PARTS A – D: Introduction

EEOC FORM 715-01 PART A - D	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**		
	For period covering October 1, 2018 to September 30, 2019		
PART A Department or Agency Identifying Information	**1. Agency**	**1. The U.S. Agency for International Development (USAID)**	
	1.a. 2nd level reporting component	**N/A**	
	1.b. 3rd level reporting component		
	1.c. 4th level reporting component		
	2. Address	**2. 1300 Pennsylvania Ave**	
	3. City, State, Zip Code	**3. Washington, DC 20523**	
	4. CPDF Code / **5.** FIPS code(s)	**4. AM00**	
PART B Total Employment	**1.** Enter total number of permanent full-time and part-time employees	**1. 2,969**	
	2. Enter total number of temporary employees	**2. 369**	
	3. Enter total number employees paid from non-appropriated funds	**3. 0**	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]	**4. 3,338**	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency	**1. Acting Administrator John Barsa**	
	2. Agency Head Designee	**2. Deputy Administrator Bonnie Glick**	
	3. Principal EEO Director/Official Title/series/grade	**3. Acting Director, Office of Civil Rights and Diversity, Ismael Martínez**	
	4. Affirmative Employment Program Manager	**4. Karen Rigby**	
	5. Complaint Processing Program Manager	**5. Liza Almo**	

	6. Diversity and Inclusion Officer	**6. Clifton Kenon**
	7. Hispanic Program Manager (SEPM)	**7. Kimberly Castillo**
	8. Women's Program Manager (SEPM)	**8. VACANT**
	9. Disability Program Manager	**9. Linda Wilson**
	10. Special Placement Program Coordinator (Individuals with Disabilities)	**10. Linda Wilson**
	11. Reasonable Accommodation Program Manager	**11. Mark McKay**
	12. Anti-Harassment Program Manager	**12. Roseann Adams**
	13. ADR Program Manager	**13. Liza Almo**
	14. Compliance Manager	**14. Steven Kelly**
	15. Principal MD-715 Preparer	**15. Karen Rigby**
	16. Other EEO Staff	**16. N/A**

EEOC FORM 715-01 PART A-D	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
PART D		**CPDF and FIPS codes**

List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)		
	None	**N/A**	**N/A**

Did the Agency submit the following mandatory documents?		**Did the Agency submit the following optional documents?**	
X	Organizational Chart	X	Federal Equal Opportunity Recruitment Program (FEORP) Report
X	EEO Policy Statement	X	Disabled Veterans Affirmative Action Program (DVAAP) Report
X	Strategic Plan		Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548
X	Anti-Harassment Policy and Procedures	X	Diversity and Inclusion Plan under Executive Order 13583
X	Reasonable Accommodation Procedures		Diversity Policy Statement
X	Personal Assistance Services Procedures	X	Human Capital Strategic Plan
X	Alternative Dispute Resolution Procedures		EEO Strategic Plan
		X	Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey

PART E: EECUTIVE SUMMARY

EEOC FORM 715-01 PART	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
USAID	**For period covering October 1, 2018 to September 30, 2019**

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world. In support of U.S. foreign policy, the U.S. Agency for International Development (USAID) leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

The USAID Office of Civil Rights and Diversity (OCRD) organized an action team to create the MD-715 report, track progress toward planned activities, and conduct an analysis of workforce data tables to identify and address any triggers leading up to barriers of employment. Using the results of the data analysis, the MD-715 team consulted with representatives from across the Agency to analyze USAID's policies, practices, and procedures while assessing the Agency's current efforts to identify and eliminate barriers that impede free and open competition in the workplace.

The Self-Assessment Checklist reflects the team's assessment of the overall Agency status as it pertains to each of the 153 applicable measures that make up the six essential elements for USAID. Of the 156 measures, three do not apply to USAID because of a lack of second-level reporting components. For every deficiency in Part G that lacks sufficient explanation, a corresponding recommendation in Part H includes planned remediation activities.

Below is the aggregated scorecard that tracks the Agency's compliance with the EEOC's six essential elements of a model equal employment opportunity (EEO) program as it relates to the 153 applicable measures.

Model EEO Program Scorecard (Updated April 19, 2020)			
	FY2019 # Met	**FY2019 # Total**	**FY2019 % Met**
Essential Element A: Demonstrated Commitment from Agency Leadership	12	14	85.71%
Essential Element B: Integration of EEO into the Agency's Strategic Mission	18	37	48.65%
Essential Element C: Management and Program Accountability	34	44	77.27%
Essential Element D: Proactive Prevention	8	14	57.14%
Essential Element E: Efficiency	24	32	75.00%
Essential Element F: Responsiveness and Legal Compliance	5	12	41.67%
Total	**101**	**153**	**66.01%**

Element A: Demonstrated Commitment from Agency Leadership

This element requires Agency leadership to communicate a commitment to EEO and discrimination-free workplace.

As required by this element, the USAID Administrator and senior leadership frequently communicated their commitment to having a work environment that is free from discrimination and harassment. Accordingly, leaders at all levels played an instrumental role in communicating the Agency's EEO responsibilities in support of its EEO policies and procedures, and various leadership initiatives. In early FY 2019, USAID published the Agency's leadership philosophy, "Leaders Develop Leaders" (October 17, 2018), which integrates feedback from the USAID workforce with the values that are shared and important to USAID. The Agency also issued its annual EEO policy statement, which reflects the Agency's commitment to the prohibition of discrimination on all EEO-protected bases; freedom to compete in a fair and level playing field; EEO programs, practices, and decisions that are covered; and the Agency's position against reprisal to the workforce. In addition, the USAID Administrator hosted monthly meetings with Employee Resource Groups (ERG) during the year, and the Agency Counselor established an open-door policy, so employees could raise and discuss challenges faced in the workplace regarding diversity and inclusion.

In alignment with the requirement to communicate EEO policies and procedures to all employees, leadership from more than 70 USAID overseas Missions and Bureaus and Independent Offices (B/IOs) in Washington held town halls with staff to identify key insights and challenges in responding to sexual exploitation and abuse, as well as sexual harassment. These town halls with Mission and B/IO leadership and staff helped educate USAID staff about their responsibilities to uphold USAID's zero-tolerance policy for sexual misconduct, and elicited feedback the Agency used to develop the Respectful, Inclusive, and Safe Environment (RISE) training. This training is an integral component of the Administrator's initiative, the Action Alliance for Preventing Sexual Misconduct (AAPSM), which a team—composed of members from the Office of Human Capital and Talent Management (HCTM), OCRD, Office of General Counsel, Office of Security, and Office of U.S. Foreign Disaster Assistance—overseas.

Finally, the Agency leadership approved 13 new positions for OCRD in support of having a model EEO program, as well as a demonstrated commitment to all USAID employees to foster a work environment that is free from discrimination and promote equal and fair opportunities for all employees and applicants, regardless of their differences.

USAID met 12 of the 14 applicable measures for Element A, with two measures not met. The Agency developed the plans in Part H to ensure that the remaining compliance measures are met (See Part H–1 page 45 and Part H - 2 page 46).

Element B: Integration of EEO into the Agency's Strategic Mission

This element requires that the Agency's EEO programs are structured to maintain a workforce that is free from discrimination and support the Agency's strategic mission.

In early FY 2019, USAID's EEO programs were not properly structured or staffed to support the Agency according to EEO regulations, policies, and procedures. As a result, this element has multiple deficiencies, because most of the EEO programs did not perform effectively and lacked the appropriate support for Agency leaders and employees. However, Agency leadership acknowledged the importance and impact of EEO and diversity and inclusion in relation to the Agency's strategic mission and approved an additional 13 new positions for OCRD. As a result, OCRD hired four new employees by the end of FY 2019 and restructured the EEO program's operations to be more effective. For example, OCRD re-established its anti-harassment program, and developed new internal metrics to process harassment

complaints and EEO complaints effectively. As a result, 67 percent (or 100 cases) were resolved from the total of 157 cases processed in FY 2019, which included 66 backlog cases. In addition, the EEO-complaints program was able to eliminate 80 percent of its backlog cases by the end of FY 2019. Employees for the additional nine positions are expected to be hired in FY 2020 and will assist OCRD with establishing an effective Affirmative Employment Program with the functions of conducting barrier analysis, as well as assisting Agency leadership with meeting their EEO responsibilities in different capacities.

To ensure that EEO standards continue to be integrated into the Agency's strategic mission, the director of OCRD reports to the heads of the Agency—the USAID Administrator and Deputy Administrator. Throughout FY 2019, the OCRD staff was invited to participate in meetings to review and provide feedback on recruiting policy, performance management, and compensation, among other items. This year, the Agency's Executive Diversity Council (EDC), consisting of senior leaders and co-chaired by the Deputy Administrator and the director of OCRD, reorganized to address diversity and inclusion (D&I) issues affecting the workforce, and, in doing so, reviewed and updated the Agency's current D&I strategic plan. The EDC, in partnership with ERG Leadership Council members, conducted a comprehensive review of the Agency's D&I strategic plan. In addition, OCRD implemented a pilot program establishing formal diversity committees within seven USAID operating units to address identified D&I challenges. Through this initiative, the Agency established an Operating Unit Speaker series, increased training on unconscious bias, and continued training on EEO and anti-harassment processes.

Finally, in FY 2019, the Balancing Act ERG increased its activity as an advocate and resource for facilitating work-life integration and balance, working with senior leadership and OCRD to increase awareness of workplace flexibilities, equitable approaches to training and professional development opportunities, and related support resources available to the USAID workforce across all affinity groups.

USAID met 18 out of 37 applicable measures for Element B, with 19 measures not met. The Agency developed the recommendations in Part H to ensure that these remaining compliance measures are met (See Part H–3 page 47, Part H - 4 page 49, Part H - 5 page 54, Part H - 6 page 52, and Part H - 7 page 53, Part H - 8 page 55).

Element C: Management and Program Accountability

This element requires the Agency leadership to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the Agency's EEO Program and Plan.

As in Element B, the result of having insufficient staff resources in OCRD created several deficiencies in this element, such as not having the ability to conduct staff assistance visits, develop effective procedures to establish a comprehensive anti-harassment program, and processing timely reasonable accommodation requests, among others. However, OCRD and HCTM conducted other activities and initiatives in support of the Agency's EEO program.

On behalf of the Agency, OCRD and HCTM supported this element by collaborating with various external partners to promote opportunities for the Agency to have a diverse and inclusive workforce. This element also requires that the

Agency conduct outreach and recruiting initiatives to support the affirmative action plan. Some FY 2019 initiatives included the following:
- The Development Diplomat in Residence (DDIR) program efforts produced outreach results to over 1,000 diverse candidates.
- The Hispanic Employment Program Manager (HEPM) conducted outreach activities to more than 600 youth and prospective applicants in high schools, colleges, universities, partner agencies, and employee resource groups such as USAID's Hispanic Employee Council for Foreign Affairs Agencies.
- The Agency administered training in performing outreach and recruitment activities with disabled veterans, including an in-depth review of Veteran Appointing Authority for 30 percent or more disabled veterans; the Agency partnered and solicited veterans, through the USAID Veterans ERG, to engage targeted disabled veteran constituents on Agency careers.
- The Agency continued to support the Donald M. Payne International Development Fellowship by providing opportunities to ten diverse students who upon completion will enter the USAID Foreign Service.
- USAID maximized existing agreements with the Don Bosco Cristo Rey High School, Urban Alliance, InRoads, and Congressional Hispanic Caucus Institute to provide student internships to underrepresented talent.

USAID's performance-management system requires that all supervisors be evaluated on their EEO and D&I responsibilities as a critical element in their annual evaluation form (performance appraisal). This type of evaluation helps managers and supervisors be engaged with any EEO process as required and be involved in developing action plans that promote diversity and inclusion in the workplace. Through FY 2019, the AAPSM coordinator continued to enforce the Administrator's zero-tolerance policy by ensuring allegations of sexual misconduct, including sexual harassment, were effectively addressed through the appropriate office. In addition, USAID launched a new reporting "portal" to receive confidential complaints about sexual harassment and related misconduct, and developed resources about sexual misconduct designed to prevent and address sexual exploitation and abuse and workplace sexual harassment.

The reasonable accommodation program will increase its staff in FY 2020 to three full-time employees to perform the following duties: reviewing and updating the Automated Directives System (ADS) Chapter 111, Procedures for Providing Reasonable Accommodation for Individuals with Disabilities; updating and maintaining the reasonable accommodation websites (internal and external); conducting training to the B/IOs, as well as Mission employees, supervisors, and management on reasonable accommodation procedures; processing accommodation requests in a timely manner; and managing the sign language interpreting contract.

USAID met 34 out of 44 applicable measures for Element C, with ten measures not met. The Agency developed recommendations in Part H to ensure that the remaining compliance measures are met (See Part H -1 page 45, Part H - 4 page 49, Part H - 9 page 56, Part H - 10 page 58, Part H - 11 page 59, Part H - 12 page 59)

Element D: Proactive Prevention

This element requires that the Agency leadership make early efforts to prevent discrimination and identify and eliminate barriers to equal employment opportunity.

This element also has multiple deficiencies as a result of having insufficient staff resources in FY 2019 to provide the appropriate preventive support, such as regular reviews of workforce data to identify barriers; assistance with developing and implementing action plans based on the identified barriers; and development and implementation of action plans for the recruitment, hiring, and advancement of employees with disabilities. However, the Agency took other preventive measures, to include, proactively publishing information on the Agency's website regarding workplace conduct, behaviors

deemed as inappropriate in the workplace, and how these behaviors may result in disciplinary actions in the Department of State FAM (Foreign Affairs Manual) and the USAID Automated Directives System (ADS).

USAID expanded its training offerings to ensure the workforce was properly trained, in part through the efforts of the AAPSM. While the AAPSM began in FY 2018, in FY 2019, AAPSM built on its earlier work and produced and deployed training to educate the workforce on the Agency's responsibility against sexual misconduct. This training includes modules on preventing sexual misconduct, preventing and addressing harassing behavior, unconscious bias, and a module on management skills for managing misconduct, among others. Additionally, the Agency published a supervisors' toolkit that provides guidance on how supervisors should help address issues of misconduct.

OCRD conducted more than 50 consultations with different B/IOs relating to conducting outreach activities, establishing Diversity and Inclusion committees, developing climate surveys, facilitating discussions on workforce profiles, and advising on workplace issues. OCRD's D&I Division conducted more than 22 training sessions, to include, unconscious bias, dignity and respect, micro and macro aggressions, "D&I 101," and other D&I-related sessions. Further, the ERGs collaborated with OCRD to conduct several educational special observances during their respective observance day.

In addition, the Agency took a proactive approach to sponsor hiring excellence training sessions to educate hiring managers about the various hiring mechanisms within the Agency, including Schedule A (u) hiring authority for people with disabilities. Further, according to the FY 2019 FEORP Report, USAID increased its hiring of disabled veterans with a 30 percent or more disability by one hire. In FY 2019 the Agency hired five (two percent of new hires) Veterans as compared to four (3.1 percent) in FY 2018; and hired ten (four percent) persons in FY 2019 through the Schedule A (u) Hiring Authority as compared to three (2.3 percent) in FY 2018.

USAID met eight out of 14 applicable measures for Element D, with six measures not met The Agency developed recommendations in Part H to ensure that these remaining compliance measures are met **(**See Part H -13 page 62, Part H -14 page 63, Part H - 15 page 65, Part_H - 16 page 67)

Element E: Efficiency

This element requires the Agency leadership to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency's EEO programs and an efficient and fair dispute resolution.

While OCRD is increasing the number of staff members in the Complaints and Resolution Division to provide a more effective and efficient complaint process, most of the new staff members were not onboarded in FY 2019. However, OCRD made many adjustments and modifications to meet the timeline requirements according to EEOC. OCRD updated its EEO complaints-tracking system (iComplaints) to track cases effectively and accurately prepared reports for submission to EEOC. In addition, OCRD established internal metrics to reduce timeframes and process complaints more efficiently. As a result, 80 percent (or 13 cases) of the 17 formal EEO cases in backlog OCRD completed by the end of FY 2019.

OCRD managed 116 active EEO collateral duty counselors (EEO CDCs) located in Washington and overseas Missions. These EEO CDCs consist of civil service (CS) employees, FS officers, and foreign nationals. To increase our resolution rate, OCRD implemented a second-round resolution attempt using alternative dispute resolution (ADR) at the beginning and end of the counseling period. During the formal complaint process, EEO specialists make resolution attempts by serving as facilitators and communicating requested remedies and resolution offers to complainants, management, and/or the Office of General Counsel. Mediation was the ADR method made available during the informal and formal complaint processes.

In FY 2019, OCRD developed a comprehensive eight-hour virtual EEO refresher course for EEO CDCs, which will be available during FY 2020 and beyond. In November 2019, USAID developed and then socialized a new single-point misconduct reporting portal on USAID's employee intranet. This portal directs entries to different services and has the enhanced ability to look for broader trends in allegations.

USAID met 24 out of 32 applicable measures for Element E, with eight measures not met. The Agency developed recommendations in Part H to ensure that these remaining compliance measures are met (See Part H - 17 page 68, Part H - 18 page 71**).**

Element F: Responsiveness and Legal Compliance

This element requires the Agency to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Because of insufficient staff resources within OCRD, this element also suffered in FY 2019. OCRD was unable to timely comply with established EEO complaints processing timeframes. However, to comply with the applicable EEOC timelines in FY 2019, OCRD conducted extensive updates to the EEO complaints tracking system (iComplaints), designated a compliance officer responsible for facilitating and tracking corrective actions, and created a tracker to monitor timelines closely for each step of the EEO complaint process, including when settlement agreements and EEOC findings are received. OCRD also identified and addressed timeliness issues with acceptance/dismissal letters, completion of investigations, and final Agency decisions deadlines to ensure that the EEO complaint process is now in compliance. OCRD was able to reduce the complaint processing time by 58.5 percent (from 313 days to 129 days). Additionally, OCRD reduced the time for complaints to be dismissed by the Agency by 52 percent when compared to FY 2018 (from 224 to 107 days).

USAID met five out of 12 applicable measures for Element E, with seven measures not met. The agency developed recommendations in Part Hto ensure that these remaining compliance measures are met (See Part H -19 page 71, and Part H - 20 page 72**).**

Summary of Triggers Identified and Analyzed (see Parts I, pages from 77 to 107 and Part J, pages 108-126)

1. Low participation rate of Hispanics as compared to the Civilian Labor Force (see page 77);
2. Higher attrition rate for women as compared to the permanent workforce (see page 84);
3. Low participation rate of total females, Hispanic or Latino males and females, White females, African American males and females, and Asian males and females at Senior Grade Levels as compared to permanent workforce (see page 92); and
4. No aggregated data available on Foreign Service Backstop (see page 103).
5. Low participation rate of PWD/PWTD compared to Federal goals (see Part J, pages 108)

OCRD identified other triggers during the analysis process, such as in the occupational categories and senior grade levels data, as well as in other employment areas. However, the FY 2019 report will focus on four specific employment areas of interest as the initial approach to addressing employment barriers in USAID. Based on the outcome from the planned activities to address the barriers in this part of the report, additional triggers may be analyzed for the FY 2020 report and beyond.
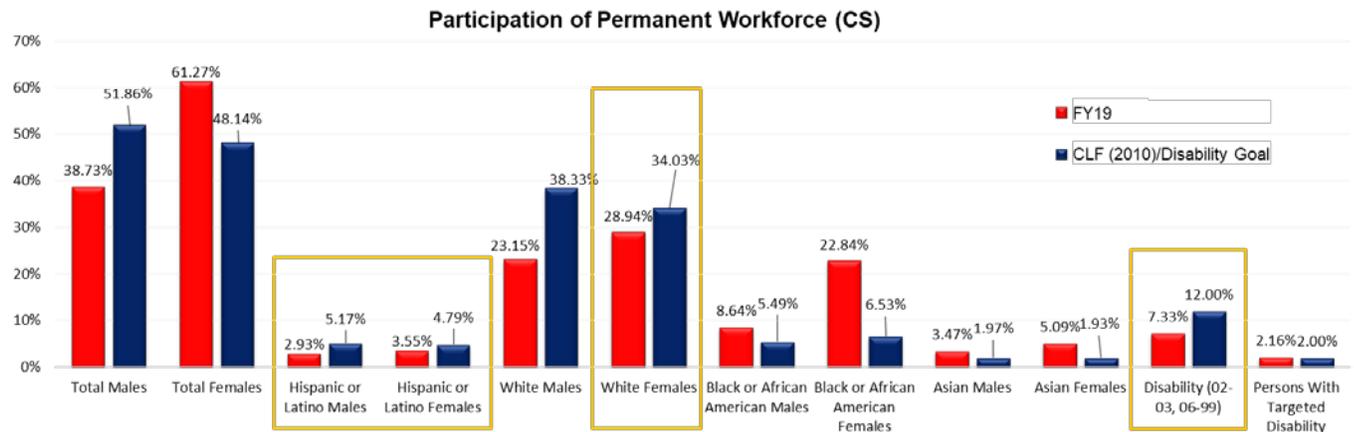
Workforce Analysis

Participation of Overall Permanent Workforce
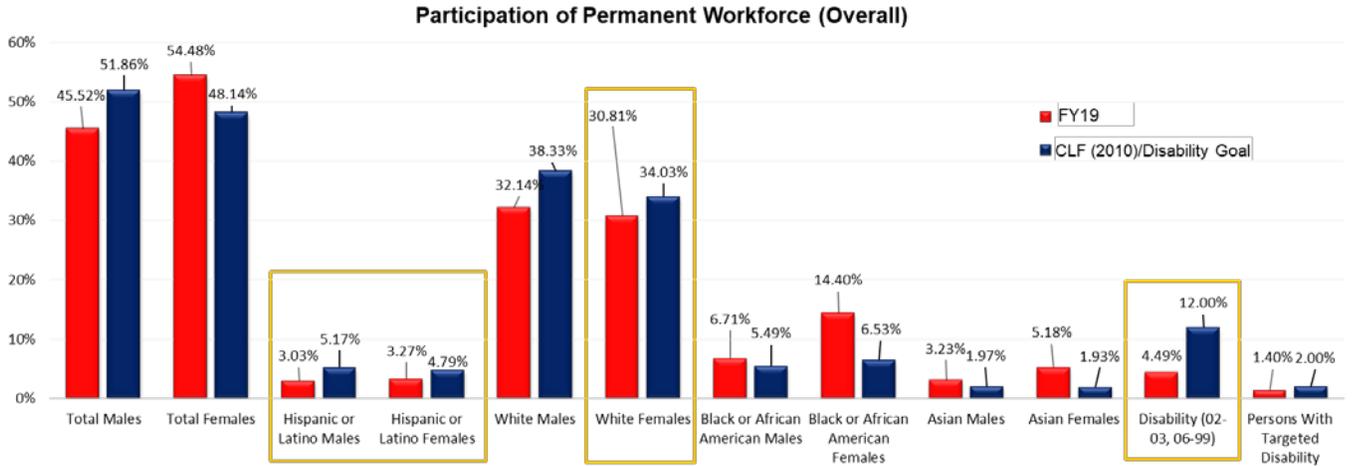
- Hispanic males accounted for 3.03 percent of the Agency's overall permanent workforce, lower than the CLF of 5.17 percent (gap: 2.14 percent).
- Hispanic females accounted for 3.27 percent of the Agency's overall permanent workforce, lower than the CLF of 4.79 percent (gap: 1.52 percent).
- White females accounted for 30.81 percent of the Agency's overall permanent workforce, lower than the CLF of 34.03 percent (gap: 3.22 percent).
- Employees with disabilities accounted for 4.49 percent of the Agency's overall permanent workforce, lower than the 501 goal of 12 percent (gap: 7.51 percent).

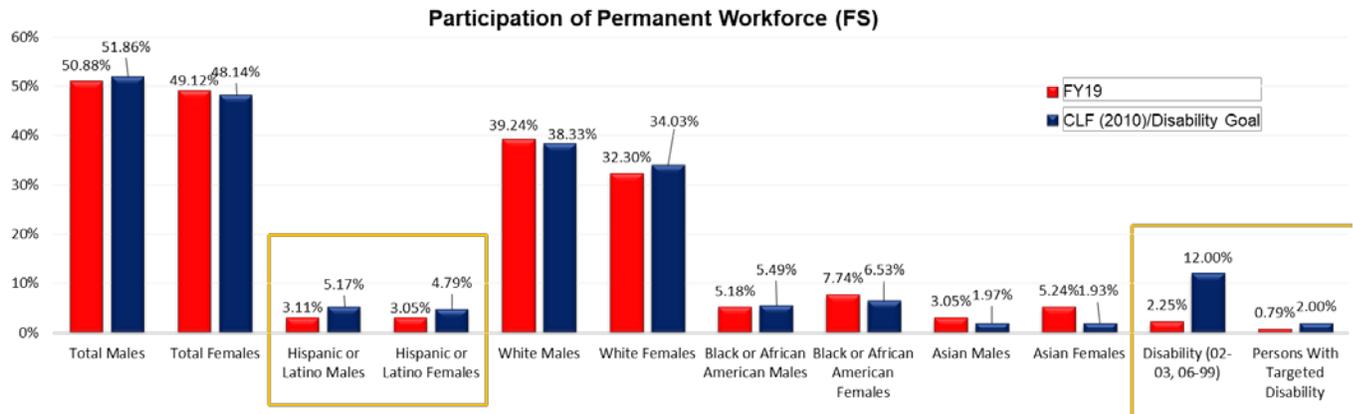## Participation of CS Permanent Workforce

- Hispanic males accounted for 2.93 percent of the Agency's overall CS permanent workforce, lower than the

CLF of 5.17 percent (gap: 2.24 percent).
- Hispanic females accounted for 3.55 percent of the Agency's CS permanent workforce, lower than the CLF of 4.79 percent (gap: 1.24 percent).
- White females accounted for 28.94 percent of the Agency's CS permanent workforce, lower than the CLF of 34.03 percent (gap: 5.09 percent).
- Employees with disabilities accounted for 7.33 percent of the Agency's CS permanent workforce, lower than the 501 goal of 12 percent (gap of 4.67)

Participation of FS Permanent Workforce:

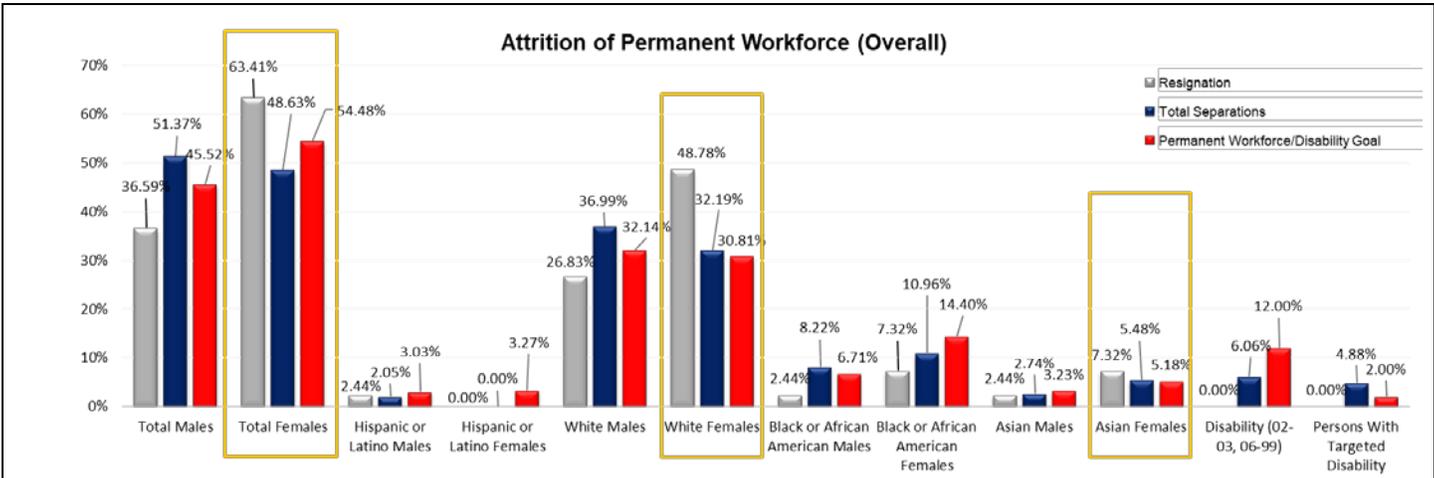Participation of Permanent Workforce (FS)

- Hispanic males accounted for 3.11 percent of the Agency's overall FS permanent workforce, lower than the CLF of 5.17 percent (gap: 2.06 percent).
- Hispanic females accounted for 3.05 percent of the Agency's permanent workforce, lower than the CLF of 4.79 percent (gap: 1.74 percent).
- Employees with disabilities accounted for 2.25 percent of the Agency's FS permanent workforce, lower than the 501 goal of 12 percent (gap: 9.75 percent).
- Employees with targeted disabilities accounted for 0.79 percent of the Agency's FS permanent workforce, lower than the 501 goal of two percent (gap: 1.21 percent).

# Attrition via Resignation of Overall Permanent Workforce

Attrition of Permanent Workforce (Overall)

- 63.41 percent of all resignations for the Agency were women, compared to their permanent workforce percentage of 54.58 percent (gap: 8.83 percent).
- 48.78 percent of all Agency resignations were white females, compared to their permanent workforce percentage of 30.81 percent (gap: 17.97 percent).
- 7.32 percent of all Agency resignations were Asian females, compared to their permanent workforce percentage of 5.18 percent (gap: 2.14 percent).

Attrition via Resignation of CS Permanent Workforce
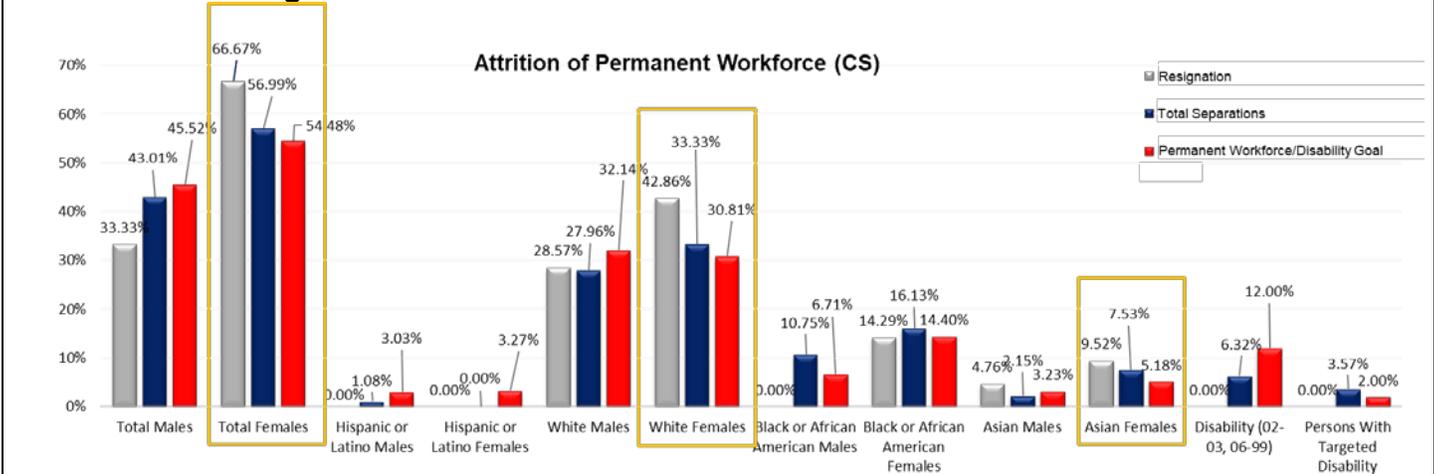
Attrition of Permanent Workforce (CS)

- Total females accounted for 56.99 percent of the total separations, compared to their permanent workforce percentage of 54.48 percent (gap: 2.51 percent). Compared to the permanent workforce, 66.67 percent resigned (gap: 12.09 percent).
- White females accounted for 33.33 percent of the total CS separations, compared to their permanent workforce percentage of 30.81 percent (gap: 2.52 percent). White females resigned at a greater frequency (42.86 percent)
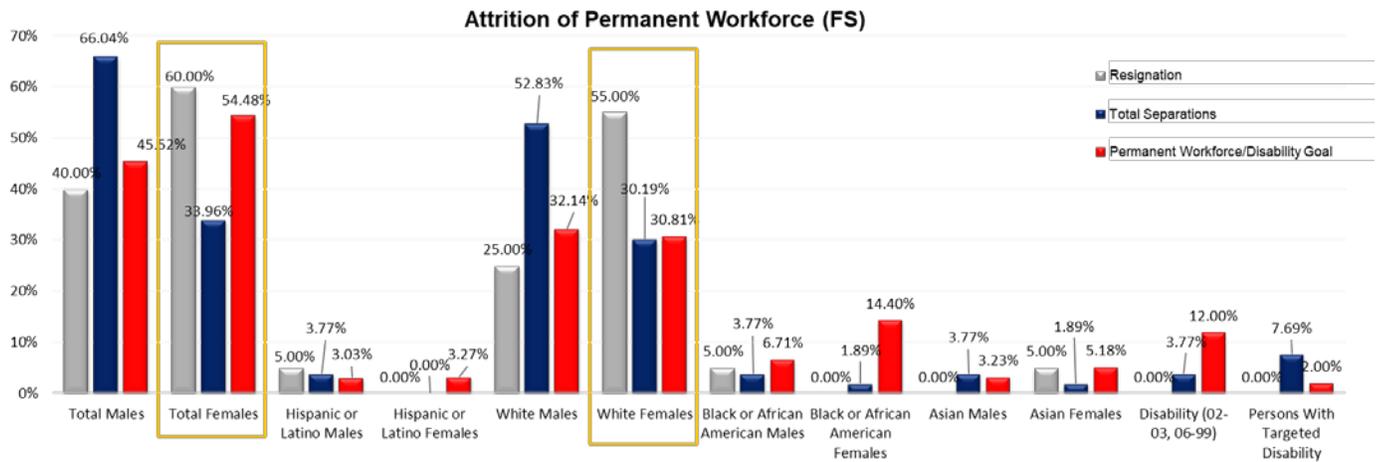
compared to their permanent workforce percentage (gap: 12.05 percent). White females retired at a slightly greater percentage (35.14 percent) compared to their permanent workforce percentage (gap: 4.33 percent).
- Of the overall CS workforce employee losses, Asian females accounted for 7.53 percent of the total separations, compared to the permanent workforce of 5.18 percent (gap: 2.35 percent). Compared to the permanent workforce, 9.52 percent of Asian females resigned from the Agency (gap: 4.34 percent).

Attrition via Resignation of FS Permanent Workforce


Attrition of Permanent Workforce (FS)

- Attrition rates in the FS were lower compared to the permanent workforce for total females and white females.
- Of the total FS separations from the Agency, total females accounted for 60.00 percent of all resignations, compared to the permanent workforce of 54.58 percent (gap: 5.42 percent).
- White females accounted for 30.19 percent of the total separations, compared to its permanent workforce of 30.81 percent (gap: 0.62 percent), which does not meet the criterion of a trigger. However, of the total FS separations, white females accounted for 55 percent of the Agency resignations, compared to their permanent workforce percentage of 30.81 percent (gap: 24.19 percent).
- While there were no triggers (a positive difference of at least two percent from the relevant benchmark) for the Agency's FS workforce for Hispanic females, African American females, and Asian females compared to their respective permanent workforce benchmarks, the Agency will continue to monitor these groups for potential trends.

Participation of Overall SES or Equivalent Participation

Participation of SES (Overall)
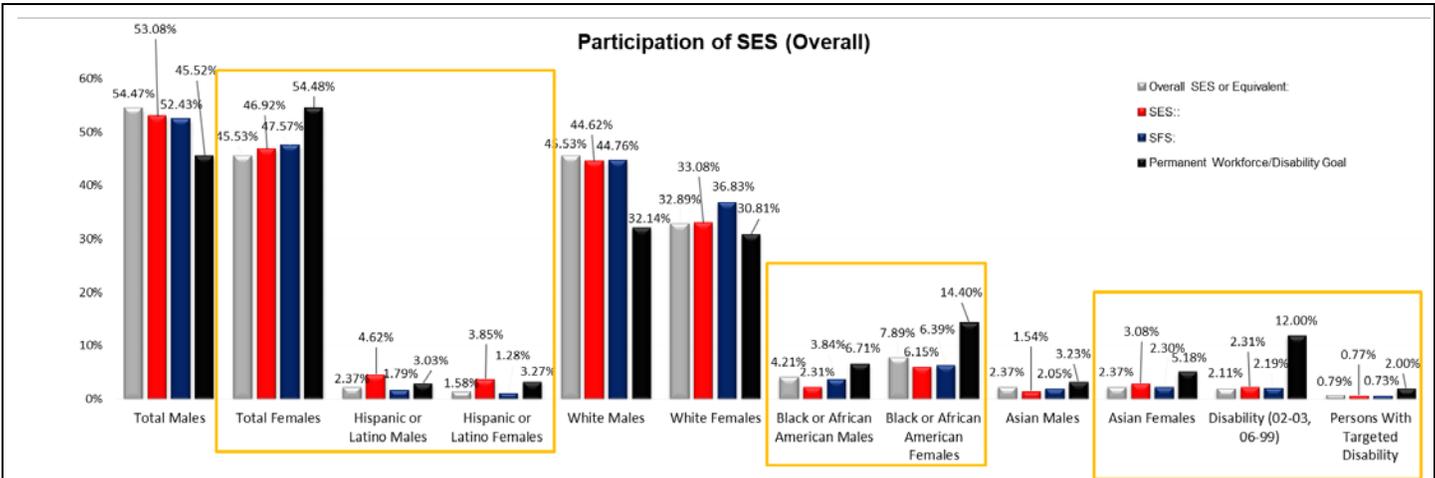
- Total females accounted for 45.53 percent of the Agency's overall permanent SES or equivalent workforce, compared to the permanent workforce's benchmark of 54.48 percent (gap: 8.95 percent).
- African American males accounted for 4.21 percent of the Agency's overall permanent SES or equivalent workforce, compared to the permanent workforce's benchmark of 6.71 percent (gap: 2.5 percent).
- African American females accounted for 7.89 percent of the Agency's overall permanent SES or equivalent workforce, compared to the permanent workforce's benchmark of 14.40 percent (gap: 6.51 percent).
- Asian females accounted for 2.37 percent% of the Agency's overall permanent SES or equivalent workforce, compared to the permanent workforce's benchmark of 5.18 percent% (gap: 2.81 percent).
- Employees with disabilities accounted for 2.13 percent of the Agency's CS permanent workforce, lower than the 501 goal of 12 percent (gap: 9.87 percent).

Participation of Senior Executive Service (SES)

- Total females accounted for 46.92 percent of the Agency's CS SES permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (gap: 7.56 percent).
- African American males accounted for 2.31 percent of the Agency's CS SES permanent workforce, compared to the permanent workforce's benchmark of 6.71 percent (gap: 4.40 percent)
- African American females accounted for 6.15 percent of the Agency's CS SES permanent workforce, compared to the permanent workforce's benchmark of 14.40 (gap: 8.25 percent).
- Asian females accounted for 3.08 percent of the Agency's CS SES permanent workforce, compared to the permanent workforce's benchmark of 5.18 percent (gap: 2.1 percent).
- Employees with disabilities accounted for 2.31 percent of the Agency's CS permanent workforce, lower than the 501 goal of 12 percent (gap: 9.69 percent).

Participation of Senior Foreign Service (SFS)

- Total females accounted for 47.57 percent of the Agency's SFS permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (gap: 6.91 percent).
- Hispanic males accounted for 1.79 percent of the Agency's SFS permanent workforce, compared to the

permanent workforce's benchmark of 3.03 percent (gap: 1.24 percent).
- Hispanic females accounted for 1.28 percent of the Agency's SFS permanent workforce, compared to the permanent workforce's benchmark of 3.03 percent (gap: 1.99 percent).
- African American males accounted for 3.84 percent of the Agency's SFS permanent workforce, compared to the permanent workforce's benchmark of 6.71 percent (gap: 2.87 percent).
- African American females accounted for 6.39 percent of the Agency's SFS permanent workforce, compared to the permanent workforce's benchmark of 14.40 percent (gap: 8.01 percent).
- Employees with disabilities accounted for 2.19 percent of the Agency's CS permanent workforce, lower than the 501 goal of 12 percent (gap: 9.81 percent).
- Employees with targeted disabilities accounted for 0.73 percent of the Agency's CS permanent workforce, lower than the 501 goal of 12 percent (gap: 1.27 percent).

Accomplishments

Despite the challenges in the EEO program during FY 2019, the Agency was able to note several key accomplishments that reflect a change in right direction to help establish and maintain a model EEO program:

- The Administrator approved 13 additional new positions for OCRD (a 100 percent increase) in support of having a model EEO program and as a demonstrated commitment to all USAID employees, to foster a work environment that is free from discrimination and promote equal and fair opportunities for all employees and applicants regardless of their differences;
- The Agency Counselor established an open-door policy to interact with employees, debate ideas, discuss challenges faced, and provide feedback on how employees can deal with issues, including appropriate next steps. USAID is making progress toward reconnecting Washington to the staff in its field offices through increased availability;
- The AAPSM continued to evolve while making significant strides toward preventing sexual exploitation and abuse, including the usage of toolkits and training webinars;
- Because of staff increases, additional funding, and the implementation of internal EEO complaint-processing tracking, OCRD was able to reduce the complaint-processing time by 58.5 percent (from 313 days to 129 days). Additionally, OCRD reduced the time for complaints to be dismissed by the Agency by 52 percent compared to FY 2018 (from 224 to 107 days). In addition, the EEO complaints program was able to eliminate 80 percent of its backlog cases by the end of FY 2019;
- OCRD re-established its anti-harassment program and developed new internal metrics to process harassment complaints effectively. As a result, OCRD resolved 67 percent (or 100) cases, from the total of 157 cases processed in FY 2019, which included 66 backlogged cases;
- The Agency collaborated with several organizations and their events geared toward the recruitment, hiring, and advancement of qualified people with disabilities, including the Equal Opportunity Publications Career Expo for People with Disabilities;
- The Agency published a supervisors' toolkit, which has chapters on how supervisors can help with addressing issues of misconduct; and
- The Agency continued to support the Donald M. Payne International Development Fellowship by providing opportunities to ten diverse students who, upon completion, will enter USAID Foreign Service.
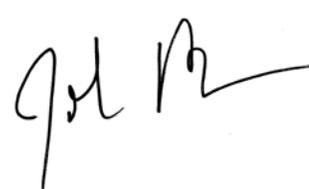
In FY 2019, USAID leadership made several key investments in the EEO program, including adding more staff resources and funding to ensure program effectiveness and compliance. Also, the OCRD worked hard to recruit and hire new staff, established the required affirmative employment and anti-harassment programs to support the Agency's EEO responsibilities effectively, and developed the appropriate customer service standard to support managers and supervisors effectively as well as staff employees to promote an equal, fair, and inclusive work environment for everyone, regardless of who they are.

PART F: USAID CERTIFICATION

EEOC FORM 715-01 PART F	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
I,	Ismael Martinez, Acting Director, Office of Civil Rights and Diversity	am the Principal EEO Director/Official for
	United States Agency for International Development	

The Agency conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEOC MD-715. If an essential element was not fully compliant with the standards of EEOC MD-715, the Agency conducted a further evaluation and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The Agency has also analyzed its workforce profiles aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Ismael Martínez **Acting Director, Office of Civil Rights and Diversity**	*Ismael Martinez*	06/29/2020
Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEOC MD-715		Date
John Barsa **USAID Acting Administrator**		06/29/2020
Signature of Agency Head or Agency Head Designee		Date

PART G: SELF-ASSESSMENT CHECKLIST FY2019

The Equal Employment Opportunity Commission (EEOC), through its Management Directive 715 (MD-715), provides the policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity (EEO) under Section 717 of Title VII of the Civil Rights Act and Section 501 of the Rehabilitation Act. MD-715 applies to all executive agencies and military departments, except uniformed members. Through this directive, the EEOC identifies six essential elements that serve as the foundation upon which each Agency shall build a Model EEO program:

      A. Demonstrated Commitment from Agency Leadership
      B. Integration of EEO into the Agency's Strategic Mission
      C. Management and Program Accountability
      D. Proactive Prevention
      E. Efficiency
      F. Responsiveness and Legal Compliance

The Self-Assessment Checklist provides an efficient and effective means for Federal Departments and Agencies to determine whether its overall EEO program is properly established and compliant with the essential elements set forth in MD-715. For every deficiency in Part G that lacks sufficient explanation in the chart; there is a corresponding improvement plan (Part H) to attempt to correct it.

Part G: Self-Assessment towards a Model EEO Program Checklist

EEOC FORM 715-01 PART G	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Essential Element A: Demonstrated Commitment from Agency Leadership This element requires the Agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
Compliance Indicator ⬇ Measures	**A.1 - The Agency issues an effective, up-to-date EEO policy statement**	**Measure Met? (Yes/NO/NA)**	**Comments**
A.1.a	Does the Agency annually issue a signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency's commitment to EEO for all employees and applicants? If "yes," please provide the annual issuance date in the comments column. [see MD-715, ll(A)]	**Yes**	Original copy signed on September 30, 2019, but revised and reissued on October 10, 2019.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex [including pregnancy, sexual orientation and gender identity], genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR §1614.101(a)]	**Yes**	
Compliance Indicator ⬇ Measures	**A.2 - The Agency has communicated EEO policies and procedures to all employees**	**Measure Met? (Yes/NO/NA)**	**Comments**
A.2.a	Does the Agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD-715, II(A)]	**No**	The Agency does not have an Anti-Harassment Policy but provided anti-harassment information and reporting instructions on its EEO Policy (ADS 110) and Anti-Harassment Policy Statement.

A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	**Yes**	
A.2.b	Does the Agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	**No**	OCRDmailbox@usaid.gov
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	**Yes**	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	**Yes**	https://www.usaid.gov/sites/default/files/documents/1874/111.pdf
A.2.c	Does the Agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	**Yes**	The complaint process is shared during training events at different USAID locations and during EEO counseling. OCRD's internal website also contains references.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	**Yes**	The ADR process was shared during training events at different USAID locations and during the EEO counseling.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	**Yes**	The reasonable accommodation process was shared during training events at different USAID locations and during reasonable accommodations processing.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	**Yes**	Guidance was shared during training events at different USAID locations and during the anti-harassment allegation processing.

A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	**Yes**	The complaint process was shared during training events at different USAID locations.
➡ **Compliance Indicator** ⬇ **Measures**	**A.3 – The Agency assesses and ensures EEO principles are part of its culture.**	**Measure Met? (Yes/NO/NA)**	**Comments**
A.3.a	Does the Agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section.	**Yes**	USAID ADS 491 provides guidance: https://www.usaid.gov/sites/default/files/documents/1877/491.pdf "EQUAL EMPLOYMENT OPPORTUNITY AWARD -This award recognizes one individual or one group that makes exceptional contributions that further USAID's equal opportunity goals related to diversity, support and promotion of the Federally Assisted/Conducted Program, and/or the use of small, women and minority businesses. These contributions must far exceed the individual's or group's normal job responsibilities and the Agency's existing Equal Employment Opportunity (EEO) rules, regulations, and policies."
A.3.b	Does the Agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	**Yes**	

Essential Element B: Integration of EEO into the Agency's Strategic Mission
This element requires that the Agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the Agency's strategic mission.

➡ **Compliance Indicator** ⬇ **Measures**	**B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.**	**Measure Met? (Yes/NO/NA)**	**Comments**
B.1.a	Is the Agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	**Yes**	
B.1.a.1	If the EEO Director does not report to the Agency head, does the EEO Director report to the same Agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the Agency head designee in the comments.	**N/A**	
B.1.a.2	Does the Agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	**Yes**	
B.1.b	Does the EEO Director have a regular and effective means of advising the Agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the Agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	**Yes**	
B.1.c	During this reporting period, did the EEO Director present to the head of the Agency, and other senior management officials, the "State of the Agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.	**No**	
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	**Yes**	

→ Compliance Indicator ↓ Measures	B.2 - The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/NO/NA)	Comments
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	No	USAID does not have an affirmative employment program. However, the Agency leadership approved additional positions in OCRD to meet this requirement.
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final Agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the Agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the Agency has subordinate level components, does the EEO Director provide effective guidance and	N/A	

Compliance Indicator Measures	**B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.**	**Measure Met? (Yes/NO/NA)**	**Comments**
	coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]		
B.3.a	Do EEO program officials participate in Agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	**Yes**	
B.3.b	Does the Agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	**Yes**	The Agency'sStrategic Plan emphasizes professional development and empowerment of leadership at all levels to promote diversity and inclusion. The plan notes that increasing leadership and diversity classes will contribute to these outcomes. To ensure greater employee and management accountability, the plan also includes alignment of performance objectives to measurable criteria, and enforcement of mandatory training requirements, among other elements.
Compliance Indicator Measures	**B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.**	**Measure Met? (Yes/NO/NA)**	**Comments**
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the Agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		

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B.4.a.1	to conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]	**No**	The Agency approved funding and staffing in FY 2019, but staff were not onboarded, and funding was not operationalized.
B.4.a.2	to enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	**No**	The Agency approved funding and staffing in FY 2019, but staff were not onboarded, and funding was not operationalized.
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final Agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) and 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) and 5(IV); MD-715, II(E)]	**No**	The Agency approved funding and staffing in FY 2019, but staff were not onboarded, and funding was not operationalized.
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	**Yes**	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	**No**	The Agency approved funding and staffing in FY 2019, but staff were not onboarded, and funding was not operationalized to audit sub-components and missions.
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	**Yes**	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	**Yes**	

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B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	**No**	The Agency did not have an Affirmative Employment Program to manage the special emphasis programs effectively.
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	**No**	The Agency did not have sufficient staff to implement a functioning anti-harassment program in FY 2019.
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	**No**	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	**Yes**	
B.4.b	Does the EEO office have a budget that is separate from other offices within the Agency? [see 29 CFR § 1614.102(a)(1)]	**Yes**	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), and 6(III)]	**Yes**	
B.4.d	Does the Agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	**Yes**	
B.4.e	Does the Agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	**No**	The Agency did not have sufficient staff to implement. In FY 2020, OCRD launched an online eight-hour refresher training for counselors. The Agency has contract investigators who are responsible for their refresher training.

→ Compliance Indicator Measures ↓	**B.5 - The Agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.**	**Measure Met? (Yes/NO/NA)**	**Comments**
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	**No**	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	**No**	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	**No**	
B.5.a.4	Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	**No**	
B.5.a.5	ADR, with emphasis on the Federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	**No**	
→ Compliance Indicator Measures ↓	**B.6 - The Agency involves managers in the implementation of its EEO program.**	**Measure Met? (Yes/NO/NA)**	**Comments**
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	**No**	Going forward, the Agency will incorporate these efforts through the establishment and

			implementation of OCRD's Affirmative Employment Program.
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	**No**	Going forward, the Agency will incorporate these efforts through the establishment and implementation of OCRD's Affirmative Employment Program.
B.6.c	When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	**No**	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans? [29 CFR § 1614.102(a)(5)]	**No**	

Essential Element C: Management and Program Accountability
This element requires the Agency head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the Agency's EEO Program and Plan.

Compliance Indicator / Measures	C.1 - The Agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/NO/NA)	Comments
C.1.a	Does the Agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	**No**	For C.1.a-C.1.c OCRD plans to begin conducting audit/reviews in USAID sub-components and Missions overseas both in person and through written response and evaluation in FY 2020 with new staffing in place.
C.1.b	Does the Agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	**No**	

C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	**No**	
→ Compliance Indicator ↓ Measures	**C.2 - The Agency has established procedures to prevent all forms of EEO discrimination.**	**Measure Met? (Yes/NO/NA)**	**Comments**
C.2.a	Has the Agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	**No**	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	**No**	Although there was no comprehensive anti-harassment policy in place, the Agency, by practice took corrective action to prevent and eliminate conduct as it became aware of that conduct.
C.2.a.2	Has the Agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]	**No**	OCRD established a Firewall in FY 2020.
C.2.a.3	Does the Agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	**Yes**	
C.2.a.4	Does the Agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging	**Yes**	

	harassment? [see Enforcement Guidance, V.C.]		
C.2.a.5	Does the Agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] **If "no", please provide the percentage of timely-processed inquiries in the comments column.**	**No**	In FY 2019, the Agency processed eight percent of the inquiries on a timely basis.
C.2.a.6	Do the Agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	**Yes**	
C.2.b	Has the Agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	**Yes**	
C.2.b.1	Is there a designated Agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the Agency? [see 29 CFR 1614.203(d)(3)(D)]	**Yes**	
C.2.b.2	Has the Agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	**Yes**	
C.2.b.3	Does the Agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	**Yes**	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the Agency should process the request within a maximum amount of time (e.g., 20	**Yes**	

	business days), as established by the Agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]		
C.2.b.5	Does the Agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	**No**	The Agency processed 57 percent on a timely basis in FY 2019. An increase in staff positions will continue to improve processing time.
C.2.c	Has the Agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	**Yes**	
C.2.c.1	Does the Agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	**No**	This was not available on the Agency's public website in FY 2019, but was available on USAID's internal website.
Compliance Indicator **Measures**	**C.3 - The Agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.**	**Measure Met? (Yes/NO/NA)**	**Comments**
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to Agency EEO policies and principles and their participation in the EEO program?	**Yes**	
C.3.b	Does the Agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		

C.3.b.1	Resolve EEO Problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	**Yes**	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	**Yes**	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	**Yes**	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	**Yes**	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	**Yes**	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	**Yes**	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	**Yes**	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	**Yes**	
C.3.b.9	Comply with settlement agreements and orders issued by the Agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	**Yes**	

C.3.c	Does the EEO Director recommend to the Agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	**Yes**	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the Agency? [see 29 CFR §1614.102(c)(2)]	**Yes**	
Compliance Indicator **Measures**	C.4 - The Agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	**Measure Met? (Yes/NO/NA)**	**Comments**
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	**Yes**	
C.4.b	Has the Agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	**Yes**	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.)	**Yes**	

	required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]		
C.4.d	Does the HR office timely provide the EEO office timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	**Yes**	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	**Yes**	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	**Yes**	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	**Yes**	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	**Yes**	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	**Yes**	
Compliance Indicator ⬇ **Measures**	C.5 - Following a finding of discrimination, the Agency explores whether it should take a disciplinary action.	**Measure Met? (Yes/NO/NA)**	**Comments**
C.5.a	Does the Agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)	**Yes**	
C.5.b	When appropriate, does the Agency discipline or sanction managers and	**Yes**	There were no sanctions in FY 2019.

	employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] **If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.**		
C.5.c	If the Agency has a finding of discrimination (or settles cases in which a finding was likely), does the Agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	**Yes**	
Compliance Indicator **Measures**	C.6 - The EEO office advises managers/supervisors on EEO matters.	**Measure Met? (Yes/NO/NA)**	**Comments**
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	**Yes**	This activity is conducted as requested.
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	**No**	

Essential Element D: Proactive Prevention
This element requires that the Agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

➡ **Compliance Indicator** ⬇ **Measures**	**D.1 - The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.**	**Measure Met? (Yes/NO/NA)**	**Comments**
D.1.a	Does the Agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	**Yes**	
D.1.b	Does the Agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	**Yes**	
D.1.c	Does the Agency conduct exit interviews or surveys that include questions on how the Agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	**No**	The Agency conducts exit surveys, but the survey does not currently include questions on individuals with disabilities.
➡ **Compliance Indicator** ⬇ **Measures**	**D.2 - The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)**	**Measure Met? (Yes/NO/NA)**	**Comments**
D.2.a	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	**Yes**	OCRD uses EEOC's guidance to analyze identified triggers to find possible barriers.
D.2.b	Does the Agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	**Yes**	OCRD staff have used the complaints process to review policies, practices, and procedures regularly that affect employees, flagging issues for General Counsel.

D.2.c	Does the Agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	**Yes**	
D.2.d	Does the Agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] **If "yes", please identify the data sources in the comments column.**	**No**	
→ **Compliance Indicator** ↓ **Measures**	**D.3 - The Agency establishes appropriate action plans to remove identified barriers.**	**Measure Met? (Yes/NO/NA)**	**Comments**
D.3.a.	Does the Agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	**No**	
D.3.b	If the Agency identified one or more barriers during the reporting period, did the Agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	**No**	
D.3.c	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	**No**	
→ **Compliance Indicator** ↓ **Measures**	**D.4 - The Agency has an affirmative action plan for people with disabilities, including those with targeted disabilities**	**Measure Met? (Yes/NO/NA)**	**Comments**
D.4.a	Does the Agency post its affirmative action plan on its public website? [see 29 CFR	**No**	The Agency did not complete an affirmative-action plan in FY

	1614.203(d)(4)] Please provide the internet address in the comments.		2019, but will complete and post one with the submission of the FY 2019 MD-715 report in FY 2020.
D.4.b	Does the Agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	**Yes**	
D.4.c	Does the Agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	**Yes**	
D.4.d	Has the Agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the Agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	**Yes**	

Essential Element E: Efficiency			
This element requires the Agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency's EEO programs and an efficient and fair dispute resolution process.			
➡ Compliance Indicator ⬇ Measures	E.1 - The Agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/NO/NA)	Comments
E.1.a	Does the Agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	**No**	See 462 report.
E.1.b	Does the Agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	**Yes**	
E.1.c	Does the Agency issue acknowledgment letters immediately upon receipt of a	**Yes**	

	formal complaint, pursuant to MD-110, Ch. 5(I)?		
E.1.d	Does the Agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	**No**	
E.1.e	Does the Agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	**Yes**	
E.1.f	Does the Agency timely complete investigations, pursuant to 29 CFR §1614.108?	**No**	OCRD missed several deadlines in FY 2019, but has made the appropriate corrections to address issues of timeliness.
E.1.g	If the Agency does not timely complete investigations, does the Agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	**No**	OCRD missed several deadlines in FY 2019, but has made the appropriate corrections to address issues of timeliness.
E.1.h	When the complainant does not request a hearing, does the Agency timely issue the final Agency decision, pursuant to 29 CFR §1614.110(b)?	**No**	OCRD missed several deadlines in FY 2019, but has made the appropriate corrections to address issues of timeliness.
E.1.i	Does the Agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	**No**	OCRD missed several deadlines in FY 2019, but has made the appropriate corrections to address issues of timeliness.
E.1.j	If the Agency uses contractors to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)]	**Yes**	OCRD is discussing corrective measures with contractors, and if necessary, the Agency will terminate the contract.

	If "yes", please describe how in the comments column.		
E.1.k	If the Agency uses employees to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	**Yes**	
E.1.l	Does the Agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	**Yes**	
➡ **Compliance Indicator** ⬇ **Measures**	**E.2 - The Agency has a neutral EEO process.**	**Measure Met? (Yes/NO/NA)**	**Comments**
E.2.a	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	**Yes**	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the Agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	**Yes**	OCRD has two EEO Specialists with professional legal education (JD) and access to LexisNexis and other legal resources.
E.2.c	If the EEO office relies on the Agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the Agency representative? [see MD-110, Ch. 1(IV)(D)]	**N/A**	

E.2.d	Does the Agency ensure that its Agency representative does not intrude upon EEO counseling, investigations, and final Agency decisions? [see MD-110, Ch. 1(IV)(D)]	**Yes**	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)	**Yes**	
➡ **Compliance Indicator** ⬇ **Measures**	**E.3 - The Agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.**	**Measure Met? (Yes/NO/NA)**	**Comments**
E.3.a	Has the Agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	**Yes**	
E.3.b	Does the Agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	**Yes**	
E.3.c	Does the Agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	**Yes**	
E.3.d	Does the Agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	**Yes**	
E.3.e	Does the Agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	**Yes**	
E.3.f	Does the Agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	**Yes**	

Compliance Indicator / Measures	E.4 - The Agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/NO/NA)	Comments
E.4.a	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of Agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	No	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	No	
E.4.b	Does the Agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	

Compliance Indicator Measures	E.5 - The Agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/NO/NA)	Comments
E.5.a	Does the Agency monitor trends in its EEO program to determine whether the Agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	**Yes**	OCRD discovered timeliness issues with accept/dismissal letters, completion of investigations, and final Agency decisions deadlines. OCRD established an effective process to address the timelines issues and streamline the EEO complaint process.
E.5.b	Does the Agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	**Yes**	The Agency reviews best practices from other Agencies, such as the State Department, National Archives and Records Administration, and the Small Business Administration, with regards to the Anti-Harassment, EEO complaints and reasonable accommodation programs.
E.5.c	Does the Agency compare its performance in the EEO process to other Federal agencies of similar size? [see MD-715, II(E)]	**Yes**	

Essential Element F: Responsiveness and Legal Compliance This element requires Federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
Compliance Indicator Measures	F.1 - The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/NO/NA)	Comments
F.1.a	Does the Agency have a system of management controls to ensure that its officials timely comply with EEOC	**Yes**	

	orders/directives and final Agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]		
F.1.b	Does the Agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	**Yes**	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	**Yes**	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	**Yes**	
F.1.e	When EEOC issues an order requiring compliance by the Agency, does the Agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	**Yes**	
➡ **Compliance Indicator** ⬇ **Measures**	**F.2 - The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.**	**Measure Met? (Yes/NO/NA)**	**Comments**
F.2.a	Does the Agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	**No**	
F.2.a.1	When a complainant requests a hearing, does the Agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	**No**	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the Agency, does the Agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	**No**	

F.2.a.3	When a complainant files an appeal, does the Agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	**No**	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the Agency promptly provide EEOC with the required documentation for completing compliance?	**No**	
→ Compliance Indicator ↓ Measures	**F.3 - The Agency reports to EEOC its program efforts and accomplishments.**	**Measure Met? (Yes/NO/NA)**	**Comments**
F.3.a	Does the Agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	**No**	The Agency will correct this in FY 2020.
F.3.b	Does the Agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	**No**	The Agency will correct this in FY 2020.

PART H: FY2019 PLAN TO ATTAIN THE SIX ESSENTIAL ELEMENTS OF A MODEL AGENCY PROGRAM

EEOC FORM 715-02 PART H - 1	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
USAID FY2019	

TYPE OF PROGRAM DEFICIENCY	**A.2.a.1, C.2.a, C.2.a.1, C.2.a.2**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not have an anti-harassment policy but provides anti-harassment information through its website and reporting instructions on its EEO Policy (ADS 110) and Anti-Harassment Policy Statement.
OBJECTIVE	To disseminate the relevant policies and procedures to all its employees and establish a firewall.
DATE OBJECTIVE INITIATED	October 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD – Mohammed Kabir, Anti-Harassment Program Manager
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE

September 2020	OCRD will finalize and disseminate the anti-harassment policy and implement a firewall between the Anti-Harassment Coordinator and the EEO Director.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 2 **USAID FY2019**	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**A.2.b.1**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not prominently post business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director
OBJECTIVE	To disseminate the relevant contact information to employees.
DATE OBJECTIVE INITIATED	March 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A

RESPONSIBLE OFFICIAL	OCRD - Ismael Martinez, Acting Director			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	OCRD will update the current link with the business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director.	Yes	N/A	
September 2020	OCRD will distribute contact information to employees,	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 3 USAID FY2019	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**B.1.c**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency did not file a FY 2018 MD-715 report and did not conduct a leadership briefing on the EEO program's status in the last year.

USAID MD-715 Report (FY19)

OBJECTIVE	To file a FY 2019 MD-715 report and conduct a leadership briefing on the EEO program's status.
DATE OBJECTIVE INITIATED	March 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Ismael Martinez, Acting Director
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	Prepare "State of the Agency" based on MD-715 report.	Yes	N/A	
September 2020	The OCRD Director will provide the "State of the Agency" briefing to USAID senior leadership covering all six essential elements of the model EEO program and barrier analysis process.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- Agency has prioritized conducting a "State of the Agency" briefing for the upcoming fiscal year.
- The Agency is working with contractors to generate materials to conduct briefing to Agency lead and senior management based on findings from FY 2019 MD-715 Report.

EEOC FORM 715-02 PART H - 4 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**B.2.a, B.4.a.1, B.4.a.2, B.4.a.3, B.4.a.5, B.4.a.8, B.4.a.9, B.4.a.10, C.6.b**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	Although the Agency allocated sufficient resources in budget and human capital, it did not deploy resources during FY 2019 toward funding and qualified staffing to implement the EEO program successfully for the following areas: - To conduct a self-assessment of the Agency for possible program deficiencies - To enable the Agency to conduct a thorough barrier analysis of its workforce - To process EEO complaints in a timely, thorough, and fair manner, including EEO counseling, investigations, final Agency decisions, and legal sufficiency reviews - To conduct thorough, accurate, and effective field audits of the EEO programs in components and field offices, as applicable - To administer its special emphasis programs effectively (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager) - To manage the Agency's anti-harassment program effectively - To manage the reasonable accommodation program effectively - To promote EEO and to identify and eliminate discriminatory policies, procedures, and practices. - To answer managers' and supervisors' questions or concerns readily.
OBJECTIVE	To allocate and deploy sufficient resources in budget and human capital to implement the EEO program successfully in the necessary areas.
DATE OBJECTIVE INITIATED	December 2019

TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	Agency Leadership, Management Bureau-Frederick Nutt, Assistant Administrator for Management, HCTM - Bob Leavitt, Chief Human Capital Officer, and OCRD – Ismael Martinez, Acting Director
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
October 2019	Obtain approval recommendation from the Hiring Recruitment and Reassignment Board (HRRB) to allocate sufficient staff resources.	Yes	N/A	October 2019
November 2019	Obtain final approval from the Administrator to allocate sufficient staff resources.	Yes	N/A	November 2019
September 2020	OCRD will work with HCTM to recruit and hire qualified applicants according to approved allocations.	Yes	N/A	
September 2020	OCRD will work with HCTM and Office of Security to onboard selectees.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

EEOC FORM 715-02 PART H - 5	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
USAID FY2019				
TYPE OF PROGRAM DEFICIENCY	**B.4.e.**			
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required eight hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110.			
OBJECTIVE	To ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required eight hours of annual refresher training.			
DATE OBJECTIVE INITIATED	October 2019			
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020			
MODIFIED DATE	N/A			
DATE COMPLETED	N/A			
RESPONSIBLE OFFICIAL	OCRD – Liza Almo, Complaints and Resolution Chief			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**

USAID MD-715 Report (FY19)

September 2020	OCRD launched the EEO Counselor Refresher course through USAID University in 2020. OCRD will ensure those required receive annual refresher training.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

EEOC FORM 715-02 PART H - 6 **USAID FY2019**	***U.S. Equal Employment Opportunity Commission*** **FEDERAL AGENCY ANNUAL** **EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**B.5.a.1, B.5.a.2, B.5.a.3, B.5.a.4, B.5.a.5**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	Pursuant to 29 CFR § 1614.102(a)(5), all managers and supervisors have not received training on their responsibilities under the following areas under the Agency EEO program: - EEO Complaint Process - Reasonable Accommodation Procedures - Anti-Harassment Policy - Supervisory, managerial, communication, and interpersonal skills to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications - ADR, with emphasis on the Federal Government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR
OBJECTIVE	To ensure all managers and supervisors have received training on their responsibilities under the following areas under the Agency EEO program.

DATE OBJECTIVE INITIATED	September 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Ismael Martinez, Acting Director; HCTM - Bob Leavitt, Chief Human Capital Officer
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
December 2019	OCRD will contract vendors to provide required training.	Yes	N/A	December 2019
December 2019	OCRD will review and make modifications to training provided by vendors.	Yes	N/A	December 2019
May 2020	OCRD will finalize training with the vendor.	Yes	N/A	
September 2020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	N/A	
September 2020	OCRD will prepare and send Agency notices to all managers and supervisors to take mandatory training.	Yes	N/A	

USAID MD-715 Report (FY19)

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

EEOC FORM 715-02 PART H - 7 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**B.6.a**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not have senior managers involved in the implementation of Special Emphasis Programs as a part of its EEO program.
OBJECTIVE	To involve senior managers in the implementation of the Agency's Special Emphasis programs.
DATE OBJECTIVE INITIATED	April 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Ismael Martinez, Acting Director; HCTM - Bob Leavitt, Chief Human Capital Officer

PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**
September 2020	OCRD will begin establishing an operational Affirmative Employment Program.	Yes	N/A	
December 2020	OCRD will develop a plan to establish special emphasis programs in the Agency.	Yes	N/A	
December 2020	OCRD will work with senior managers to implement special emphasis programs in B/IOs and Missions.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 8 USAID FY2019	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**B.6.b, B.6.c, B.6.d**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	Senior managers have not participated in the barrier analysis process due to a lack of sufficient staff to conduct barrier analysis and develop and implement action plans.

OBJECTIVE	To ensure senior managers are aware of employment barriers in their work units and are able to take action to eliminate the identified barriers as an affirmative employment responsibility.
DATE OBJECTIVE INITIATED	April 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	December 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Ismael Martinez, Acting Director
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	OCRD will begin establishing an operational Affirmative Employment Program Team.	Yes	N/A	
December 2020	OCRD will develop a barrier analysis plan that includes participation of senior leaders.	Yes	N/A	
December 2020	OCRD will work with senior leaders to implement the plan.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

EEOC FORM 715-02 PART H - 9 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
TYPE OF PROGRAM DEFICIENCY	**C.1.a, C.1.b, C.1.c**			
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not conduct regular internal audits of its subcomponents and Missions overseas because it lacks an Affirmative Employment Program (AEP) and resources.			
OBJECTIVE	To comply with the Agency's affirmative employment responsibilities of EEO practices throughout its subcomponents and USAID Missions overseas.			
DATE OBJECTIVE INITIATED	April 2020			
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2021			
MODIFIED DATE	N/A			
DATE COMPLETED	N/A			
RESPONSIBLE OFFICIAL	OCRD - Ismael Martínez, Acting Director			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**

USAID MD-715 Report (FY19)

September 2020	OCRD will begin establishing an operational Affirmative Employment Program (AEP).	Yes	N/A	
September 2021	OCRD will develop a plan to conduct internal audits of its components and field offices.	Yes	N/A	
September 2021	OCRD will work with its components and field offices to implement the plan.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE
● None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 10 **USAID FY2019**	***U.S. Equal Employment Opportunity Commission*** **FEDERAL AGENCY ANNUAL** **EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**C.2.a.5**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not conduct a prompt inquiry (beginning within ten days of notification) of all harassment allegations, including those initially raised in the EEO complaint process, because it lacked staff resources and internal metrics.
OBJECTIVE	To process harassment allegations in a timely manner and ensure the Agency exercises reasonable care from the beginning of the process.
DATE OBJECTIVE INITIATED	September 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020

MODIFIED DATE	N/A			
DATE COMPLETED	N/A			
RESPONSIBLE OFFICIAL	OCRD - Ismael Martínez, Acting Director			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	OCRD will recruit and hire the appropriate staff to manage and process harassment allegations pursuant to EEOC guidance.	Yes	N/A	
September 2020	OCRD will establish internal metrics to ensure harassment allegations are processed in a timely manner.	Yes	N/A	
September 2020	OCRD will monitor internal metrics and adjust as required.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 11	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
USAID FY2019	

TYPE OF PROGRAM DEFICIENCY	**C.2.b.5**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not process all accommodation requests within the time frame set forth in its reasonable accommodation procedures.
OBJECTIVE	To process all accommodation requests within the time frame set forth in the Agency's reasonable accommodation procedures.
DATE OBJECTIVE INITIATED	September 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Ismael Martínez, Acting Director, Management Bureau, Managers, Supervisors, EXOs, AMS Officers.
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
January 2020	OCRD will work with the Management Bureau to streamline the process for acquiring reimbursement from the central fund.	Yes	N/A	January 2020
September 2020	OCRD will develop internal metrics to ensure reasonable accommodation requests are processed in a timely manner.	Yes	N/A	

September 2020	OCRD will work with management officials responsible for approving reasonable accommodation requests to process requests in a timely manner.	Yes	N/A	
September 2020	OCRD will track and monitor reasonable accommodation requests on a frequent basis to ensure requests are moving through the process according to the established timelines.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

EEOC FORM 715-02 PART H - 12 **USAID FY2019**	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL** **EEO PROGRAM STATUS REPORT**
TYPE OF PROGRAM DEFICIENCY	**C.2.c.1**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not have the procedures for processing requests for Personal Assistance Services on its public website.
OBJECTIVE	To post procedures for processing requests for Personal Assistance Services on a public website to inform management officials and persons with disabilities of the appropriate steps to request Personal Assistance Services (PAS).
DATE OBJECTIVE INITIATED	February 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020

MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Mark McKay, Reasonable Accommodation Program Manager
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	OCRD will develop the procedures to provide Personnel Assistance Services for persons with disabilities.	Yes	N/A	
September 2020	OCRD will revise the Agency's Reasonable Accommodations Procedures (ADS 111) to include a section that outlines the PAS procedures.	Yes	N/A	
September 2020	OCRD will send draft policy (ADS 111) to relevant stakeholders in the Agency for review and comments.	Yes	N/A	
September 2020	OCRD will finalize the revised draft policy and send it to EEOC for approval.	Yes	N/A	
September 2020	Upon EEOC approval, OCRD will post the revised policy, including the PAS procedures, on the USAID public website.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE
● None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 13 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**D.1.c**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency's exit interview surveys do not include questions on how to improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities to be utilized for barrier analysis.
OBJECTIVE	To include questions on the Agency's exit survey to obtain insights on how to improve recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities.
DATE OBJECTIVE INITIATED	March 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	May 2020
RESPONSIBLE OFFICIAL	OCRD - Ismael Martínez, Acting Director; HCTM, Tom Davis, Senior Advisor
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
December 2020	HCTM will collaborate with OCRD to incorporate the required questions in the Agency's exit interview survey and make the exit interview survey available to all employees who are leaving the Agency.	Yes	N/A	May 2020
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				
OCRD completed this objective in May 2020.				

EEOC FORM 715-02 PART H - 14	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
USAID FY2019	
TYPE OF PROGRAM DEFICIENCY	**D.2.d**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency did not regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups.
OBJECTIVE	To create a quarterly review process where barriers can be identified.
DATE OBJECTIVE INITIATED	March 2020

TARGET DATE FOR COMPLETION OF OBJECTIVE	October 2020			
MODIFIED DATE	N/A			
DATE COMPLETED	N/A			
RESPONSIBLE OFFICIAL	OCRD, Ismael Martínez, Acting Director			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**
September 2020	Obtain complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups.	Yes	N/A	
October 2020	OCRD will establish quarterly timelines and guidelines to review the data obtained.	Yes	N/A	
October 2020	OCRD will conduct a quarterly review process to identify barriers.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

USAID MD-715 Report (FY19)

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 15 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**D.3.a, D.3.b, D.3.c**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency did not conduct a barrier analysis of the Agency's employment process. As such, the Agency did not create action plans addressing potential barriers relating to employment policies, practices or procedures.. In addition, the Agency did not utilize Part I and did not conduct reviews for effectiveness.
OBJECTIVE	To identify and address employment barriers that affect the workforce.
DATE OBJECTIVE INITIATED	March 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	October 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD – Ismael Martínez, Acting Director
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
September 2020	Conduct a barrier analysis of the Agency's employment process.	Yes	N/A	
September 2020	Develop an action plan to address the identified barriers.	Yes	N/A	
September 2020	Implement a tailored action plan to identify and address the identified barriers within the Agency.	Yes	N/A	
October 2020	OCRD will conduct periodic reviews of the plan.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 16 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**D.4.a**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency did not develop and post its affirmative action plan on its public website in FY 2019.
OBJECTIVE	To inform the public of the Agency's affirmative action plan regarding people with disabilities.

DATE OBJECTIVE INITIATED	April 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	HCTM - Linda Wilson, Disability Employment Program Manager; OCRD – Mark McKay, Reasonable Accommodation Program Manager
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
May 2020	OCRD will complete Part J of FY 2019 MD-715.	Yes	N/A	
September 2020	OCRD will post its affirmative action plan on its public website.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H - 17	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

USAID FY2019	
TYPE OF PROGRAM DEFICIENCY	**E.1.a, E.1.d, E.1.f, E.1.g, E.1.h, E.1.i**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency has been untimely regarding several aspects of the EEO complaint process, including conducting investigations, providing counseling, issuing acceptance/dismissal letters, and issuing FADs and final actions.
OBJECTIVE	To improve processing time of the EEO complaint process to ensure all deliverables and actions are taken in compliance with EEOC regulations and directives.
DATE OBJECTIVE INITIATED	October 2019
TARGET DATE OR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD – Liza Almo, Complaints and Resolution Chief
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
October 2019	Develop internal metrics of the Agency's EEO complaint process.	Yes	N/A	October 2019
December 2019	Review and update EEO tracking system (iComplaints) to ensure all EEO complaint cases are accurately tracked.	Yes	N/A	December 2019

January 2020	Implement internal metrics and monitor progress while making the necessary adjustments to improve the processing time.	Yes	N/A	January 2020
September 2020	Identify additional needs as required.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE
● Although there was a backlog for processing final Agency decisions and actions, the Agency brought in additional staff at the end of FY 2019 and beginning of FY 2020 to clear the backlog.

EEOC FORM 715-02 PART H - 18 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**E.4.a.5, E.4.a.6**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not have systems in place to collect, monitor, and analyze accurately the processing of reasonable accommodation requests and anti-harassment complaints.
OBJECTIVE	The Agency will ensure that the necessary systems are in place to collect, monitor, and analyze accurately the processing of reasonable accommodation requests and anti-harassment complaints.
DATE OBJECTIVE INITIATED	February 2020
TARGET DATE FOR COMPLETION OF OBJECTIVE	April 2021
MODIFIED DATE	N/A

DATE COMPLETED	N/A			
RESPONSIBLE OFFICIAL	OCRD - Mark McKay, Reasonable Accommodation Program Manager ; OCRD - Liza Almo, Complaints and Resolution Chief			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**
June 2020	OCRD will search for the appropriate vendor to develop systems to track reasonable accommodation requests.	Yes	N/A	
June 2020	OCRD will search for the appropriate vendor to develop systems to track anti-harassment complaints.	Yes	N/A	
June 2020	OCRD will request sufficient funding to procure the appropriate systems.	Yes	N/A	
December 2020	OCRD will coordinate with the Management Bureau Office of Acquisition and Assistance (M/OAA) and Office of the Chief Information Officer (M/CIO) to procure the appropriate systems according to the proper guidelines and regulation.	Yes	N/A	
March 2021	OCRD will implement the appropriate systems according to specifications.	Yes	N/A	
April 2021	OCRD will monitor and track all requests and cases through the procured systems.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

- None, as this is a newly identified measure in FY 2019.

EEOC FORM 715-02 PART H – 19 USAID FY2019	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
TYPE OF PROGRAM DEFICIENCY	**F.2.a, F.2.a.1, F.2.a.2, F.2.a.3, F.2.a.4**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency does not submit investigative files to the appropriate EEOC hearing office, compliance with the orders of relief in an instance of discrimination, investigative file to EEOC's Office of Federal Operations, and documentation for completing compliance in a timely manner.
OBJECTIVE	To comply with EEOC laws, regulations, management directives, and orders.
DATE OBJECTIVE INITIATED	October 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	September 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A

RESPONSIBLE OFFICIAL	OCRD - Liza Almo, Complaints and Resolution Chief			
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes			
TARGET DATE	**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE**	**SUFFICIENT FUNDING and STAFFING**	**MODIFIED DATE**	**COMPLETION DATE**
October 2019	Develop internal metrics for complying with EEOC orders and instructions.	Yes	N/A	October 2019
October 2019	Implement internal metrics and monitor progress while making the necessary adjustments to improve the processing time.	Yes	N/A	October 2019
September 2020	Identify additional needs as required.	Yes	N/A	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

- The Agency created timelines and specific processes for each stage of the complaint process.
- The Agency has cases pending.

EEOC FORM 715-02 PART H - 20	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
USAID FY2019	
TYPE OF PROGRAM DEFICIENCY	**F.3.a, F.3.b**
BRIEF DESCRIPTION OF PROGRAM DEFICIENCY	The Agency did not submit the No FEAR Act report in FY 2018 nor make quarterly postings of the data on the Agency's public website.

OBJECTIVE	Submit FY 2019 No FEAR Act Report and post quarterly data on the Agency's website to comply with requirements from Congress, EEOC, Department of Justice, and OPM.
DATE OBJECTIVE INITIATED	December 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE	April 2020
MODIFIED DATE	N/A
DATE COMPLETED	N/A
RESPONSIBLE OFFICIAL	OCRD - Liza Almo, Complaints and Resolution Chief
PERFORMANCE STANDARDS ADDRESS THE PLAN	Yes

TARGET DATE	PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	SUFFICIENT FUNDING and STAFFING	MODIFIED DATE	COMPLETION DATE
December 2019	OCRD will review and update its complaints tracking system (iComplaints) to ensure accuracy of complaint data.	Yes	N/A	December 2019
January 2020	OCRD will test the system by running draft reports.	Yes	N/A	January 2020
April 2020	OCRD will submit its annual No FEAR Act report.	Yes	N/A	April 2020
September 2020	OCRD will post quarterly No FEAR Act complaint data on the Agency's public website.	Yes	N/A	

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

- None, as this is a newly identified measure in FY 2019.

PART I: Agency EEO Plan to Eliminate Identified Barrier

EEOC FORM 715-02 PART I-1		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
USAID FY2019		
Source of the Trigger	**Specific Workforce Data Table**	**Narrative Description of Trigger**
Workforce Data Tables .	Permanent Workforce – Distribution by Race Ethnicity and Sex (Table A1) and Mission Critical Occupations (Table A6)	**Low participation rate of Hispanic females and males in the workforce** The Agency's workforce is not proportionally distributed for Hispanic Females and Males as compared to the Civilian Labor Force (CLF) and the Occupational CLF in the Mission Critical Occupations.
EEO Group(s) Affected by Trigger		
EEO Group: Hispanic or Latino Males and Females		
Barrier Analysis Process		
Sources of Data	**Source Reviewed ? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	**Permanent Workforce** – Distribution by Race Ethnicity and Sex (Table A1)

A1 and A6		
		Participation of Hispanics in Permanent Workforce *Permanent Overall* ● Hispanic Males accounted for 3.03 percent of the Agency's overall permanent workforce, lower than the CLF of 5.17 percent (Gap—2.14 percent). ● Hispanic Females accounted for 3.27 percent of the Agency's permanent workforce, lower than the CLF of 4.79 percent (Gap—1.52 percent). *Permanent CS* ● Hispanic Males accounted for 2.93 percent of the Agency's overall Civil Service permanent workforce, lower than the CLF percent of 5.17% (Gap—2.24 percent). ● Hispanic Females accounted for 3.55 percent of the Agency's Civil Service permanent workforce, lower than the CLF of 4.79 percent (Gap—1.24 percent). *Permanent FS* ● Hispanic Males accounted for 3.11 percent of the Agency's overall Foreign Service permanent workforce, lower than the CLF of 5.17 percent (Gap—2.06 percent). ● Hispanic Females accounted for 3.05 percent of the Agency's permanent workforce, lower than the CLF of 4.79 percent (Gap—1.74 percent). Participation Rate of New Hires *Permanent Overall* ● Hispanic Males and Females each accounted for 2.99 percent of the Agency's new hires, lower than the CLF of 5.17 percent%, and 4.79 percent respectively (Gap—2.18 percent and 1.80 percent). *Permanent CS* ● Hispanic Males accounted for 3.60 percent of the Agency's Civil Service new hires, lower than the CLF of 5.17 percent (Gap—1.57 percent). ● Hispanic Females accounted for 1.80 percent of the Agency's Civil Service new hires, lower than the CLF of 4.79 percent (Gap—2.99 percent). *Permanent FS* ● Of the new hires into the Foreign Service, Hispanic Males had no representation for hires in the Agency in FY 2019 (Gap—

5.17 percent compared to CLF).

Permanent Workforce – Distribution by Race Ethnicity and Sex (Table A6)

Participation Rate of Hispanics in Mission Critical Occupations

CS Miscellaneous Administration and Program (0301 Series)
- The participation rate of Hispanic or Latino males in the 0301 series (3.65 percent) is lower than the RCLF of 4.7 percent.
    - Hispanic or Latino males accounted for 6.62 percent of applicants who elected to identify. They were 11.89 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***
- The participation rate of Hispanic or Latino females in 0301 series (2.60 percent) is lower than the RCLF of 5.80 percent.
    - Hispanic or Latino females accounted for 4.68 percent of applicants who elected to identify. They were 5.59 percent of qualified candidates. ***There were no selections for Hispanic or Latino females***

CS Program Management (0340 Series)
- The participation rate of Hispanic or Latino males in the 0340 series (0 percent) is lower than the RCLF of 2.8 percent.
    - Hispanic or Latino males accounted for 4.46 percent of applicants who elected to identify. They were 10.1 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***
    - Hispanic or Latino females accounted for 7.64 percent of applicants who elected to identify. They were 6.06 percent of qualified candidates. ***There were no selections for Hispanic or Latino females***

CS Administrative Officer (0341 Series)
- The participation rate of Hispanic or Latino females in the 0341 series (3.39 percent) is lower than the RCLF of 5.87 percent.
    - Hispanic or Latino females accounted for 6.72 percent of applicants who elected to identify. They were 7.08 percent of qualified candidates, and 50 percent of selected candidates were Hispanic or Latino females, above their RCLF percent (5.87 percent).
    - Hispanic or Latino males accounted for 7.59 percent

of applicants who elected to identify. They were 7.08 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***

CS Management and Program Analysis Series (0343 Series)
- The participation rate of Hispanic or Latino males in the 0343 series (0.47 percent) is lower than the RCLF of 2.4 percent.
  - Hispanic or Latino males accounted for 6.29 percent of applicants who elected to identify. They were 6.06 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***
  - Hispanic or Latino females accounted for 6.22 percent of applicants who elected to identify. They were 6.15 percent of qualified candidates, and 16.67 percent of selected candidates were Hispanic or Latino females, above their RCLF percent. (2.14 percent).

CS Auditing (0511 Series)
- The participation rate of Hispanic or Latino males in the 0511 series (0 percent) is lower than the RCLF of 2.20 percent.
  - Hispanic or Latino males accounted for 1.55 percent of applicants who elected to identify. They were 1.83 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***
  - Hispanic or Latino females accounted for 4.12 percent of applicants who elected to identify. They were 3.66 percent of qualified candidates. ***There were no selections for Hispanic or Latino females***

CS Public Health Program Specialist Series (0685 Series)
- The participation rate of Hispanic or Latino males in the 0685 series (0 percent) is lower than the RCLF of 4.74 percent.
  - Hispanic or Latino males accounted for 3.13 percent of applicants who elected to identify. They were 1.04 percent of qualified candidates. ***There were no selections for Hispanic or Latino males***
  - Hispanic or Latino females accounted for 4.69 percent of applicants who elected to identify. They were 6.25 percent of qualified candidates. ***There were no selections for Hispanic or Latino females***

CS Contracting (1102) Series
- The participation rate of Hispanic or Latino males in the 1102 series (2.26 percent) is lower than the RCLF of 3.3 percent.

		o Hispanic or Latino males accounted for 4.24 percent of applicants who elected to identify. They were 4.54 percent of qualified candidates. ***There were no selections for Hispanic or Latino males*** o Hispanic or Latino females accounted for 5.7 percent of applicants who elected to identify. They were 5.02 percent of qualified candidates, and 7.69 percent of selected candidates were Hispanic or Latino females, above their RCLF percent (3.8 percent).
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	Federal Viewpoint Survey (FEVS) Analysis Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency's overall average. 71 percent of the Agency would recommend the Agency as a good place to work. ● 71 percent of Hispanics overall hold a favorable opinion 56 percent of the Agency believe policies and programs promote diversity in workplace ● 52 percent of Hispanics overall hold a favorable (Gap—4 percent) 77 percent of the Agency believe their Supervisor is committed to a workforce representative of all segments of society ● 67 percent of Hispanics overall hold a favorable opinion (Gap—ten percent)

		70 percent of the Agency believe their Supervisor works well with employees of different backgrounds ● 61 percent of Hispanics overall hold a favorable opinion (Gap—nine percent)
Exit Interview Data	No	
Focus Groups	No	
Interviews	Yes	OCRD conducted interviews with stakeholders from HCTM/The Office of External Outreach and Strategic Recruitment (XOSR), HCTM leadership, HCTM/ The Foreign Service Center (FSC), HCTM/Human Capital Service Center (HCSC), and ERGs. The interviews identified the following gaps or concerns: ● The Agency does not have a Strategic Recruitment Plan to target recruitment efforts and provide guidance to hiring managers. ● The Hispanic Employment Program Manager does not perform the duties of the position on a full-time basis, including educating and assisting management officials on their outreach and recruitment responsibilities.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	Yes	FEORP Report ● Identified gaps in the Agency's non-compliant EEO Policy Statement ● Lack of sufficient staffing for the EEO program
Status of Barrier Analysis Process		
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**	
No	Yes	

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

The Agency is less likely to hire qualified Hispanic female and male candidates proportionally; while further analysis is needed to identify barriers, additional factors could include the following:

- It lacks a current strategic recruitment plan that focuses on targeted outreach and recruitment of qualified Hispanic candidates and provides guidance to management officials on the process to attract and recruit such candidates effectively.
- It lacks a Hispanic Employment Program Manager dedicated on a full-time basis to help identify the appropriate recruitment sources and organizations and assist hiring managers with the recruitment and hiring process.
- Applicant flow data for Mission Critical Occupations indicate that while Hispanic or Latino men and women are applying to the Agency and are qualified for the positions posted, they are not being proportionately selected.
- FEVS data also indicated that in general, Hispanics tend to have a slightly lower favorability toward the perception of the support for diversity within the Agency.

In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Hispanic or Latino representation within the Agency.

Objective(s) and Dates for EEO Plan					
Objective	**Date Initiated**	**Target Date**	**Sufficient Funding and Staffing? (Yes or No)**	**Modified Date**	**Date Completed**
To increase the participation rate of Hispanics in the Agency as compared to the Civilian Labor Force	October 2019	September 2022	Yes		
Responsible Official(s)					

![USAID logo]

U.S. Equal Employment Opportunity Commission (EEOC)
Office of Civil Rights and Diversity (OCRD)
U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2019

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Civil Rights and Diversity	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM: Human Capital Service Center	Jeffery Anoka	Yes
HCTM: Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM: Foreign Service Center	Amy Paro	Yes

Planned Activities Toward Completion of Objective			
Target Date	**Planned Activities**	**Modified Date**	**Completion Date**
September 2020	Develop a strategic recruitment plan.		
September 2020	Train hiring managers on their outreach, recruitment, and hiring responsibilities according to the strategic recruitment plan.		
September 2020	Assign HEPM to perform full-time duties and responsibilities.		

December 2020	Conduct additional analysis specifically related to Hispanic men and women, including analyzing applicant flow data to understand trends, which may include: using exit interview results to understand root cause of any non-retirement attrition, engaging with ERGs and recent applicants to the Agency, and examining FEVS data in more detail.		
December 2020	Analyze applicant flow data on an annual basis.		
December 2020	Develop an action plan based on the findings of the applicant flow-data analysis to identify new activities that may support increasing the participation rate of Hispanics.		

Report of Accomplishments

Fiscal Year	**Accomplishments**
FY 2019	HEPM social-media outreach (Facebook Live and Instagram) reached a greater audience for webinars, leading to an increase in Hispanic applicants for the Agency's Donald M. Payne International Development Fellowship Program from 10.4 percent in FY 2019 to 20 percent in FY 2020.
FY 2019	Increased emphasis on targeting high schools in HEPM initiatives for FY 2019 and expansion in FY 2020.
FY 2019	HEPM conducted outreach activities to more than 600 youth and prospective applicants in high schools, colleges, universities, partner agencies, and employee resource groups such as USAID's Hispanic Employee Council for Foreign Affairs Agencies.

EEOC FORM 715-02 PART I-2 USAID FY19		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Source of the Trigger	**Specific Workforce Data Table**	**Narrative Description of Trigger**
Workforce Data Tables	Attrition – Distribution by Race Ethnicity and Sex (Table A1)	Higher attrition rate for women as compared to the permanent workforce. Hispanic, White, and Asian females are leaving the workforce at a higher rate than their proportion in the permanent workforce.
EEO Group(s) Affected by Trigger		
EEO Group: Total Females, Hispanic Females, White Females, Asian Females		
Barrier Analysis Process		
Sources of Data	**Source Reviewed ? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	**Permanent Workforce -** Distribution by Race Ethnicity and Sex (Table A1) <u>Attrition</u> *Permanent Overall*

Attrition rates were higher compared to the permanent workforce for Total Females, and White Females.

- 63.41 percent of all resignations for the Agency were women, compared to their permanent workforce percentage of 54.58 percent (Gap—8.83 percent).
- 48.78 percent of all Agency resignations were White Females, compared to their permanent workforce percentage of 30.81 percent (Gap—17.97 percent).
- 7.32 percent of all Agency resignations were Asian Females, compared to their permanent workforce percentage of 5.18 percent (Gap—2.14 percent).

While there were no triggers for the Agency's overall workforce for Hispanic Females or African American Females compared to their respective permanent workforce benchmarks, the Agency will continue to monitor these groups for potential trends. Please note the following trends:

- African American Females: Of the overall permanent workforce's employee losses, African American Females accounted for 10.96 percent of the total separations, compared to the permanent workforce of 14.4 percent (Below by 3.44 percent).
- African American Females accounted for 7.32 percent of resignations, compared to their permanent workforce percentage (Below by—7.08 percent).

Permanent CS

Attrition rates for Civil Service were higher compared to the permanent workforce for Total Females, White Females, and Asian Females.

- Of the overall Civil Service's workforce's employee losses, Total Females accounted for 56.99 percent of the total separations, compared to their permanent workforce percentage of 54.48 percent (Gap—2.51 percent). 66.67 percent resigned, compared to the permanent workforce (Gap—12.09 percent).
- Of the overall Civil Service permanent workforce's employee losses, White Females accounted for 33.33 percent of the total Civil Service separations, compared to their permanent workforce percentage of 30.81 percent (Gap—2.52 percent). White Females resigned at a greater frequency (42.86 percent) compared to their permanent workforce percentage (Gap—12.05 percent). White Females retired at a slightly greater percentage (35.14

percent) compared to their permanent workforce percentage (Gap—4.33 percent).
- Of the overall Civil Service's workforce's employee losses, Asian Females accounted for 7.53 percent of the total separations, compared to the permanent workforce of 5.18 percent (Gap—2.35 percent). 9.52 percent of Asian Females resigned from the Agency, compared to their permanent workforce of percentage (Gap—4.34 percent).

While there were no triggers (a positive difference of at least two percent from the relevant benchmark) for the Agency's overall workforce for Hispanic Females and African American Females compared to their respective permanent workforce benchmarks, the Agency will continue to monitor these groups for potential trends. Please note the following:
- African American Females: Of the overall Civil Service's workforce's employee losses, African American Females accounted for 16.13 percent of the total separations, compared to the permanent workforce of 14.4 percent (Gap—1.73 percent). Of the total retirements from the Agency, African American Females made up 16.22 percent compared to their permanent workforce (Gap—1.82 percent).

Permanent FS

Attrition rates in the Foreign Service were lower compared to the permanent workforce for Total Females, and White Females.

- Of the total Foreign Service separations from the Agency, Total Females accounted for 60.00% of all resignations, compared to the permanent workforce of 54.58 percent (Gap—5.42 percent).
- White Females accounted for 30.19 percent of the total separations, compared to its permanent workforce of 30.81 percent (Gap—0.62 percent) which does not meet the criterion of a trigger. However, of the total Foreign Service separations, White Females accounted for 55 percent of the Agency resignations, compared to their permanent workforce percentage of 30.81 percent (Gap—24.19 percent).

While there were no triggers (a positive difference of at least two percent from the relevant benchmark) for the Agency's Foreign Service workforce for Hispanic Females, and African American Females, and Asian Females compared to their respective permanent workforce benchmarks, the Agency will continue to

		monitor these groups for potential trends.
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	Federal Viewpoint Survey (FEVS) Analysis FEVS results show that women who plan to leave the Agency within a year have much lower favorability toward the idea that prohibited personnel practices are tolerated within the Agency. Many that plan to leave the Agency feel that policies and programs at USAID do not support diversity. Minority women choosing to leave the Agency hold a significantly lower favorability toward the belief that they are given a real opportunity to improve their skills at the organization. 75 percent of the Agency believe that prohibited personnel practices are not tolerated • 58 percent of women leaving the Agency hold a favorable opinion (Gap—17 percent) • 45 percent of minority women leaving the Agency hold a favorable opinion (Gap—30 percent) • 68 percent of white women leaving the Agency hold a favorable opinion (Gap—seven percent) • 56 percent of the Agency believe policies and programs promote diversity in workplace • 50 percent of women in the Agency hold a favorable opinion (Gap—six percent) • 47 percent of minority women in the Agency hold a favorable opinion (Gap—nine percent) • 33 percent of women leaving the Agency hold a favorable

		opinion (Gap—23 percent) ● 26 percent of minority women leaving the Agency hold a favorable opinion (Gap—30 percent) ● 40 percent of white women leaving the Agency hold a favorable opinion (Gap—16 percent) 74 percent of the Agency believe they are given an opportunity to improve their skills in the organization ● 72 percent of minority women in the Agency hold a favorable opinion (Gap—two percent) ● 51 percent of women leaving the Agency hold a favorable opinion (Gap—23 percent) ● 43 percent of minority women leaving the Agency hold a favorable opinion (Gap—31 percent) ● 57 percent of white women leaving the Agency hold a favorable opinion (Gap—17 percent) 71 percent of the Agency would recommend the Agency as a good place to work ● 69 percent of minority women in the Agency hold a favorable opinion (Gap—two percent) ● 39 percent of women leaving the Agency hold a favorable opinion (Gap—32 percent) ● 31 percent of minority women leaving the Agency hold a favorable opinion (Gap—40 percent) ● 46 percent of white women leaving the Agency hold a favorable opinion (Gap—25 percent)
Exit Interview Data	No	
Focus Groups	No	
Interviews	Yes	Interviews with stakeholders from HCTM leadership, HCTM/HCSC; HCTM/Employee and Labor Relations (ELR); OCRD Anti-Harassment Team, and ERGs ● Based on feedback from stakeholder interviews, the attrition levels of women in the Agency may relate to unconscious bias based on gender ● Stakeholders shared concerns on the length of processing times for filed overseas complaints on the part of Foreign Service female employees.

Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	No	

Status of Barrier Analysis Process		
Barrier Analysis Process Completed? (Yes or No)		**Barrier(s) Identified? (Yes or No)**
No		Yes

Statement of Identified Barrier(s)
Description of Policy, Procedure, or Practice

Women in the Agency are more likely to leave via resignation as compared to their male counterparts. While further analysis is needed to identify barriers, additional factors for increased attrition could include the following:
- Based on feedback from stakeholder interviews, the attrition levels of women in the Agency may relate to unconscious bias based on gender.
- During interviews, stakeholders shared concerns on the length of processing times for filed overseas complaints on the part of Foreign Service female employees.

Further analysis is required to determine root causes for high attrition rates among women and to identify any additional barriers leading them to leave the Agency.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated	Target Date	Sufficient Funding and Staffing? (Yes or No)	Modified Date	Date Completed
To lower the attrition rate of Women as compared to the permanent workforce.	October 2019	September 2022	Yes		

Responsible Official(s)		
Title	**Name**	**Performance Standards Address the Plan? (Yes or No)**
Acting Director, Office of Civil Rights and Diversity	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM: Human Capital Service Center	Jeffery Anoka	Yes
HCTM: Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM: Foreign Service Center	Amy Paro	Yes
Anti-Harassment Program Manager, Office of Civil Rights and Diversity	Mohammed Kabir	Yes

Complaints and Resolution Chief, Office of Civil Rights and Diversity	Liza Almo	Yes	
Planned Activities Toward Completion of Objective			
Target Date	**Planned Activities**	**Modified Date**	**Completion Date**
September 2020	OCRD will work with HCTM to develop a comprehensive plan to identify potential barriers in relation to the attrition of women in the workforce.		
September 2020	Affirmative Employment team will coordinate with HCTM to analyze promotion policies and procedures to determine the specific barriers women face.		
September 2020	Agency will conduct a review of any exit surveys or conduct an additional survey to look into the causes of attrition by women at the Agency, including both the Foreign and Civil Services.		
September 2020	Missions and overseas offices to hold additional rounds of consultations with implementing partners and staff to identify key trends and challenges in responding to sexual exploitation and abuse (SEA), as well as sexual harassment.		
September 2020	Agency to continue deploying the Respectful, Inclusive, and Safe Environments (RISE) training. Expanding out to more and more Missions, in addition to doing Washington sessions (internal workplace). The Agency FO approved a series of screening measures that is being integrated into hiring/onboarding processes to screen for past sexual misconduct.		

USAID MD-715 Report (FY19)

Report of Accomplishments	
Fiscal Year	**Accomplishments**
FY 2019	The Agency launched the Misconduct Reporting Portal for USAID staff. The portal is available through LaunchPad, USAID's online human resources platform.
FY 2019	The Action Alliance for Preventing Sexual Misconduct, in collaboration with HCTM and the offices of Civil Rights and Diversity, Security, and U.S. Foreign Disaster Assistance is expanding delivery of the Respectful, Inclusive, and Safe Environments (RISE) training.
FY 2019	The Agency FO approved a series of screening measures integrated into hiring/onboarding processes to screen for past sexual misconduct.

EEOC FORM 715-02 PART I-3 USAID FY19		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Source of the Trigger	**Specific Workforce Data Table**	**Narrative Description of Trigger**
Workforce Data Tables	Senior Grade Level Participation – Distribution by Race Ethnicity and	Low participation rate for Total Females, Hispanic or Latino Males and Females, White Females, African American Males and Females, and Asian Males and Females at Senior Grade Levels compared to the permanent workforce.

Sex (Table A7) Senior Grade Level External Hires – Distribution by Race Ethnicity and Sex (Table A7) Senior Grade Level Internal Hires – Distribution by Race Ethnicity and Sex (Table A7)	

EEO Group(s) Affected by Trigger

EEO Group:

Total Females, Hispanic or Latino Males and Females, White Females, African American Males and Females, Asian Males, Asian Females.

Barrier Analysis Process

Sources of Data	**Source Reviewed ? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	**Senior Grade Levels** – Distribution by Race Ethnicity and Sex (Table A7) Participation of Permanent Workforce *Overall Senior Executive Service (SES) or Equivalent Participation*

Participation rates were lower compared to the permanent workforce for Total Females, African American Males, African American Females, Asian Females.

- Total Females accounted for 45.53 percent of the Agency's overall permanent SES or Equivalent workforce, compared to the permanent workforce's benchmark of 54.48 percent (Gap—8.95 percent).
  - There were no SES or Equivalent Internal Competitive Hires.
  - Females accounted for 15.27 percent of applicants who elected to identify. They were 17.95 percent of qualified candidates. ***There were no selections for Total females***
- African American Males accounted for 4.21 percent of the Agency's overall permanent SES or Equivalent workforce, compared to the permanent workforce's benchmark of 6.71 percent (Gap—2.5 percent).
  - There were no SES or Equivalent Internal Competitive Hires
  - African American Males accounted for 19.08 percent of applicants who elected to identify. They were 15.38 percent of qualified candidates. ***There were no selections for African American Males.***
- African American Females accounted for 7.89 percent of the Agency's overall permanent SES or Equivalent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—6.51 percent).
  - There were no SES or Equivalent Internal Competitive Hires.
  - African American Females accounted for 5.34 percent of applicants who elected to identify. They were 7.69 percent of qualified candidates. ***There were no selections for African American Females.***
- Asian Females accounted for 2.37 percent of the Agency's overall permanent SES or Equivalent workforce, compared to the permanent workforce's benchmark of 5.18 percent (Gap—2.81 percent).
  - There were no SES or Equivalent Internal Competitive Hires.
  - Asian females accounted for 0.76 percent of applicants who elected to identify. There were no qualified candidates. ***There were no selections for Asian females***

Senior Executive Service Participation

Participation rates were lower compared to the permanent workforce for Total Females, African American Males, African American Females, and Asian Females.

- Total Females accounted for 46.92 percent of the Agency's Civil Service SES permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (Gap—7.56 percent).
- African American Males accounted for 2.31 percent of the Agency's Civil Service SES permanent workforce, compared to the permanent workforce's benchmark of 6.71 percent (Gap—4.4 percent)
- African American Females accounted for 6.15 percent of the Agency's Civil Service SES permanent workforce, compared to the permanent workforce's benchmark of 14.40 percent (Gap—8.25 percent).
- Asian Females accounted for 3.08 percent of the Agency's Civil Service SES permanent workforce, compared to the permanent workforce's benchmark of 5.18 percent (Gap—2.1 percent).

Senior Foreign Service (SFS) Participation

Participation rates were lower compared to the permanent workforce for Total Females, Hispanic Males, Hispanic Females, African American Males, and African American Females.
- Total Females accounted for 47.57 percent of the Agency's Senior Foreign Service permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (Gap—6.91 percent).
- Hispanic Males accounted for 1.79 percent of the Agency's Senior Foreign Service permanent workforce, compared to the permanent workforce's benchmark of 3.03 percent (Gap—1.24 percent).
- Hispanic Females accounted for 1.28 percent of the Agency's Senior Foreign Service permanent workforce, compared to the permanent workforce's benchmark of 3.03 percent (Gap—1.99 percent).
- African American Males accounted for 3.84 percent of the Agency's Senior Foreign Service permanent workforce, compared to the permanent workforce's benchmark of 6.71 percent (Gap—2.87 percent).
- African American Females accounted for 6.39 percent of

the Agency's Senior Foreign Service permanent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—8.01 percent).

Overall GS-15 or Equivalent Participation

Participation rates were lower compared to the permanent workforce for Total Females, and African American Females.

- Total Females accounted for 49.1 percent of the Agency's overall GS-15 or Equivalent permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (Gap—5.48 percent).
  - Total females accounted for 54.55 percent of internal applications for promotion. They were 57.14 percent of qualified candidates. They were 35.71 percent of selections.
  - Total females accounted for 37.49 percent of applicants who elected to identify. They were 41.21 percent of qualified candidates. There were 52.63 percent of selections.
- African American Females accounted for 8.05 percent of the Agency's overall GS-15 or equivalent permanent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—6.35 percent).
  - African American females accounted for 13.13 percent of internal applications for promotion. They were 12.99 percent of qualified candidates. They were 7.14 percent of selections.
  - African American females accounted for 13.17 percent of applicants who elected to identify. They were 14.5 percent of qualified candidates. There were 15.79 percent of selections.

CS GS-15 Participation

African American Females accounted for 9.46 percent of the Agency's GS-15 or Equivalent permanent workforce, compared to the permanent benchmark of 14.4 percent (Gap—4.94 percent).

FS-01 (GS-15 Equivalent) Participation

Participation rates were lower compared to the permanent workforce for Total Females, White Females, African American Males, African American Females.

- Total Females accounted for 44.73 percent of the Agency's Foreign Service-01 permanent workforce, compared to the permanent workforce's benchmark of 54.48 percent (Gap—9.75 percent).
- White Females accounted for 28.28 percent of the Agency's Foreign Service-01 permanent workforce, compared to the permanent workforce's benchmark of 30.81 percent (Gap—2.53 percent).
- African American Males accounted for 4.63 percent of the Agency's Foreign Service-01 permanent workforce, compared to the permanent workforce's benchmark of 6.71 percent (Gap—2.08 percent).
- African American Females accounted for 7.46 percent of the Agency's Foreign Service-01 permanent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—6.94 percent).

Overall GS-14 or Equivalent Participation

While there were no triggers for the Agency's overall GS-14 or Equivalent Participation compared to the permanent workforce, the Agency will continue to monitor this category for potential trends.

CS GS-14 Participation

While there were no triggers for the Agency's CS GS-14 Participation compared to the permanent workforce, the Agency will continue to monitor this category for potential trends.

FS-02 (GS-14 Equivalent) Participation

African American Females accounted for 8.39 percent of the Agency's Foreign Service-02 permanent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—6.01 percent).

Overall GS-13 or Equivalent Participation

While there were no triggers for the Agency's overall GS-13 Participation compared to the permanent workforce, the Agency will continue to monitor this category for potential trends.

CS GS-13 or Equivalent Participation

White Females accounted for 21.84 percent of the Agency's Civil

		Service GS-13 workforce compared to the permanent workforce's benchmark of 30.81 percent. *FS-02 (GS-13 Equivalent) Participation* African American Females accounted for 6.81 percent of the Agency's Foreign Service-02 permanent workforce, compared to the permanent workforce's benchmark of 14.4 percent (Gap—7.59 percent).
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<u>FEVS Analysis</u> 74 percent of the Agency believe they are given an opportunity to improve their skills in the organization ● 72 percent of Hispanics overall hold a favorable opinion (Gap—two percent) ● 72 percent of African Americans overall hold a favorable opinion (Gap—two percent) ● 72 percent of minority women in the Agency hold a favorable opinion (Gap—two percent) ● 69 percent of minority men in the Agency hold a favorable opinion (Gap—five percent) ● 51 percent of women leaving the Agency hold a favorable opinion (Gap—23 percent) ● 53 percent of men leaving the Agency hold a favorable opinion (Gap—21 percent) ● 43 percent of minority women leaving the Agency hold a favorable opinion (Gap—31 percent) ● 50 percent of minority men leaving the Agency hold a favorable opinion (Gap—24 percent) ● 57 percent of white women leaving the Agency hold a

		favorable opinion (Gap—17 percent)

46 percent of the Agency believe their training needs are assessed
- 38 percent of Hispanics overall hold a favorable (Gap—eight percent)
- 30 percent of women leaving the Agency hold a favorable opinion (Gap—16 percent)
- 31 percent of men leaving the Agency hold a favorable opinion (Gap—15 percent)
- 26 percent of minority women leaving the Agency hold a favorable opinion (Gap—20 percent)
- 38 percent of minority men leaving the Agency hold a favorable opinion (Gap—eight percent)
- 34 percent of white women leaving the Agency hold a favorable opinion (Gap—12 percent)

56 percent of the Agency are satisfied with the current training they receive at their jobs.
- 50 percent of Hispanics overall hold a favorable opinion (Gap—six percent)
- 31 percent of women leaving the Agency hold a favorable opinion (Gap—25 percent)
- 37 percent of men leaving the Agency hold a favorable opinion (Gap—19 percent)
- 32 percent of minority women leaving the Agency hold a favorable opinion (Gap—24 percent)
- 34 percent of minority men leaving the Agency hold a favorable opinion (Gap—22 percent)
  - 32 percent of white women leaving the Agency hold a favorable opinion (Gap—24 percent)

36 percent of the Agency believe that promotions in their respective work unit are based on performance
- 34 percent of Hispanics overall hold a favorable opinion (Gap—two percent)
- 30 percent of minority women in the Agency hold a favorable opinion (Gap—six percent)
- 21 percent of women leaving the Agency hold a favorable opinion (Gap—15 percent)
- 27 percent of men leaving the Agency hold a favorable opinion (Gap—nine percent).
- 16 percent of minority women leaving the Agency hold a favorable opinion (Gap—20 percent)
- 31 percent of minority men leaving the Agency hold a favorable opinion (Gap—five percent)
- 33 percent of white women leaving the Agency hold a

		favorable opinion (Gap—three percent) 41 percent of the Agency are satisfied with their opportunity to get a better job in the Agency ● 39 percent of Hispanics overall hold a favorable opinion (Gap—two percent) ● 39 percent of minority women in the Agency hold a favorable opinion (Gap—two percent) ● 19 percent of women leaving the Agency hold a favorable opinion (Gap—22 percent) ● 17 percent of men leaving the Agency hold a favorable opinion (Gap—24 percent) ● 17 percent of minority women leaving the Agency hold a favorable opinion (Gap—24 percent) ● 16 percent of minority men leaving the Agency hold a favorable opinion (Gap—25 percent) ● 20 percent of white women leaving the Agency hold a favorable opinion (Gap—21 percent)
Exit Interview Data	No	
Focus Groups	No	
Interviews	Yes	Interviews with stakeholders from HCTM leadership, HCTM/CPD; HCTM/EX, and ERGs ● Based on feedback from focus groups and stakeholder interviews, the Agency could provide increased and targeted career development support for impacted groups in the senior grade levels. ● Feedback suggested that it is difficult to be promoted within the ranks at the Agency. ● Some individuals feel thatto advance to a higher-grade level, they must find opportunities elsewhere and then return to the Agency (if at all).
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	

Other (Please Describe)	No	

Status of Barrier Analysis Process		

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Various groups within the Agency are underrepresented within the Senior Grade Levels. While further analysis is needed to identify barriers, additional factors for underrepresentation could include the following:

- The feeder pool for some groups appears to have smaller representation as levels progress.
- Applicant Flow data for Senior Grade levels suggest that while affected EEO groups such as: Total Females, African American Males, and African American Females are applying for SES roles and are qualified for the position, they are not being selected proportionately.
- Applicant Flow data for Senior Grade levels suggest that Asian Females are not well represented among external applicants for the SES role, accounting for less than one percent of applicants. None was qualified or selected.
- Based on feedback from focus groups and stakeholder interviews, the Agency could provide increased and targeted career development support for impacted groups in the Senior Grade levels.
- Group Interview with ERGs suggested that some employees feel that it is difficult to be promoted within the ranks at the Agency.
- Some individuals feel that to advance to a higher grade level, they must find opportunities elsewhere and then return to the Agency (if at all).

More research is needed to better understand this barrier including a review of experienced hires, the SES process and the SFS promotion process (which are both unique), and the broader pipeline of internal and external applicants for these senior positions.

FEVS results appear to support the notion that promotions and the ability to get a better job in the Agency are difficult to achieve. The overall favorability for questions related to the training provided, merit-based promotions, and the ability to get a better opportunity within the Agency are relatively low. This is especially significant among

individuals who plan to leave the Agency within a year (most notably among minorities and women).

Further analysis is required to determine root causes leading to barriers preventing affected EEO groups from having comparable representation in the Senior Grade levels, as compared to the permanent workforce.

Objective(s) and Dates for EEO Plan					
Objective	**Date Initiated**	**Target Date**	**Sufficient Funding and Staffing? (Yes or No)**	**Modified Date**	**Date Completed**
To increase the participation and hiring rate of Total Females, Hispanic or Latino Males and Females, White Females, African American or African American Males and Females, and Asian Males and Females at senior grade levels as compared to relevant benchmarks.	October 2019	September 2022	Yes		

Responsible Official(s)		
Title	**Name**	**Performance Standards Address the Plan? (Yes or No)**
Acting Director, Office of Civil Rights and Diversity	Ismael Martínez	Yes

HCTM: Human Capital Service Center	Jeffery Anoka	Yes
HCTM: Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM: Foreign Service Center	Amy Paro	Yes

Planned Activities Toward Completion of Objective			
Target Date	**Planned Activities**	**Modified Date**	**Completion Date**
September 2020	OCRD will coordinate with HCTM to create an Affirmative Employment Team to identify any potential barriers within the Agency.		
September 2020	OCRD will coordinate with HCTM and the Executive Diversity Council to monitor Diversity and Inclusion Strategic Plan to ensure goals and objectives are met.		
December 2020	OCRD will coordinate with HCTM to examine current selection criteria for SES and SFS positions, such as qualification criteria and interview questions, to assess any areas of potential bias.		
December 2020	OCRD and HCTM will collaborate to conduct focus-group sessions to survey the SES and SFS workforce on their perceptions of barriers in employee lifecycle.		

Report of Accomplishments	
Fiscal Year	**Accomplishments**
FY 2019	Ensured that the raters of Senior Executive Service (SES) and Civil Service (CS) supervisors and all Senior/Foreign Service Officers (SFS/FO) understand the requirement to assess Equal Employment Opportunity (EEO), diversity, and inclusion elements in the respective performance appraisals.
FY 2019	Separately included SES/SFS members and supervisors into a percentage of the workforce who have completed EEO/diversity and inclusion training.
FY 2019	Worked to establish a percentage of Agency senior executives involved in employee resource groups and mentoring programs.

EEOC FORM 715-02 PART I-4 **USAID FY19**		**U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
Source of the Trigger	**Specific Workforce Data Table**	**Narrative Description of Trigger**
No aggregated data available on Foreign Service by Backstops – Distribution by Race Ethnicity	N/A	**Challenges with Data on Foreign Service** No aggregate data are available on Foreign Service distribution by "backstop" or occupational series overtime. Any matching of personnel to backstops is done manually for different talent processes like promotion and assignments, and which makes it difficult to break down triggers and barriers for each of the Foreign

and Sex		Service. Backstops have multiple occupational series within them, and an occupational series can span across multiple backstops. Both access to data and use of the data as applicable to USAID's specific Foreign Service workforce remain challenges.

EEO Group(s) Affected by Trigger		
EEO Group: TBD		

Barrier Analysis Process		
Sources of Data	**Source Reviewed ? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	No	
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	

Climate Assessment Survey (e.g., FEVS)	N/A	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	No	

Status of Barrier Analysis Process	
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Statement of Identified Barrier(s)
Description of Policy, Procedure, or Practice
The Agency lacks the capacity to capture Foreign Service data as it relates to race, national origin, gender, and disability by backstop in one system.
Objective(s) and Dates for EEO Plan

Objective	Date Initiated	Target Date	Sufficient Funding and Staffing? (Yes or No)	Modified Date	Date Completed
To capture FS data in a system that provides Race/National Origin/Gender (RNOG) to be able to conduct barrier analysis on a frequent basis.	October 2019	December 2020	Yes		

Responsible Official(s)		
Title	**Name**	**Performance Standards Address the Plan? (Yes or No)**
Acting Director, Office of Civil Rights and Diversity	Ismael Martínez	Yes
HCTM: Foreign Service Center	Amy Paro	Yes

Planned Activities Toward Completion of Objective			
Target Date	**Planned Activities**	**Modified Date**	**Completion Date**
December 2020	OCRD will coordinate with HCTM to assess how data for the Foreign Service can be improved, aggregated, and shared between the two offices and the broader Agency, including data by backstop and Missions.		

December 2020	OCRD and HCTM will collaborate to conduct focus-group sessions to survey Foreign Service officers by backstop on their perceptions of barriers in the employee lifecycle.		

Report of Accomplishments	
Fiscal Year	**Accomplishments**
FY 2019	This was a newly identified measure for the current FY.

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plans for persons with disabilities (PWD) and those with targeted disabilities (PWTD), EEOC regulations (29 CFR 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention during the entire life cycle of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

EEOC regulations (29 CFR 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the Federal government.

1. **Using the goal of 12% as the benchmark, does your Agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.**

Cluster GS-1 to GS-10 (PWD)	Yes X	No 0
Cluster GS-11 to SES (PWD)	Yes X	No 0

Overall Agency

Analysis of MD-715 workforce data shows that for the GS-11 to SES (equivalent) cluster, there was 4.26 percent of the workforce identifying as a person with a disability.

For the Cluster GS-1 to GS-10 (equivalent) cluster, there was 9.59 percent of the Civil Service GS workforce identified as a person with a disability.

CS

Analysis of MD-715 workforce data shows that for the GS-11 to SES cluster there was 7.21 percent of the CS workforce identifying as a person with a disability.,

(Note: For the Cluster GS-1 to GS-10 [PWD] 13.04% of the CS workforce identified as a person with a disability, and thus there is no trigger.)

FS

Analysis of MD-715 workforce data shows that for the FO-04 to SFS cluster, there was 2.28 percent of the FS workforce identifying as a person with a disability.

For the FO-09 to FO-05 cluster, there were no individuals who identified as a person with disability.

For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS -11 Step 1 in the Washington, DC metropolitan region.

2. **Using the goal of 2% as the benchmark, does your Agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.**

Cluster GS-1 to GS-10 (PWTD)   Yes 0   No X
Cluster GS-11 to SES (PWTD)   Yes 0   No X

N/A

3. **Describe how the Agency has communicated the numerical goals to the hiring managers and/or recruiters.**

The Agency will update the USAID Plan for the Recruitment and Hiring of People with Disabilities plan to include the 12 percent and two percent goals in addition to other methods of communication to hiring managers and recruiters.

Pursuant to the regulations implementing Section 501 of the Rehabilitation Act of 1973 (29 CFR §1614.203), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the Agency has in place.

1. **Has the Agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the Agency's plan to improve the staffing for the upcoming year.**

Yes X   No 0

2. **Identify all Agency staff responsible for implementing the Agency's disability employment program by the office, staff employment status, and point of contact.**

Disability Program Task	Office/Division Responsible (EEO/ HR/ IT/ Facilities)	# of FTE Staff by Employment Status			Primary Point of Contact (Name, Title)
		Full Time	Part Time	Collateral Duty	

Processing applications from PWD and PWTD	HCTM	1			Linda Wilson, Disability Employment Program Manager (DEPM), HCTM
Answering questions from public about hiring authorities that take disability into account	HCTM	1			Linda Wilson, Disability Employment Program Manager (DEPM), HCTM
Processing reasonable accommodation requests from applicants and employees with disabilities.	Reasonable Accommodation office	2			Mark McKay, Reasonable Accommodation Program Manager, OCRD. Email: mmckay@usaid.gov and reasonableaccommodations@usaid.gov
508 Compliance	Chief Information Security Officer and Chief Privacy Officer, Management Bureau	1			Lihong Fu, IT Specialist Email: lfu@usaid.gov section508@usaid.gov https://pages.usaid.gov/M/CIO/section-508-compliance
Architectural Barriers Act Compliance	Headquarters Facilities	1			Dr. Tony Bennett (Director, Headquarters Management Division, Management Services, Management Bureau)
Special Emphasis Program for PWD and PWTD	HCTM	1			Linda Wilson, Disability Employment Program Manager (DEPM), HCTM

3. Has the Agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

Yes 0   No X

The HCTM Disability Employment Program Manager takes biannual training through USAID University on hiring, retaining, and including people with disabilities. The Program Manager completed this training in 2018 and is scheduled to complete it again in 2020. OCRD reasonable accommodation program staff plans to attend National Employee Law Institute training on the compliance with the Americans with Disabilities Act and the Family and Medical Leave Act in FY 2020.

4. Has the Agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the Agency's plan to ensure all aspects of the disability program have sufficient funding and other resources

Yes X   No 0

> The External Outreach and Strategic Recruitment Office (XOSR) has sufficient funding to cover hiring and outreach endeavors. The Disability Employment Program currently has one program manager.

Pursuant to 29 CFR 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of persons with disabilities. The questions below are designed to identify outcomes of the Agency's recruitment program plan for PWD and PWTD, such as whether the Agency has a numerical hiring goal, and whether the Agency uses the Schedule A hiring authority or other hiring authorities that take disability into account, during this reporting period.

5. **Describe the programs and resources the Agency uses to identify job applicants with disabilities, including persons with targeted disabilities.**

> USAID attended and participated in various job and career fairs throughout the year. The Agency's External Outreach and Strategic Recruitment Office (XOSR) hosted speed mentoring sessions with students at George Washington University, worked closely with OCRD, and worked to identify job applicants from Gallaudet University.

6. **Pursuant to 29 C.F.R. 1614.203(a)(3), describe your Agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.**

> USAID is committed to hiring PWD and PWTD and displays this commitment by participating in various programs. The Agency participates in the Workforce Recruitment Program (WRP). WRP is a government-wide recruitment and referral program that connects Federal-sector employers with qualified candidates with disabilities for internship positions from across the United States. WRP is managed by the Department of Labor, Office of Disability Employment Policy, and Department of Defense Office of Diversity Management and Equal Opportunity. Additionally, the Agency provided funding to reinstate the USAID Employment of People with Disabilities (EPWD) Program. The EPWD Program employs individuals who meet the disability criteria and offers them a six-month paid temporary appointment in the Agency with the intent to convert them noncompetitively into a permanent status.

7. **When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the Agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.**

(1) The Agency determines if an individual is eligible by requesting that the individual submit a letter from an authorized health provider. (2) Upon receipt verification of required documents to ensure eligibility for participation (*e.g,*, Schedule A letter), the resume is submitted to the servicing HR specialist who will make qualifications determination. The specialists evaluate the resume on education and experience to determine occupational series and grade level that the applicant could be considered non-competitive within the Agency. If the applicant is found to be qualified, the resume is forwarded to the Human Capital Services Team (HCSC) for consideration.

8. **Has the Agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the Agency's plan to provide the training.**

Yes X   No 0   N/A 0

The Agency administers mandatory training annually through USAID University, which is USAID's learning management system that provides interactive instructional guides and tutorials.

9. **Describe the Agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.**

The Agency utilizes both Human Capital Service Center (HCSC) and engages with Administrative Management Support (AMS) Council members to ensure that the Agency is securing and maintaining employment for PWD and PWTD. Through the Agency's Development of Diplomat in Residence (DDIR) Program the Agency was able to conduct outreach to more than 1,000 diverse candidates, including individuals with disabilities, as well as continue its partnership with George Washington University's Career Center focusing on students with disabilities. The Agency was also able to conduct learning sessions with the Veterans ERG and Hiring Officials to review best practices on Veteran and Disability employment (hiring authorities), practical aspects of inclusion, and the Reasonable Accommodations process.

10. **Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.**

New Hires for Permanent Workforce (PWD)   Yes X   No 0
New Hires for Permanent Workforce (PWTD)   Yes X   No 0

Overall Agency

PWD – 2.99 percent of new hires by the Agency identify as a person with a disability

PWTD – No new permanent hires to the Agency identified as a person with a targeted disability

CS

PWD – 3.6 percent of new CS permanent hires identify as a person with disability
PWTD – No new CS permanent hires identified as a person with targeted disability

FS

PWD – No new FS permanent hires identified as a person with disability
PWTD – No new FS permanent hires identified as a person with targeted disability

11. **Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.**

New Hires for MCO (PWD)	Yes X	No 0
New Hires for MCO (PWTD)	Yes X	No 0

Overall Agency

0301
6.78 percent of qualified candidates identified as PWD with none being selected
2.26 percent of qualified candidates identified as a PWTD with none being selected
0343
9.79 percent of qualified candidates identified as a PWD with none being selected
5.5 percent of qualified candidates identified as a PWTD with none being selected
0340
6.72 percent of qualified candidates identified as a PWD with none being selected
4.48 percent of qualified candidates identified as a PWTD with none being selected
0685
2.61 percent of qualified candidates identified as a PWD with none being selected
0.87 percent of qualified candidates identified as a PWTD with none being selected
0341
13.36 percent of qualified candidates identified as a PWD with none being selected
2.8 percent qualified candidates identified as a PWTD with none being selected
0511
2.26 percent of qualified candidates identified as a PWD with none being selected
0.56 percent of qualified candidates identified as a PWTD with none being selected

CS

0301
2.75 percent of qualified candidates identified as PWTD with none being selected
0343
9.79 percent of qualified candidates identified as a PWD with none being selected

> 5.5 percent of qualified candidates identified as a PWTD with none being selected
> **0340**
> 6.72 percent of qualified candidates identified as a PWD with none being selected
> 4.48 percent of qualified candidates identified as a PWTD with none being selected
> **0685**
> 2.61 percent of qualified candidates identified as a PWD with none being selected
> 0.87 percent of qualified candidates identified as a PWTD with none being selected
> **0341**
> 7.69 percent of qualified candidates identified as a PWD with none being selected
> **0511**
> 2.26 percent of qualified candidates identified as a PWD with none being selected
> 0.56 percent of qualified candidates identified as a PWTD with none being selected
>
> Note: There are no Foreign Service MCO applicant flow data available.

12. **Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.**

Qualified Applicants for MCO (PWD)	Yes 0	No 0
Qualified Applicants for MCO (PWTD)	Yes 0	No 0

    > The Agency does not currently report this data. The Agency will work to incorporate into future MD-715 reporting.

13. **Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations? If "yes", please describe the triggers below.**

Promotions for MCO (PWD)   Yes X   No 0
Promotions for MCO (PWTD)   Yes X   No 0

Overall Agency

0341
7.69 percent of qualified internal candidates identified as a person with a disability with none being selected.
0343
3.33 percent of qualified internal candidates identified as a person with a disability with none being selected.
1.11 percent of qualified internal candidates identified as a person with a targeted disability with none being selected.
1102
6.67 percent of qualified internal candidates identified as a person with a disability with none being selected.

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29 C.F.R §1614.203(d)(1)(iii) requires agencies to provide sufficient opportunities for employees with disabilities to advance within the Agency. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, and similar programs that address hiring and advancement. In this section, agencies should identify, and provide data on, programs designed to ensure advancement opportunities for employees with disabilities.

1. **Describe the Agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.**

In FY 2019, USAID implemented a variety of strategies to support the advancement of disabled veterans within the Agency. USAID sponsors an Employees With Disabilities (EWD) Employee Resource Group (ERG) and partners with its leadership to exchange information on best practices for people with disabilities (PWD), advancement, retention, and resolution of employment challenges through brown bag sessions, panel sessions, and other events. The sessions focused on what managers can do to support PWD staff and disabled veteran staff, and provided information on resources available to support individual development and progression toward career goals. The Agency's Office of Human Capital and Talent Management provided the Employees with Disabilities ERG leadership information to share with Agency personnel on how to use the Special Appointment Authorities afforded to eligible employees with disabilities, such as, Schedule A and Veterans Recruitment Appointment, 30 percent or More Disabled Veterans Appointment Authorities. The Disability Employment Program Manager met with Agency human resources, recruitment and staffing specialists to ensure timely conversion and promotion of employees appointed using Schedule A and veterans special hiring authorities. To remove any barriers for advancement of people with disabilities, the Agency continued to improve and enhance its Reasonable Accommodation (RA) Program in a number of ways.

2. **Please describe the career development opportunities that the Agency provides to its employees.**

> USAID offers staff opportunities for mentoring as well as training opportunities through USAID University.

3. **In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.**

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs						
Fellowship Programs (CBTO)						
Mentoring Programs	149	120				
Coaching Programs	10	3				
Training Programs						
Detail Programs (JDA)						
Other Career Development Programs: **International Career Advancement Program**	18	6				
Other Career Development Programs: **Massachusetts Institute of Technology**	5	3				

4. **Do triggers exist for __PWD__ among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.**

        Qualified Applicants (PWD)   Yes 0   No 0
        Selections (PWD)   Yes 0   No 0

N/A. Data are currently not collected for career development opportunities.

5. **Do triggers exist for __PWTD__ among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.**

        Qualified Applicants (PWTD)   Yes 0   No 0
        Selections (PWTD)   Yes 0   No 0

N/A. Data are currently not collected for career development opportunities.

6. **Using the inclusion rate as the benchmark, does your Agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.**

        Awards, Bonuses, and Incentives (PWD)   Yes 0   No X
        Awards, Bonuses, and Incentives (PWTD)   Yes X   No 0

Overall Agency *Time off 21-30 hours*: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.14 percent of awards. *Cash Awards $500 and Under*: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.25 percent of awards. *Cash Awards $1000 and $1999*: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.18 percent. *Cash Awards $2000 and $2999*: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.10 percent. **CS**

Time off 21-30 hours: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.66 percent of awards.
Time off 31-40 hours: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.22 percent of awards.
Cash Awards $500 and Under: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.57 percent of awards.
Cash Awards $1000 and $1999: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.14 percent of awards.
Cash Awards $2000 and $2999: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.4 percent of awards.

FS

Time off 1-10 hours: There were no PWD or PWTD awarded (by IR)
Time off 21-30 hours: There were no PWTD awarded (by IR)
Time off 31-40 hours: There were no PWD or PWTD awarded (by IR)
Cash Awards $501 to $999: There were no PWTD awarded (by IR)
Cash Awards $1000 and $1999: There were no PWTD awarded (by IR)
Cash Awards $2000 and $2999: There were no PWTD awarded (by IR)

7. **Using the inclusion rate as the benchmark, does your Agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If "yes", please describe the trigger(s) in the text box.**

Pay Increases (PWD)	Yes 0	No X
Pay Increases (PWTD)	Yes 0	No X

While none who received a QSI was PWD or PWTD, only four QSIs were given. This number is too low to view as statistically significant.

8. **If the Agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes", describe the employee recognition program and relevant data in the text box.**

Other Types of Recognition (PWD)	Yes 0	No 0	N/A X
Other Types of Recognition (PWTD)	Yes 0	No 0	N/A X

9. **Does your Agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.**

SES

Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA 0

Grade GS-15

Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA 0

Grade GS-14

Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA 0

Grade GS-13

Qualified Internal Applicants (PWD)	Yes 0	No 0	NAX
Internal Selections (PWD)	Yes X	No 0	NA 0

> Of the internal competitive promotions for the GS-13 level, 10.87 percent of the qualified individuals who applied for promotion voluntarily identified as a person with a disability. Of those selected, none was PWD. The Agency does not currently report relevant applicant pools. USAID is working to incorporate this into its FY 2020 report.

10. **Does your Agency have a trigger involving <u>PWTD</u> among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.**

SES

Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

Grade GS-15

Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

Grade GS-14

Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

Grade GS-13

Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

> The Agency does not currently report relevant applicant pools. USAID is working to incorporate this into its FY 2020 report.

11. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

New Hires to SES (PWD)	Yes X	No 0
New Hires to GS-15 (PWD)	Yes X	No 0
New Hires to GS-14 (PWD)	Yes X	No 0
New Hires to GS-13 (PWD)	Yes X	No 0

> **Agency Overall**
>
> SES- There was no new hire applicant selected who identified as a PWD.
>
> GS-15- There was no new hire applicant selected who identified as a PWD.
>
> GS-14- There was no new hire applicant selected who identified as a PWD.
>
> GS-13- 7.5% of new hire applicants selected identified as a PWD, below the 501 goal of 12 percent.
>
> Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

12. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

New Hires to SES (PWTD)	Yes X	No 0
New Hires to GS-15 (PWTD)	Yes X	No 0
New Hires to GS-14 (PWTD)	Yes X	No 0
New Hires to GS-13 (PWTD)	Yes 0	No X

Agency Overall

SES- There was no new hire applicant selected who identified as a PWTD.

GS-15- There was no new hire applicant selected who identified as a PWTD.

GS-14- There was no new hire applicant selected who identified as a PWTD.

Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

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13. Does your Agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

Executives
Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA

Managers
Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA

Supervisors
Qualified Internal Applicants (PWD)	Yes 0	No 0	NA X
Internal Selections (PWD)	Yes 0	No X	NA

The Agency does not currently report relevant applicant pools. USAID will work to incorporate this into future MD-715 reporting.

The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

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14. Does your Agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

Executives
Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

Managers
Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

Supervisors

Qualified Internal Applicants (PWTD)	Yes 0	No 0	NA X
Internal Selections (PWTD)	Yes 0	No X	NA 0

The Agency does not currently report relevant applicant pools. USAID will work to incorporate this into future MD-715 reporting.

The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

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15. **Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.**

New Hires for Executives (PWD)	Yes X	No 0
New Hires for Managers (PWD)	Yes X	No 0
New Hires for Supervisors (PWD)	Yes 0	No X

Agency Overall

Executives - no new hires identified as a PWD, below the 501 goal of 12 percent.

Managers- no new hires identified as a PWD, below the 501 goal of 12 percent.

The Agency cannot currently break out applicant flow data by Civil Service and Foreign Service.

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16. **Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.**

New Hires for Executives (PWTD)	Yes X	No 0
New Hires for Managers (PWTD)	Yes X	No 0
New Hires for Supervisors (PWTD)	Yes 0	No X

Agency Overall

Executives - no new hires identified as a PWTD, below the 501 goal of two percent.

Managers- no new hires identified as a PWTD, below the 501 goal of two percent.

The Agency cannot currently break out applicant flow data by Civil Service and Foreign Service.

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In the sections below, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

1. **In this reporting period, did the Agency fail to convert all of the eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR 213.3102(u)(6)(i))? If "yes", please explain why the Agency did not convert all eligible Schedule A employees.**

    Yes 0   No X   N/A 0

    > In FY 2019, the Agency was able to convert all eligible Schedule A employees with a disability into competitive service after two years of satisfactory service.

2. **Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.**

Voluntary Separations (PWD)	Yes 0	No X
Involuntary Separations (PWD)	Yes 0	No X

    > **Overall Agency**
    >
    > For the Agency overall, there were no triggers identified for employees who identified as a person with a disability that voluntarily separated from the Agency using the inclusion rate; however, there was a gap within the Foreign Service. (see below). *Source: Table B1*
    >
    > **FS**
    >
    > In FY 2019, the inclusion rate for individuals that identified as a person with a disability that voluntarily separated from the Agency via retirement was 5.41 percent. The inclusion rate for persons without disabilities was 1.65 percent (Gap of 3.76%). *Source: Table B1-FS*

3. **Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.**

Voluntary Separations (PWTD)	Yes X	No 0
Involuntary Separations (PWTD)	Yes 0	No X

Overall Agency

The inclusion rate for individuals that identified as a person with a targeted disability within the Agency that voluntarily separated from the Agency via retirement was 4.88 percent. The inclusion rate for individuals with no disabilities was 2.24 percent (Gap of 2.64). *Source: Table B1*

FS

The inclusion rate for individuals that identified as a person with a targeted disability that voluntarily separated from the Agency via retirement was 7.69 percent. The inclusion rate for the persons without disabilities was 1.65 percent (Gap of 6.04%). *Source: Table B1-FS*

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4. **If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the Agency using the exit interview results and other data sources.**

N/A

Pursuant to 1614.203(d)(4), Federal Departments and Agencies are required to inform job applicants and employees of their accessibility rights under Section 508 of the Rehabilitation Act and the Architectural Barriers Act, and explain how to file complaints under those laws. In addition, agencies are also required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. **Please provide the internet address on the Agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act of 1973, including a description of how to file a complaint.**

https://pages.usaid.gov/M/CIO/section-508-compliance

2. **Please provide the internet address on the Agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act of 1968, including a description of how to file a complaint.**

> While the Agency's public website does not have a notice, the Agency's intranet site does have this information posted. USAID is working to post this information on the Agency's public website.

3. **Describe any programs, policies, or practices that the Agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of Agency facilities and/or technology.**

> USAID notes improvements in facilities both domestically and overseas that include a new annex building that provides a gender-neutral restroom, and two housing units in the USAID/Haiti mission that are ADA compliant. Additionally, USAID's Reasonable Accommodation Program Manager is actively engaged with the Agency's Management Bureau to ensure optimal accessibility in new and renovated spaces.

Pursuant to 29 CFR 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. **Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpretive services.)**

> During FY 2019, for 213 reasonable accommodation requests, the average time frame for processing requests from the point a request was made to when a response to the request was issued was 41 days.

2. **Describe the effectiveness of the policies, procedures, or practices to implement the Agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring the requests for trends.**

> The Agency educates new hires on the reasonable accommodations program during New Employment Orientation (NEO). The Agency is also renewing its commitment to the reasonable accommodations program by pursuing a partnership with the Department of State. Through this partnership the Agency will gain access to timely shuttle services between the organizations, as well as, access to best practices in increasing awareness of the Reasonable Accommodation program within the Agency.

Pursuant to 29 C.F.R. 1614.203 (d)(5), Federal Departments and Agencies, as an aspect of affirmative action, are required to provide personal assistance services to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the Agency.

1. **Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests, timely providing approved personal assistance services, conducting training for managers and supervisors, and monitoring the requests for trends.**

   OCRD sent out an announcement regarding PAS procedures to the USAID workforce and the procedures are currently hosted on the Agency's Intranet site. The Agency received one request for personal assistance services during FY 2019. The request was from a Department of State employee on a detail assignment at USAID during the fiscal year. USAID coordinated with the Department of State and utilized the Department's existing personal assistance services resources to fulfill the request.

2. **During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?**

   Yes 0   No X   N/A 0

3. **During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?**

   Yes X   No 0   N/A 0

4. **If the Agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the Agency.**

   The Agency did not have findings of discrimination involving harassment based on disability status in FY 2019.

5. **During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide reasonable accommodation, as compared to the government-wide average?**

   Yes 0   No X   N/A 0

6. **During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?**

   Yes X   No 0   N/A 0

7. If the Agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the Agency.

> The Agency did not have findings of discrimination involving failure to provide a reasonable accommodation in FY 2019.

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the Agency identified any barriers (policies, procedures, and/or practices) that affect the employment opportunities of PWD and/or PWTD?

Yes X   No 0

2. Has the Agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes X   No 0   N/A 0

Identified Trigger #1 (Cluster GS-11 to SES (PWD))

EEOC FORM 715-02 PART J-1	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger 1	USAID GS-11 to SES grade level representation for PWD was below the identified benchmark. In the GS-11 to SES cluster, only 4.26 percent identified as PWD below the 12 percent benchmark.
Barrier(s)	Barriers have not yet been identified. However, according to interviews, underrepresentation in these clusters may possibly be attributed to insufficient self-reporting data, lack of open positions available at the GS-11 to SES positions, and the Agency's ability to use Schedule A Hiring.
Objective(s)	Prioritize PWD workforce participation by conducting further analysis and developing specific solutions.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) - Ismael Martinez	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	MD-715 Table B4
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	

Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	September 2020	Administer an initial and periodic resurvey of staff to increase self-identification.	Yes		
2	September 2020	Share reports highlighting PWD trends to Agency leadership annually to ensure prioritization.	Yes		
3	October 2020	Send out Agency-wide communications on reasonable accommodation processes, resources, Schedule A Hiring, and the Disability Program Manager's contact information quarterly to increase visibility of available resources.	Yes		
4	December2020	Review FEVS data for additional insights.	Yes		
5	December 2020	Continue Schedule A training and require Schedule A Certification among leadership, hiring authorities, and managers.	Yes		

| 6 | September 2021 | Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities. | Yes | | |

Identified Trigger #2 (New Hires for Permanent Workforce (PWD) New Hires for Permanent Workforce (PWTD)

EEOC FORM 715-02 PART J-2	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
Trigger 1	2.99 percent of the Agency new hires for the permanent workforce identified as a person with a disability, and no new permanent hires identified as a person with targeted disabilities. 3.6 percent of new CS permanent hires identify as a person with disability. No new CS permanent hires identified as a person with a disability or targeted disability. No new FS permanent hires identified as a person with a disability or targeted disability.
Barrier(s)	Barriers have not yet been identified. However, based on interviews, low percentages of PWD for both the Civil and Foreign Service may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency's inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.
Objective(s)	Agency to increase the strategic recruitment of PWD and PWTD

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) - Ismael Martinez	Yes
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	**Yes**	MD-715 B Series, New Hires (Table B1)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	September 2020	Continue the use of alternative hiring authority and establish cadence for targeted recruiting events.	Yes		
2	December 2020	Obtain and review additional information to assist in determining barriers.	Yes		

3	September 2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities.	Yes		

Identified Trigger #3 (Mission Critical Occupation for Permanent Workforce (PWD) and Mission Critical Occupation for Permanent Workforce (PWTD)

EEOC FORM 715-02 PART J-3	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger 1	Mission critical occupations were below benchmark for the following categories: **Agency Overall** **0301** 6.78 percent of qualified candidates identified as PWD with none being selected. 2.26 percent of qualified candidates identified as a PWTD with none being selected. **0343** 9.79 percent of qualified candidates identified as a PWD with none being selected. 5.5 percent of qualified candidates identified as a PWTD with none being selected. **0340** 6.72 percent of qualified candidates identified as a PWD with none being selected. 4.48 percent of qualified candidates identified as a PWTD with none being selected. **0685** 2.61 percent of qualified candidates identified as a PWD with none being selected. 0.87 percent of qualified candidates identified as a PWTD with none being selected. **0341** 13.36 percent of qualified candidates identified as a PWD with none being selected. 2.8 percent qualified candidates identified as a PWTD with none being selected. **0511** 2.26 percent of qualified candidates identified as a PWD with none being selected. 0.56 percent of qualified candidates identified as a PWTD with none being selected. **Civil Service** **0301** 2.75 percent of qualified candidates identified as PWTD with none being selected. **0343** 9.79 percent of qualified candidates identified as a PWD with none being selected. 5.5 percent of qualified candidates identified as a PWTD with none being selected. **0340** 6.72 percent of qualified candidates identified as a PWD with none being selected. 4.48 percent of qualified candidates identified as a PWTD with none being selected. **0685**

	2.61 percent of qualified candidates identified as a PWD with none being selected. 0.87 percent of qualified candidates identified as a PWTD with none being selected. **0341** 7.69 percent of qualified candidates identified as a PWD with none being selected. **0511** 2.26 percent of qualified candidates identified as a PWD with none being selected. 0.56 percent of qualified candidates identified as a PWTD with none being selected.
Barrier(s)	Based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency's inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.
Objective(s)	Agency to increase the strategic recruitment of PWD and PWTD within mission-critical occupations with a specific focus on the 0301, 0343, 0340, 0685, 0341, 0511 occupational series.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) – Ismael Martinez	Yes

Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	MD-715 B Series, MCO (Table B6)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	

Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	December 2020	Obtain and review additional information to assist in determining barriers.	Yes		
2	September 2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities.	Yes		

Identified Trigger #4 (Internal Promotions for Mission Critical Occupation of Permanent Workforce (PWD) and Mission Critical Occupation for Permanent Workforce (PWTD)

EEOC FORM 715-02 PART J-4	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
Trigger 1	Mission-critical occupations were below benchmark for the following categories:

	Agency Overall **0341** 7.69 percent of qualified internal candidates identified as a person with a disability with none being selected. **0343** 3.33 percent of qualified internal candidates identified as a person with a disability with none being selected. 1.11 percent of qualified internal candidates identified as a person with a targeted disability with none being selected. **1102** 6.67 percent of qualified internal candidates identified as a person with a disability with none being selected.
Barrier(s)	Barriers have not yet been identified. However, according to interview responses, the lack of internal selections for MCOs may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias on the skills and abilities of PWD.
Objective(s)	Increase opportunities for upward mobility of PWD/PWTD within mission-critical occupations.

Responsible Official(s)	**Performance Standards Address the Plan?** **(Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) – Ismael Martínez	Yes

Barrier Analysis Process Completed? **(Yes or No)**	**Barrier(s) Identified?** **(Yes or No)**
No	No

Sources of Data	**Sources Reviewed?** **(Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	MD-715 B Series, MCO (Table B6)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	September 2020	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes		
2	December 2020	Conduct interviews and focus groups with PWD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes		
3	December 2020	Review FEVS data to gain further insights.	Yes		
4	February 2021	Measure qualified internal applicants against relevant applicant pool.	Yes		

U.S. Equal Employment Opportunity Commission (EEOC)
Office of Civil Rights and Diversity (OCRD)
U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2019

Identified Trigger #5 (Promotions Internal Selections GS- 13 (PWD))

EEOC FORM 715-02 PART J-5	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger 1	Of the internal competitive promotions for the GS-13 level, 10.87 percent of the qualified individuals who voluntarily applied for promotion identified as a person with a disability. Of those selected, none were PWD. The Agency does not currently report relevant applicant pools. USAID is working to incorporate this into its FY 2020 report.	
Barrier(s)	Barriers have not yet been identified. However, according to interview responses, the lack of internal selections for GS-13 may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias on the skills and abilities of PWD.	
Objective(s)	Support the upward mobility of PWD.	
Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
Acting Director (OCRD) – Ismael Martínez	Yes	
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**	
No	No	
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	Table B Series, Promotions (Table B7)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	

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Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	September 2020	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes		
2	December 2020	Conduct interviews and focus groups with PWD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes		
3	December 2020	Review FEVS data to gain further insights.	Yes		
4	February 2021	Measure qualified internal applicants against relevant applicant pool.	Yes		

Identified Trigger #6 (New Hires SES, GS-15, GS-14, GS-13 (PWD and PWTD))

EEOC FORM 715-02 PART J-6	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger 1	In FY 2019, there were several triggers for New Hires at various grade-level representations. (PWD) SES- There were no new hire applicants selected who identified as a PWD. GS-15- There were no new hire applicants selected who identified as a PWD. GS-14- There were no new hire applicants selected who identified as a PWD. GS-13- 7.5 percent of new hire applicants selected identified as a PWD, below the 501 goal of 12 percent. (PWTD) SES- There were no new hire applicants selected who identified as a PWTD. GS-15- There were no new hire applicants selected who identified as a PWTD. GS-14- There were no new hire applicants selected who identified as a PWTD.
Barrier(s)	Barriers have not yet been identified. However, based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency's inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring. Additionally, the Foreign Service has been limited by the need to obtain medical clearances for PWD/PWTD, which can be difficult in many developing nations due to the lack of advanced medical care. Schedule A hiring vehicle is not applicable for the Foreign Service.
Objective(s)	Agency to increase the strategic recruitment of PWD and PWTD.

Responsible Official(s)	**Performance Standards Address the Plan?** **(Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) – Ismael Martínez	Yes
Barrier Analysis Process Completed? **(Yes or No)**	**Barrier(s) Identified?** **(Yes or No)**
No	No

Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	**Yes**	Table B Series, New Hires (Table B7)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	December 2020	Obtain and review additional information to assist in determining barriers.	Yes		
2	September 2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes		

Identified Trigger #7 (New Hires – Executives and Managers (PWD and PWTD))

EEOC FORM 715-02 PART J-7	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger 1	**In FY2019, there were no Executive or Manager level new hires identified as a PWD or PWTD.**	
Barrier(s)	Barriers have not yet been identified. However, based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency's inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.	
Objective(s)	Agency to hire CS executive and manager level who identify as PWD and PWTD.	
Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
Acting Director (OCRD) - Ismael Martínez	Yes	
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**	
No	No	
Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	Table B Series, New Hires (Table B8)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	December 2020	Obtain and review additional information to assist in determining barriers.	Yes		
2	September 2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities.	Yes		

Identified Trigger #8 (Voluntary Separations (PWTD))

EEOC FORM 715-02 PART J-8	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Trigger 1	The inclusion rate for individuals that identified as a person with a targeted disability that voluntarily separated from the Agency via retirement was 4.88 percent. The inclusion rate for individuals with no disabilities was 2.24 percent (Gap of 2.64).
Barrier(s)	Barriers have not yet been identified. However, according to interviews, voluntary separations may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias pertaining to the perception of the skills and abilities of PWD/PWTD.
Objective(s)	Retain diverse highly qualified employees by increasing cultural competencies.

Responsible Official(s)	**Performance Standards Address the Plan? (Yes or No)**
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
Acting Director (OCRD) - Ismael Martínez	Yes
Barrier Analysis Process Completed? (Yes or No)	**Barrier(s) Identified? (Yes or No)**
No	No

Sources of Data	**Sources Reviewed? (Yes or No)**	**Identify Information Collected**
Workforce Data Tables	**Yes**	Tables series B, Separations (Table B1)
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	

Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	September 2020	Promote opportunities for employees to connect with employee resource groups, reasonable accommodations manager, and DEPM	Yes		
2	September 2020	Continue to administer unconscious bias training to all employees	Yes		
3	December 2020	Conduct interviews and focus groups with PWTD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes		
4	December 2020	Administer and analyze Exit Interview Survey Data and review FEVS results to better identify trends.	Yes		

Identified Trigger #9 (Awards (PWD/PWTD))

EEOC FORM 715-02 PART J-9	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Trigger 1	The inclusion rate for individuals in the Agency that identified as a PWD/PWTD were awarded time off awards and bonuses at a rate below their relevant inclusion rate for various award levels: Overall Agency ***Time off 21-30 hours***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.14 percent of awards. ***Cash Awards $500 and Under***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.25 percent of awards. ***Cash Awards $1000 and $1999***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.18 percent. ***Cash Awards $2000 and $2999***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.10 percent. Civil Service ***Time off 21-30 hours***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.66 percent of awards. ***Time off 31-40 hours***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.22 percent of awards. ***Cash Awards $500 and Under***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.57 percent of awards. ***Cash Awards $1000 and $1999***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.14 percent of awards. ***Cash Awards $2000 and $2999***: There were no PWTD awarded (by IR); Individuals without disabilities accounted for 1.4 percent of awards. Foreign Service ***Time off 1-10 hours:*** There were no PWD or PWTD awarded (by IR). ***Time off 21-30 hours:*** There were no PWTD awarded (by IR). ***Time off 31-40 hours:*** There were no PWD or PWTD awarded (by IR). ***Cash Awards $501 to $999***: There were no PWTD awarded (by IR). ***Cash Awards $1000 and $1999***: There were no PWTD awarded (by IR). ***Cash Awards $2000 and $2999***: There were no PWTD awarded (by IR).
Barrier(s)	There is insufficient data at this time to determine a barrier.
Objective(s)	Award contributions made by individuals identifying as a PWD/PWTD at an equitable rate in comparison to non-disabled employees.
Responsible Official(s)	**Performance Standards Address the Plan?** **(Yes or No)**

HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
Acting Director (OCRD) - Ismael Martinez	Yes	
Barrier Analysis Process Completed? **(Yes or No)**	**Barrier(s) Identified?** **(Yes or No)**	
No	No	

Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	**Yes**	Tables series B, Separations
Complaint Data (Trends)	**No**	
Grievance Data (Trends)	**No**	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	**No**	
Climate Assessment Survey (e.g., FEVS)	**No**	
Exit Interview Data	**No**	
Focus Groups	**No**	
Interviews	**Yes**	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	**No**	
Other (Please Describe)	**-**	

#	Target Date	Planned Activities	Sufficient Staffing	Modified Date	Completion Date

			and Funding (Yes or No)		
1	September 2020	Obtain and review additional information to assist in determining barriers.	Yes		

Please explain the factor(s) that prevented the Agency from timely completing any of the planned activities.

N/A

For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

N/A

If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the Agency intends to improve the plan for the next fiscal year.

N/A