%	43%	42%	37%	41%	41%	44%	35%
Strongly Agree	6%	8%	7%	5%	4%	8%	7%	4%
Don't know	17%	18%	13%	18%	14%	15%	27%	36%

2007	All	Male	Female
Strongly Disagree	8%	8%	9%
Disagree	27%	23%	31%
Agree	41%	44%	39%
Strongly Agree	6%	7%	5%
Don't know	17%	18%	16%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Strongly Disagree	8%	6%	9%	13%	6%	11%	10%
Disagree	27%	24%	30%	36%	23%	28%	30%
Agree	41%	44%	38%	34%	45%	42%	39%
Strongly Agree	6%	8%	5%	5%	6%	4%	4%
Don't know	17%	18%	19%	11%	21%	15%	17%

2007	All	Employees with Disabilities
Strongly Disagree	8%	3%
Disagree	27%	24%
Agree	41%	42%
Strongly Agree	6%	6%
Don't know	17%	24%

23. Do you see a positive connection between workforce diversity and organizational performance?

Workforce perception is quite strong when considering the positive connection between workforce diversity and organizational performance. 71% of all employees, 65% of the Civil Service, 78% of the Foreign Service, 72% of men, 71% of women, 73% of white employees, 70% of all racial and ethnic minorities, and 71% of employees with disabilities see a positive connection between workforce diversity and organizational performance. Qualitative input received supports the positive connection between workforce diversity and organizational performance.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	71%	65%	78%	74%	74%	67%	67%	66%
No	29%	35%	22%	26%	26%	33%	33%	34%

2007	All	Male	Female
Yes	71%	72%	71%
No	29%	28%	29%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	71%	73%	66%	64%	82%	75%	70%
No	29%	27%	34%	36%	18%	25%	30%

2007	All	Employees with Disabilities
Yes	71%	71%
No	29%	29%

Survey Comments

- *"I've noticed overseas that if an organization is well run and well managed, and communication is transparent and information is shared between management and staff, diversity issues don't matter. We all are task oriented, trust each other, and non-performers are dealt with fairly."*

24. Are you aware of new diversity initiatives being conducted by the Agency?

In 2007, when asked for the first time whether they were aware of the new diversity initiatives being conducted by the Agency, over three quarters of all employees, two thirds of the Civil Service and three quarters of the Foreign Service were not aware of the Agency's new diversity initiatives.

To maximize the effectiveness of these initiatives, it is imperative that the Executive Diversity Council and the Offices of Human Resources and Equal Opportunity Programs enhance communication and outreach efforts to ensure the Agency's new diversity initiatives are being effectively communicated, and implemented, Agency-wide. Qualitative input received via survey comments reinforce the need for more aggressive communication and outreach activities.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	23%	34%	25%	13%	21%	14%	14%	18%
No	77%	66%	75%	87%	79%	86%	86%	82%

2007	All	Male	Female
Yes	23%	25%	21%
No	77%	75%	79%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	23%	21%	24%	24%	30%	24%	25%
No	77%	79%	76%	76%	70%	76%	75%

2007	All	Employees with Disabilities
Yes	23%	24%
No	77%	76%

Survey Comments

- "Communicating the present initiatives on diversity to rank and file staff should be a priority of USAID/W. I am only aware of some of these things because I take the time to know. Perhaps some information on "What's new in diversity" may be the way to communicate new information."

- “There should be more proactive effort made to inform new staff about the USAID Diversity website and how the diversity culture is entrenched in USAID. Also staff should be informed on how the diversity initiatives could improve organizational development.”
- “Frequent announcements need to be made about the existence of diversity initiatives.”

25. Are you aware of the USAID Diversity website available on the USAID intranet?

In 2005 the Executive Diversity Council established the Agency’s Diversity website on the USAID intranet as a means of communication and outreach on the Agency’s diversity initiatives. Unfortunately, this means of communication has not been maximized as 71% of all employees, 68% of men, 73% of women, 72% of white employees, 70% of all racial and ethnic minorities, and 70% of employees with disabilities are not aware of the Agency’s Diversity website. While awareness is slightly higher within the Civil Service and Foreign Service, 62% of the Civil Service and 61% of the Foreign Service remain unaware of the USAID Diversity website. To maximize this means of outreach, the website must be effectively advertised, and subsequently maintained with engaging and informative content.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	29%	38%	39%	20%	25%	22%	20%	19%
No	71%	62%	61%	80%	75%	78%	80%	81%

2007	All	Male	Female
Yes	29%	32%	27%
No	71%	68%	73%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	29%	28%	31%	30%	29%	27%	30%
No	71%	72%	69%	70%	71%	73%	70%

2007	All	Employees with Disabilities
Yes	29%	30%
No	71%	70%

26. Are you aware of the Agency's Diversity Profile?

In 2007, when asked if they were aware of the Agency's diversity profile, over three quarters of all employees, 70% of the Civil Service and two thirds of the Foreign Service are not aware of the Agency's diversity profile. The Agency's 2007 Diversity and Inclusiveness Action Agenda includes the planned distribution of the demographic analysis of Bureau and Independent Office diversity profiles, accompanied by outreach to senior/executive management staff. The successful completion of this agenda item should serve to enhance Agency awareness of the Agency's diversity profile.

2007	All	CS	FS	FSL	FSN	USPSC	Institutional Contractor	Other
Yes	23%	30%	33%	9%	20%	17%	11%	11%
No	77%	70%	67%	91%	80%	83%	89%	89%

2007	All	Male	Female
Yes	23%	24%	21%
No	77%	76%	79%

2007	All	White	Black or African American	Hispanic or Latino	Asian American	Other Race / Ethnicity	All Racial & Ethnic Minorities
Yes	23%	24%	19%	24%	23%	21%	21%
No	77%	76%	81%	76%	77%	79%	79%

2007	All	Employees with Disabilities
Yes	23%	27%
No	77%	73%

CONCLUSION

USAID and the Executive Diversity Council have been engaged in an ambitious effort to lead the effort to advance diversity and inclusiveness. The 2007 Diversity and Inclusiveness Survey serves as an invaluable tool on many levels. As one survey respondent put it, *“This diversity survey has been a topic of much discussion in both the field and in Washington and among members of minority and majority groups and FS and GS employees.”* By effectively stimulating dialog, the Survey not only serves to measure workforce perceptions, gauge progress and identify areas in need of renewed focus, but fosters the discussions and exchange of opinions and perspectives necessary in a workplace conducive to diversity and inclusiveness. While the survey results highlight progress made as a result of the Executive Diversity Council and the Office of Human Resources and Equal Opportunity Programs efforts to advance the Agency’s Diversity and Inclusiveness Action Agenda, they also indicate much work remains to be done. ***While advances were achieved in many areas, these results were particularly impressive considering that only 23% of the entire USAID workforce was aware of the new diversity initiatives being conducted by the Agency.*** Had the Council and the Agency been more effective in communicating its efforts and reaching out to the workforce, the positive gains could have been magnified significantly.

As the Agency and the Executive Diversity Council sets their sights on crafting their 2008 Diversity and Inclusiveness Action Agenda, a number of common themes become evident. While the Council and the Agency have long embraced a broad and inclusive vision of diversity it is clear that enhanced effort must be placed on ensuring that diversity of thought, ideas and opinions are generated, appreciated, and encouraged as the Agency strives to not merely ***value*** diversity, but ***manage*** it as well. As one survey respondent put it, *“Valuing diversity should also mean valuing and welcoming people with different ideas and opinions and encouraging them to share those opinions in an environment where people feel they may speak without fear of reprisal.”* Fostering an environment not only tolerant, but encouraging of a diversity of thoughts, ideas and perspectives is critical to USAID’s success in enhancing creativity, adaptability and productivity, enhancing employee morale, and better situating the Agency to achieve its mission, serve its constituents, and be the type of organization high caliber candidates of all backgrounds will strive to work for. ***Creating, nurturing and leveraging diversity within USAID demands the Agency both actively value diversity, as well as manage it.*** Although USAID has made significant progress in raising employee awareness for diversity and inclusiveness, it must build upon this foundation of valuing employees and their inherent diversity. The Agency must actively manage diversity, strategically capitalizing on these differences, effectively leveraging them to better achieve organizational goals and mission, and to reach the full business potential embodied by a diverse workforce.

Qualitative input received via survey comments indicate inadequate policies and procedures supportive of gay and lesbian employees, single parents, and non-traditional members of household. USAID should seek to provide equitable treatment for all, including gay and lesbian employees, single parents, and non-traditional members of household. The Agency’s policies need to be consistent and provide for equitable treatment. Senior management should work to ensure consistency of policy and its implementation both in USAID/W and overseas.

USAID is characterized by a myriad of employment categories – Civil Service, Foreign Service, FSL, FSN, PSC, etc. Recognizing that the FSN community represents a large and invaluable portion of the USAID workforce, and while survey responses among Foreign Service Nationals were generally positive, when given the opportunity to comment further, FSN’s had a great deal

more to say, repeatedly highlighting inequities in treatment. As one survey respondent put it, *“There is diversity at USAID, but there is also a clear demarcation between the thoughtfulness shown to direct hires as against FSNs, the treatment meted out to direct hires as against FSNs, and the facilities and flexibility made available to direct hires as opposed to FSNs.”* While many of the divisions and demarcations underlying USAID’s various employment categories are based on a legal necessity and an underlying logic exists behind many of these divisions, the challenge lies in reconciling these with an effort to ensure diversity, inclusiveness and equity of treatment for all, with a communicated and transparent outreach effort.

Rewarding good management, and holding supervisors and managers accountable for ensuring a workplace conducive to diversity and inclusiveness remains an area for renewed focus for the Agency. While only 18% of all employees believe USAID has insufficient policies in place to ensure people are treated fairly, equitably and with dignity and respect, 31% of all employees, 41% of the Civil Service, 39% of the Foreign Service and 43% of Foreign Service Limited employees believe management is not being held accountable for seeking to ensure a respectful, diverse workplace. Ensuring sufficient policies are in place supportive of diversity and inclusiveness is a necessary first step. Holding managers and supervisors responsible for ensuring a respectful, diverse workplace is the critical connection that will enable success. Managing diversity must be a priority to which managers are held accountable. While the Offices of Human Resources and Equal Opportunity Programs can build and implement many of the supporting systems, ultimately it is up to management at large to make sure that talent is being effectively developed. It is crucial that managers be recognized for good and active supervision in general, and that their efforts to enhance the career advancement of a diverse cadre of employees be rewarded.

USAID and the Executive Diversity Council have made great strides in advancing diversity and inclusiveness in a relatively short period of time. Many of these advances are reflected in improvements in workforce perceptions as measured between 2004 and 2007. At the same time, USAID will not succeed in maximizing these gains and in receiving the credit it deserves if it does not significantly improve the communication and outreach of its many initiatives and achievements. Only 23% of the entire USAID workforce is aware of the Agency’s new diversity initiatives, only 29% are aware of the Agency’s diversity website, and only 23% are aware of the Agency’s diversity profile. To truly leverage its efforts for maximum success, the Agency must make effective communication and outreach a priority for 2008. It is only by developing a comprehensive and aggressive communication strategy that informs employees of new diversity initiatives, highlights advances made, recognizes exemplary employees of diverse backgrounds, explains the basis surrounding different employment categories, and creates a forum for productive two-way communication to occur, that the Agency’s commitment to advancing diversity and inclusiveness can be maximized to greatest effect.