



# **AFFIRMATIVE ACTION PLAN FOR WOMEN AND MINORITIES**

**FOR THE PERIOD:  
January 1 Through December 31, 2013**

**Macfadden and Associates  
8403 Colesville Road, Suite 400  
Silver Spring, MD 20910**

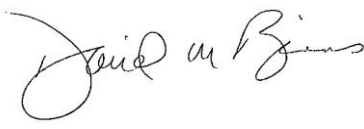
***Corporate Headquarters Located at:  
8403 Colesville Road, Suite 400  
Silver Spring, MD 20910***

Dun and Bradstreet Number: 609321344  
Federal ID Number: 521642695  
Establishment's EEO-1 Number: R007384

**Dora Ann Daniel**

**Signature:** 

**David Binns**

**Signature:** 

## CONFIDENTIALITY

This Affirmative Action Plan is the property of Macfadden and Associates (hereinafter "Organization") and is not intended for public use. The information contained herein is information in which the Organization has proprietary interest and is subject to the provision of 18 U.S.C. 1905, Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP 475 (1979). Copies of this Affirmative Action Plan and all related appendices, documents, and support data will be made available on loan to the U. S. Government upon the request of said Government on the condition that the Government hold them totally confidential and not release copies to any persons whatsoever. This Affirmative Action Plan and its appendices and other supporting documents contain much confidential information which may reveal, directly or indirectly, Macfadden and Associates plans for business or geographical expansion or contraction. Macfadden and Associates considers this Affirmative Action Plan to be exempt from disclosure, reproduction and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C 552 (b) (6); (2) confidential, commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552 (b) (4) ; (3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C 552 (b) (7) (c) ; and as (4) matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C 552 (b) (3). Notice is hereby given of a request pursuant to 41 C.F.R. 60-60.4(d) that portions of this Plan be kept confidential.

Thus, Macfadden and Associates wishes to make it clear that it does not consent to the release of any information whatsoever contained in this Affirmative Action Plan under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this Affirmative Action Plan was loaned to such government, or is considering a request of this Plan under the Freedom of Information Act, request is hereby made that the Government immediately notify Macfadden and Associates of any and all Freedom of Information Act requests by the government or any other contemplated release of this Plan by the Government which relates to information obtained by the Government. Macfadden and Associates further requests that everyone who has any contact with this Affirmative Action Plan, or its supporting appendices, documents, and other data, treat such information as totally confidential and that such information not

be released to any person whatsoever. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

The adoption and implementation of the Plan and the policies stated herein should not be construed as an admission of contractor status or coverage under any equal employment opportunity law or order pertaining to government contractors or subcontractors, except to the extent required by law.

## PRELIMINARY STATEMENT

Macfadden and Associates has prepared this affirmative action plan as a reaffirmation of its commitment to equal employment opportunity and affirmative action. However, the form, language and analysis of the plan necessarily complies with the requirements of 41 CFR 60-2.1, and other regulations established pursuant to the provisions of Executive Order 11246, the Civil Rights Acts of 1964 & 1991, the Vietnam Era Veterans Readjustment Act of 1974, the Rehabilitation Act of 1973 as amended by the Civil Rights Restoration Act of 1987, the Americans with Disabilities Act of 1990, the Uniform Guidelines on Employee Selection Procedures of 1978, the Fair Labor Standards Act of 1936, the Equal Pay Act of 1986, and all other civil rights related laws and regulations that have or may be enacted, as amended.

Accordingly, terminologies such as “problem areas” and “utilization analysis,” “underutilization,” “deficiency,” “concentration,” “expected number,” etc., appearing in this Affirmative Action Plan are that which our organization is required to use by these regulations. The criteria used in relation to these terms are those specified by the Government. These terms have no independent legal or factual significance whatsoever. Although Macfadden and Associates has used this terminology and methodology in connection with this Affirmative Action Plan and our affirmative action policies; such usage does not necessarily signify that our organization agrees that these terms are properly applied to any particularly factual situation.

In developing and implementing this Plan, Macfadden and Associates has been guided by its established policy of providing equal employment opportunity. Any goals which are established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this Plan. The use of goals in this Plan is not intended to discriminate against any individual or group of individuals with respect to any employment opportunity for which they are qualified on the grounds that they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Thus, this plan has been developed in strict reliance upon the affirmative action guidelines issued by the Equal Employment Opportunity Commission (EEOC), *Affirmative Action Appropriate Under Title VII of the Civil Rights Act of 1964, As Amended*, 29 C.F.R. Part 1608.

Information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

## **ABOUT THE ORGANIZATION**

Macfadden is an employee-owned, ISO 9001:2008 certified, international professional services corporation that applies integrated information technology solutions and program/project management expertise to help solve critical issues impacting the health, safety and security of the world around us.

Today, Macfadden provides innovative solutions that enable our customers to protect America's food supply more efficiently and bring medical breakthroughs to market sooner; rapidly respond to complex international disaster relief efforts; develop and maintain critical government financial systems, and safeguard key government information systems. We offer a broad range of technical capabilities to solve complex program requirements ranging from IT system operations, maintenance and help-desk support, to geospatial information systems, Oracle financial systems, information management and communications, grants administration, training and international program management.

With more than 200 employees, Macfadden is headquartered in Silver Spring, Maryland with multiple client site operations in the greater Washington, DC region, Chesapeake, VA, Kearneysville, WV, Birmingham, AL and Alameda, CA.

## **EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Macfadden and Associates provides equal employment opportunities (EEO) to all employees and applicants for employment. Our policy is to administer all personnel actions without regard to race, color, religion, national origin, gender, age, disability, sexual orientation, genetic information, gender identity or expression, veteran status or any other status protected by law. This policy applies to all employment actions and decisions, including (but not limited to) recruiting, hiring, training, education, compensation, promotions, benefits, transfers, involuntary terminations, and social or recreation programs. We want to ensure that all employment decisions are based solely on valid job requirements.

All leaders and managers within the organization share the responsibility to monitor and enforce our policy of equal employment opportunity. All employees are responsible to always conduct business in a manner that encourages equal opportunity without regard to the race, color, religion, national origin, gender, age, disability or veteran status of any applicants, other employees, customers or vendors.

The Organization will not tolerate retaliation, harassment, intimidation, threats, coercion or discrimination against anyone who files a complaint, exercises a right, opposes improper conduct, or assists in an investigation under our Equal Employment Opportunity policy or our Affirmative Action Program.

As a federal contractor, we are required to have an Affirmative Action Plan. Its purpose is to ensure that all qualified applicants and employees are considered for job openings, promotions, training, pay raises and other opportunities. To monitor our progress, we record the gender and race of all personnel actions. This information is confidential. We use it to monitor and ensure that women, minorities, people with disabilities and all veterans receive equal consideration.

The Organization will provide reasonable accommodation to qualified individuals with a disability consistent with the law. What constitutes a reasonable accommodation depends on the circumstances and thus will be addressed by the Organization on a case-by-case basis.

## DESIGNATION OF RESPONSIBILITY

[41 C.F.R. § 60-2.17(a)]

Pursuant to the requirements of 41 C.F.R. § 60-2.17(a), the Organization has assigned Dora Ann Daniel, as the official of the Organization responsible for the implementation of equal employment opportunity and the affirmative action plan.

The official's position description has been updated to include her EEO/AAP Officer responsibilities.

To ensure effective implementation of the affirmative action plan, the EEO/AAP Officer has the authority, resources, support of and access to the establishment's senior operational executives. The EEO/AAP Officer, with the assistance of her Human Resources staff, shall be responsible for, but not limited to:

1. Developing Equal Employment Opportunity (EEO) policy statements, affirmative action plans and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problem areas;
3. Assisting management in arriving at effective solutions to AAP/EEO problems;
4. Designing and implementing an internal audit and reporting system that:
  - (a) Measures the effectiveness of it's program;
  - (b) Determines the degree to which AAP goals and objectives are met; and
  - (c) Identifies the need for remedial action;
5. Keeping managers informed of equal opportunity progress and reporting potential problem areas within the organization through quarterly reports;
6. Reviewing the organization's Affirmative Action Plan for minorities and women with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the contents of the organization's bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as liaison between the organization and enforcement agencies. During the last year, the establishment contacted the organizations listed below to help fill vacancies. Please refer to the Exhibit section of this Affirmative Action Plan for detailed information of the company's good faith affirmative action and diversity activities.

**Colleges:**

- American University
- Columbia University
- Georgetown University
- George Washington University
- Johns Hopkins University
- University of Maryland

**Agencies:**

- K-Force
- Softworld

**Organizations:**

- Careerbuilder.com
- ClearanceJobs.com
- Devex.com
- Development Aid
- DICE
- Idealist
- Indeed
- LinkedIn.com
- Monster.com
- Peace Corps

The EEO/AAP Officer, or the designee, also will monitor all phases of recruiting, hiring, promoting, etc., and will, through coordination with line supervision work to promote equal opportunity in all phases of employment. The EEO/AAP Officer, or the designee, will conduct a periodic audit of training programs and hiring and promotion patterns. Also, through discussions with managers, supervisors and other employees, they will ensure that the Organization's equal employment policies are being followed and that female, minority employees are given full opportunity for promotion.



## **Responsibilities of Managers and Supervisors**

It is the responsibility of all managerial and supervisory staff to implement the Organization's Affirmative Action Plan. These responsibilities include, but are not limited to:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

## **INTERNAL AUDIT & REPORTING SYSTEM**

[41 C.F.R. § 60.2.17(d)]

The establishment has developed and implemented a system that periodically measures the effectiveness of its affirmative action plan. This system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document personnel activities;
3. Identify problem areas where remedial action is needed; and
4. Determine the degree to which the organization's AAP goals and objectives have been obtained.

The following personnel activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, gender, religion, national origin:

- (a) Recruitment, advertising, and job application procedures;
- (b) Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff;
- (c) Rates of pay and any other forms of compensation including fringe benefits;
- (d) Job assignments, job classifications, job descriptions, and seniority lists;
- (e) Sick leave, leaves or absence, or any other leave;
- (f) Training, apprenticeships, attendance at professional meetings and conferences; and any other term, condition, or privilege of employment.

The following documents are maintained as a component of the organization's internal audit process:

1. An applicant tracking system showing the name, race, sex, date of application, job title, interview status and the action taken for all individuals applying for job opportunities;
2. Summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification;
3. Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position;
4. Maintenance of employment applications (not to exceed three years); and
5. Records pertaining to the organization's compensation system.

The organization's audit system includes periodic reports documenting its efforts to achieve its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions or recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Human Resources Department. During the reporting period, the following occurs:

1. The Head of Human Resources will discuss any problems relating to significant rejection ratios, EEO charges, etc., with the establishment/facility manager;
2. The Head of Human Resources will report the status of the establishment's AAP goals and objectives to the establishment/facility manager.
3. The Head of Human Resources will recommend remedial actions for the effective implementation of the AAP.

## **WORKFORCE ANALYSIS**

[41 C.F.R. § 60-2.11]

As required by 41 C.F.R. § 60-2.11, Macfadden and Associates has prepared a workforce analysis for this establishment as part of its affirmative action plan.

For purposes of this affirmative action plan, an organizational unit is defined primarily as any discrete component of the Organization's structure at which there is a level of supervision responsible and accountable for establishing the employment terms and conditions (e.g., selection, compensation, etc.) of the employees therein. In addition, this establishment's organizational units also may include discrete components of the establishment's structure that are monitored separately for cost, accounting, payroll or other operational purposes.

As required by 41 C.F.R. § 60-2.11(c), the workforce analysis indicates:

- I. the name of the unit;
- II. the job title, gender, race and ethnicity of the unit supervisor (if the unit has a supervisor);
- III. the total number of male and female incumbents; and
- IV. the total number of male and female incumbents in each of the following groups: Blacks, Hispanics, Asian/Pacific Islanders, and American Indians/Alaskan Natives.

The workforce analysis ranks job titles from the lowest paid to the highest paid within each organizational unit/department. It has been prepared using job titles as appear in the Organization's payroll records.

## **JOB GROUP ANALYSIS**

[41 C.F.R. § 60-2.12]

As required by 41 C.F.R. § 60-2.12, Macfadden and Associates has prepared a job group analysis report for this establishment as part of its affirmative action plan.

For purposes of this affirmative action plan, the Organization has combined similar jobs into job groups. Among the relevant factors considered by the Organization when establishing job groups at this establishment are:

- the duties and responsibilities of the job titles;
- training, transfers, promotions, pay mobility, and other career enhancement opportunities;  
and
- the number of incumbents in each job group.

The job group analysis detailed report lists all job titles for all positions located at the establishment.

As required by 41 C.F.R. § 60-2.13, the Organization has stated separately the percentage of minorities and the percentage of women employees in each job group. These percentages are stated in the job group summary analysis inserted in this section of the affirmative action plan.

## **DETERMINING AVAILABILITY**

[41 C.F.R. § 60-2.14]

As required by 41 C.F.R. § 60-2.14, Macfadden and Associates has separately determined the availability of minorities and women for each job group. The Organization's determination of availability complies with OFCCP's regulations that require consideration of at least two factors, internal availability and external availability, to determine the theoretical availability of minorities and women for the job groups the Organization has established. The determination of availability has several steps.

### **1. Consideration of Factors**

Regulation: 41 C.F.R. § 60-2.14 (c)(I)

Factor: Requisite skills in the reasonable recruitment area

Consideration: The Organization has identified reasonable recruitment areas for each job group.

Pursuant to 41 C.F.R. § 60-2.14(d), when considering the factors necessary to determine availability, the Organization has used the most current and discrete statistical information reasonably available.

Where the percentage of minorities or women was less than would reasonably be expected given their availability, the Organization established a goal in accordance with 41 C.F.R. § 60-2.16.

When making its determinations as to whether the percentage of minorities or women was less than would reasonably be expected given their availability, the Organization has applied the two standard deviation test for large job groups and the eighty percent rule for small job groups. The Rule of Nine Test has been applied to distinguish small job groups from large job groups.

### **2. Determining Appropriate Geographic Areas/Feeder Pools.**

The Organization determines the reasonable recruitment area(s) for each job group based on the requirements set forth in 41 C.F.R. § 60.14 (c)(1) and 41 C.F.R. § 60-2.14(e). The Organization has not drawn its reasonable recruitment areas in such a way as to have the effect of unreasonably

excluding minorities or women. The Organization has identified the reasonable recruitment area(s) for all job groups and prepared a brief written rationale for their selection.

The Organization determines the pool of promotable, transferable and trainable employees (“feeder pools”) for each job group based on the requirements set forth in 41 C.F.R. § 60-2.14 (c) and 41 C.F.R. § 60-2.14(f). The Organization has not defined these pools in such a way as to have the effect of unreasonably excluding minorities and women.

The Organization has identified the feeder pool(s) for all job groups and prepared a brief written rationale for their selection. See Internal Feeder Pool Analysis section of the AAP.

### **3. Census Data**

Data from the Census Bureau’s 2006-2010 Equal Employment Opportunity Tabulation (the “2010 Special EEO File”) were used to determine external availability. The Census Occupational Classifications Code (OCC) system is used by the Census Bureau for the purpose of tabulating data within the Special EEO File. The 2010 OCC system contains a total of 488 census (or EEO) occupations. Our organization mapped our specific jobs to the most appropriate OCC or combinations of OCCs, then used the OCC system to retrieve each corresponding race/ethnicity and gender data for our affirmative action program.

### **4. Requisite Skills Data and Determining Composite Availability**

Pursuant to the requirements of 41 C.F. R. § 60-2.14(g), the Organization has calculated availability for minorities and women in such a way as to allow for a determination as to whether separate job titles within each job group had availability rates different enough to warrant calculation of a composite availability figure.

#### **External Availability**

Each job group’s availability was calculated by matching Occupational Classification Codes (OCCs) from the 2010 Special EEO File with the job titles within job groups. Job titles were matched to a single OCC where possible.

### **Internal Availability**

Internal availability was calculated by reviewing actual historical hiring and internal placement activities and reviewing demographics data for those employees who could, with appropriate training provided by the Organization, become promotable or transferable during the affirmative action plan year.

### **Composite Availability**

Where a job group was comprised of job titles with rates of availability different enough to warrant a composite availability calculation, the Organization calculated such a composite availability by:

- Determining the availability of each job title,
- Determining the proportion of job group incumbents employed in each job title,
- Weighting the availability for each title by the proportion of job group incumbents employed in each job title within that job group, and
- Adding the weighted availability estimates for all job titles within the job group.

### **Calculating Final Availability**

Pursuant to the requirements of 41 C.F.R. § 60-2.14 (b), the Organization has separately determined final availability rates for minorities and women. These data are provided in the availability analysis.



## **COMPARING INCUMBENCY TO AVAILABILITY**

[41 C.F.R. § 60-2.15]

Pursuant to the requirements of 41 C.F.R. § 60-2.15, Macfadden and Associates has compared the percentages of minorities and women in each job group with the rates of availability for those job groups.

Where the percentage of minorities or women was less than would reasonably be expected given their availability, the Organization established a goal in accordance with 41 C.F.R. § 60-2.16.

When making its determinations as to whether the percentage of minorities or women was less than would reasonably be expected given their availability, the Organization has applied the two standard deviation test for large job groups and the eighty percent rule for small job groups. The Rule of Nine Test has been applied to distinguish small job groups from large job groups.

## **PLACEMENT TARGETS/GOALS**

[41 C.F.R. § 60-2.16]

Pursuant to the requirements of 41 C.F.R. § 60-2.16, Macfadden and Associates has established percentage annual placement goals for minorities and/or women in those job groups where the percentage of minorities and/or women employed was less than would reasonably be expected given their availability.

Pursuant to the requirements of 41 C.F.R. § 60-2.6 (c), the placement rate goals established by the Organization always at least equal availability rate of minorities and/or women in that particular job group.

Pursuant to the requirements of 41 C.F.R. § 60-2.16(d), the Organization has, where required, established a single goal for all minorities.

The Organization adhered to the following principles when establishing its placement rate goals:

- The Organization has established these goals as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of its affirmative action plan work.
- These goals are not rigid and inflexible quotas which must be met. They are not considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the Organization's policy requires that selection decisions be made in a nondiscriminatory manner. Goals will not be used as justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of race, color, religion, sex or national origin.
- The Organization does not use placement goals to establish set-asides for specific groups, nor are they used to achieve proportionate representation or equal results.
- The Organization's policy does not permit these goals to supersede merit selection principles.

The Organization engages in good faith efforts during the affirmative action plan year to place individuals into job groups where a goal or goals have been set such that the proportion of minority and/or female placements (whichever is applicable) during the year will roughly equal their availability for the job group.

The Organization's placement rate goals for this establishment are reported in the availability analysis report in this AAP. Action-oriented programs to address these goals are also discussed in this AAP.

## IDENTIFICATION OF PROBLEM AREAS

[41 C.F.R. § 60.2.17(B)]

Pursuant to the requirements of 41 C.F.R. § 60-2.17 (b), Macfadden and Associates periodically performs analysis of the total employment process to determine whether and where impediments to equal employment opportunity exist. These analyses include evaluation of the establishment's:

- personnel activity, including applicant flow, hires, terminations and promotions to determine whether there are selection disparities;
- Compensation system to determine whether there are gender-, race- or ethnicity-based disparities;
- selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and
- other areas that might impact the success of the affirmative action plan.

The results of these analyses are as follows:

### **41 C.F. R. § 60-2.17(b)(I)**

Job groups in which the rates of minority and/or female employment were less than would reasonably be expected are reported in the availability analysis.

Organizational units where minorities and/or women were underrepresented or concentrated are reported in the Action Oriented Programs narrative.

**41 C.F.R. § 60-2.17(b)(2)**

Impact ratio analyses are performed to determine whether the establishment's selection practices for hiring, promotions and terminations have a disparate impact on women or minorities. These analyses involve the use of the "80 percent test" and, where appropriate, other tests for statistical significance commonly recognized by the courts and federal civil rights enforcement agencies as acceptable methods for determining whether adverse impact is present. Analyses conducted indicated that none of the establishment's employment practices had a disparate impact on minorities or women.

**41 C.F.R. § 60-2.17(b)(3)**

The establishment's analyses of its compensation system included a proper review of all compensation components.

**41 C.F.R. § 60-2.17 (b) (4)**

The establishment has reviewed its selection, recruitment and referral procedures to determine whether they resulted in disparities in the employment or advancement of minorities or women. The conclusion is that they did not.

**41 C.F.R. § 60-2.1(b)(5)**

The establishment periodically reviews those policies and practices it believes may impact the success of the affirmative action program to determine whether impediments to equal employment opportunity appear to exist.

# **The Contents of This Affirmative Action Program**

- 1. Executive Order 11246 Narrative**
  - a. Confidentiality
  - b. Preliminary Statement
  - c. About the Organization
  - d. Equal Employment Policy Statement
  - e. Designation of Responsibility
  - f. Internal Audit & Reporting System
  - g. Description of Workforce Analysis
  - h. Description of Job Group Analysis
  - i. How Availability and Utilization are Determined
  - j. Placement Target/Goals Narrative
  - k. Identification of Problem Areas Narrative
- 2. The Workforce Analysis**
- 3. The Job Group Analysis**
- 4. Current Availability, Utilization and Placements Target Analysis**
- 5. Action Oriented Programs**
- 6. Prior Year Progress**
- 7. Impact Analysis for Hiring Promotion and Termination**
- 8. Veterans & Disabled Affirmative Action Plan Narrative**
- 9. Copy of EEO-1 and Vets-100 Reports**
- 10. Exhibits**

## Internal and Confidential

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

### Management Planning Report

The Organization has used the terms "availability", "utilization" and "placement goal" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

Job Group		Total Emps	Current Incumbency				Availability		Set Placement Goal?		Placement Goal		Diff. Between Incumbency and Availability	
			Fem #	Fem%	Min #	Min %	Fem Avail.	Min Avail.	Fem Goal?	Min Goal?	Fem Goal	Min Goal	Fem	Min
1.1	Executive and Sr Officials & Managers	7	3	42.9%	1	14.3%	30.4%	25.7%	No	No	None	None	N/A	N/A
1.2	First/Mid Official and Managers	15	8	53.3%	4	26.7%	58.5%	44.8%	No	Yes*	None	44.8%	N/A	3
2	Professionals	229	141	61.6%	106	46.3%	60.2%	47.1%	No	No	None	None	N/A	N/A
5	Administrative Support	13	12	92.3%	10	76.9%	86.2%	50.5%	No	No	None	None	N/A	N/A

Goals derived using either the Two Standard Deviation (SD) Test for large job groups or the 4/5ths Test for small job groups (job group size determined by the Rule of Nine Test).

# Impact Analysis for Job Groups Where Terminations Occurred During the Period Under Review.

## Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Terminations

For the Period: January 1, 2013 Through December 31, 2013

### 1.2 - First/Mid Official and Managers

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	15	7	8	11	4
2	Number of Terminations in This Job Group During the Period Under Review:	3	2	1	3	0
3	Percentage of Each Group in the Termination Pool:		46.7%	53.3%	73.3%	26.7%
4	Rate of Termination:	20.0%	28.6%	12.5%	27.3%	0.0%
5	Impact Ratio, Based on the 4/5 Test:		228.6%		N/A	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

### 2 - Professionals

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	229	88	141	123	106
2	Number of Terminations in This Job Group During the Period Under Review:	60	20	40	31	29
3	Percentage of Each Group in the Termination Pool:		38.4%	61.6%	53.7%	46.3%
4	Rate of Termination:	26.2%	22.7%	28.4%	25.2%	27.4%
5	Impact Ratio, Based on the 4/5 Test:		80.1%		92.1%	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

### 5 - Administrative Support

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	13	1	12	3	10
2	Number of Terminations in This Job Group During the Period Under Review:	5	0	5	0	5
3	Percentage of Each Group in the Termination Pool:		7.7%	92.3%	23.1%	76.9%
4	Rate of Termination:	38.5%	0.0%	41.7%	0.0%	50.0%
5	Impact Ratio, Based on the 4/5 Test:		0.0%		0.0%	
6	The Two Standard Deviation Test for Statistical Significance:		0.65		1.22	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

## Impact Analysis for Job Groups Where Promotions Occurred During the Period Under Review.

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Promotions

For the Period: January 1, 2013 Through December 31, 2013

#### 2 - Professionals

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	229	88	141	123	106
2	Number of Promotions WITHIN or OUT OF This Job Group During the Period Under Review:	9	2	7	5	4
3	Percentage of Each Group in the Promotion Pool:		38.4%	61.6%	53.7%	46.3%
4	Rate of Promotion:	3.9%	2.3%	5.0%	4.1%	3.8%
5	Impact Ratio, Based on the 4/5 Test:		218.4%		92.8%	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

#### 5 - Administrative Support

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	13	1	12	3	10
2	Number of Promotions WITHIN or OUT OF This Job Group During the Period Under Review:	4	1	3	1	3
3	Percentage of Each Group in the Promotion Pool:		7.7%	92.3%	23.1%	76.9%
4	Rate of Promotion:	30.8%	100.0%	25.0%	33.3%	30.0%
5	Impact Ratio, Based on the 4/5 Test:		25.0%		90.0%	
6	The Two Standard Deviation Test for Statistical Significance:		1.30		N/A	
7	Fisher's Exact Test for Statistical Significance:		0.307		N/A	



## Impact Analysis for Job Groups Where Hiring Occurred During the Period Under Review.

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Hiring

For the Period: January 1, 2013 Through December 31, 2013

#### 2 - Professionals

		TOTALS	Males	Females	Gender Unkn	Non - Minorities	Minorities	Race Unkn
1	Number of Applicants for Jobs in This Job Group During the Period Under Review:	122	54	68	0	74	48	0
2	Number of External Hires Into This Job Group During the Period Under Review:	77	31	46	0	44	33	0
3	Percentage of Each Group in the Applicant Pool:		44.3%	55.7%	N/A	60.7%	39.3%	N/A
4	Rate of Hire:	63.1%	57.4%	67.6%		59.5%	68.8%	
5	Impact Ratio, Based on the 4/5th Rule:		117.8%			115.6%		
6	The Two Standard Deviation Test for Statistical Significance:		N/A			N/A		
7	Fisher's Exact Test for Statistical Significance:		N/A			N/A		

#### 5 - Administrative Support

		TOTALS	Males	Females	Gender Unkn	Non - Minorities	Minorities	Race Unkn
1	Number of Applicants for Jobs in This Job Group During the Period Under Review:	36	9	27	0	15	21	0
2	Number of External Hires Into This Job Group During the Period Under Review:	10	4	6	0	7	3	0
3	Percentage of Each Group in the Applicant Pool:		25.0%	75.0%	N/A	41.7%	58.3%	N/A
4	Rate of Hire:	27.8%	44.4%	22.2%		46.7%	14.3%	
5	Impact Ratio, Based on the 4/5th Rule:		50.0%			30.6%		
6	The Two Standard Deviation Test for Statistical Significance:		1.10			1.82		
7	Fisher's Exact Test for Statistical Significance:		N/A			N/A		

# Prior Year Progress Report

## Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Prior Year Progress Report

For the Period: January 1, 2013 through December 31, 2013

IMPORTANT NOTE: The Organization has used the term "placement goal" herein as required by government Affirmative Action regulations and has set goals in accordance with those regulations. The term has no legal or factual significance outside the context of this Affirmative Action Program and in no way suggests any wrongdoing by the Organization.

Did the Facility Meet (O), Fail to Meet(-), Or Exceed(+) its Placement Goal?	
Actual Placement of Women or Minorities	
Expected Placements of Women and Minorities (Based on Placement Goal)	
Total Placement Into Job Group During the Year	

Note: Goals (equal to theoretical availability) are set where availability is greater than utilization after applying the Two Standard Deviation Test for large job groups or the 4/5ths Test for small job groups. (Job group size determined by Rule of Nine Test.)

Job Group	Protected Group	Placement Goal (%) at start of the Year	Total Plcmt	Exp Plcmt	Actual Plcmt	Actual %	Met Goal?
1.1 - Executive and Sr Officials & Managers	Females	None	0	0	0	0.0%	0
	Minorities	None		0	0	0.0%	0
1.2 - First/Mid Official and Managers	Females	None	0	0	0	0.0%	0
	Minorities	None		0	0	0.0%	0
2 - Professionals	Females	None	73	0	44	60.3%	44
	Minorities	None		0	13	17.8%	13
5 - Administrative Support	Females	None	7	0	4	57.1%	4
	Minorities	None		0	2	28.6%	2

## Action Plan by Organizational Unit

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

---

#### Identification of Problem Areas By Organizational Units

We conducted an analysis of the representation of minorities and women by organizational unit to identify potential problem areas. We analyzed each job group within each organizational unit to determine whether a placement rate goal applicable to the unit would be necessary. We established a percentage placement rate goal for the department in those instances in which women or minorities are represented in the job group in the department at a rate less than 80% of availability (and where the extent of the difference equals at least one whole person). Following are the results of our analysis and the action plans to resolve problems identified:

Department	Action Plan
CORP	
EPA	
FDA	
GLAAS	
STATE	
TREASURY	
TSA	
UFMS	
USAID	
USCG	

## Action Plan by Job Group

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

[41 C.F.R. § 60-2.17(c)]

#### Identification of Problem Areas By Organizational Units

We conducted an analysis of the representation of minorities and women by organizational unit to identify potential problem areas. We analyzed each job group within each organizational unit to determine whether a placement rate goal applicable to the unit would be necessary. Following are the action plans to resolve problems identified:

Job Group Code	Job Group Code	Placement Target Women (%)	Placement Target Minority (%)	Action Oriented Program
1.1	Executive and Sr Officials & Managers	None	None	The women placed in this category hold senior leadership positions in the organization. Many have been promoted to Vice President (from Director level) in 2014. Additional significant investment has been made in their professional development including executive coaching, professional conference attendance, positions in externally visible professional associations and efforts to support work-life balance including flexible schedules and telework.
1.2	First/Mid Official and Managers	None	44.8%	Macfadden will include professional associations for minorities as a targeted candidate source for 2014.
2	Professionals	None	None	The individuals placed in this category represent the professional services talent deployed to our client sites across the country. Significant investment has been made in their professional development including formal training, professional conference attendance, positions in externally visible professional associations and efforts to support work-life balance including flexible schedules and telework.
5	Administrative Support	None	None	The individuals placed in this category represent support to the various functions that service our customers. Our AS staff enjoy competitive compensation access to formal training, and efforts to support work-life balance including flexible schedules and telework.

# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## INTERNAL FEEDER POOL ANALYSIS

\*The job group(s) from which employees historically have transferred or promoted into the job group.

Job Group	Job Group Feeder	Totals	All Females	Total Min.	Total Blacks	Total Hisp.	Total Native	Total Asians	Total Hawaiian	Two or more races
1.1	1.2	15	8	4	2	0	0	2	0	0
			53.3%	26.7%	13.3%	0.0%	0.0%	13.3%	0.0%	0.0%
1.2	2	229	141	106	68	6	0	29	0	3
			61.6%	46.3%	29.7%	2.6%	0.0%	12.7%	0.0%	1.3%
2	5	13	12	10	9	0	0	0	0	1
			92.3%	76.9%	69.2%	0.0%	0.0%	0.0%	0.0%	7.7%
5	None	0	0	0	0	0	0	0	0	0
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## Availability Analysis

Job Group 1.1		Factor Availabilities		Factor Weight	Weighted Availabilities	
Factor:		Females	Minorities	100.0%	Females	Minorities
1A	External Availabilities for Reasonable Recruitment Area(s)	30.4%	25.7%	100.0%	30.4%	25.7%
2A	Feeder Availabilities (Internal)	53.3%	26.7%	0.0%	0.0%	0.0%

Availability	30.4%	25.7%
Incumbency	42.9%	14.3%

### Factor 1A

Source of Statistics: (1) United States Census Bureau Special EEO File (2) The reasonable recruitment area for this job group.

Weight: The percentage of placements into the job group which have been historically made from external hires.

### Factor 2A

Source of Statistics: The feeder groups of promotable, transferable and trainable employees into this job group.

Weight: The percentage of placements into the job group which have been historically made from internal promotions.

The Organization has used the terms "availability" and "utilization" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

### See:

(1) Determining Availability Narrative

(2) Placement Goals Narrative

(3) Internal Feeder Pool Analysis.

# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## Availability Analysis

Job Group 1.2		Factor Availabilities		Factor Weight	Weighted Availabilities	
Factor:		Females	Minorities	100.0%	Females	Minorities
1A	External Availabilities for Reasonable Recruitment Area(s)	46.4%	38.7%	20.0%	9.3%	7.7%
2A	Feeder Availabilities (Internal)	61.6%	46.3%	80.0%	49.3%	37.0%

Availability	58.5%	44.8%
Incumbency	53.3%	26.7%

### Factor 1A

Source of Statistics: (1) United States Census Bureau Special EEO File (2) The reasonable recruitment area for this job group.

Weight: The percentage of placements into the job group which have been historically made from external hires.

### Factor 2A

Source of Statistics: The feeder groups of promotable, transferable and trainable employees into this job group.

Weight: The percentage of placements into the job group which have been historically made from internal promotions.

The Organization has used the terms "availability" and "utilization" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

### See:

(1) Determining Availability Narrative

(2) Placement Goals Narrative

(3) Internal Feeder Pool Analysis.

# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## Availability Analysis

Job Group 2		Factor Availabilities		Factor Weight	Weighted Availabilities	
Factor:		Females	Minorities	100.0%	Females	Minorities
1A	External Availabilities for Reasonable Recruitment Area(s)	52.2%	39.7%	80.0%	41.7%	31.8%
2A	Feeder Availabilities (Internal)	92.3%	76.9%	20.0%	18.5%	15.4%

Availability	60.2%	47.1%
Incumbency	61.6%	46.3%

### Factor 1A

Source of Statistics: (1) United States Census Bureau Special EEO File (2) The reasonable recruitment area for this job group.

Weight: The percentage of placements into the job group which have been historically made from external hires.

### Factor 2A

Source of Statistics: The feeder groups of promotable, transferable and trainable employees into this job group.

Weight: The percentage of placements into the job group which have been historically made from internal promotions.

The Organization has used the terms "availability" and "utilization" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

### See:

(1) Determining Availability Narrative

(2) Placement Goals Narrative

(3) Internal Feeder Pool Analysis.



# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## Availability Analysis

Job Group 5		Factor Availabilities		Factor Weight	Weighted Availabilities	
Factor:		Females	Minorities	100.0%	Females	Minorities
1A	External Availabilities for Reasonable Recruitment Area(s)	86.2%	50.5%	100.0%	86.2%	50.5%
2A	Feeder Availabilities (Internal)	0.0%	0.0%	0.0%	0.0%	0.0%

Availability	86.2%	50.5%
Incumbency	92.3%	76.9%

### Factor 1A

Source of Statistics: (1) United States Census Bureau Special EEO File (2) The reasonable recruitment area for this job group.

Weight: The percentage of placements into the job group which have been historically made from external hires.

### Factor 2A

Source of Statistics: The feeder groups of promotable, transferable and trainable employees into this job group.

Weight: The percentage of placements into the job group which have been historically made from internal promotions.

The Organization has used the terms "availability" and "utilization" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

### See:

(1) Determining Availability Narrative

(2) Placement Goals Narrative

(3) Internal Feeder Pool Analysis.

# Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

## **Incumbency, Availability and Placement Goals Summary**

The Organization has used the terms "availability", "utilization" and "placement goal" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

Goals derived using either the Two Standard Deviation (SD) Test for large job groups or the 4/5ths Test for small job groups (job group size determined by the Rule of Nine Test).

Job Group		Total Emps	Current Incumbency				Availability		Set Placement Goal?		Placement Goal		Test Used	
			Fem #	Fem%	Min #	Min %	Fem Avail.	Min Avail.	Fem Goal?	Min Goal?	Fem Goal	Min Goal	Fem.	Min.
1.1	Executive and Sr Officials & Managers	7	3	42.9%	1	14.3%	30.4%	25.7%	No	No	None	None	N/A	4/5th
1.2	First/Mid Official and Managers	15	8	53.3%	4	26.7%	58.5%	44.8%	No	Yes*	None	44.8%	4/5th	4/5th
2	Professionals	229	141	61.6%	106	46.3%	60.2%	47.1%	No	No	None	None	N/A	SD
5	Administrative Support	13	12	92.3%	10	76.9%	86.2%	50.5%	No	No	None	None	N/A	N/A

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

Department: CORP		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W			
RECEPTIONIST/ADMIN ASSIST	5	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	None
PROJECT ASSISTANT	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
HR ASSISTANT	5	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
BUS. DEVELOPMENT COOR.	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
OFFICE MANAGER	5	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
ACCOUNTANT	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
PROJECT MANAGEMENT ASSIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
RECRUITER BUSINESS DEVELOP	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
MARKETING & PROPOSAL MGR	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
BUSINESS DEVELOPMENT SPECIAL	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
CORPORATE RECRUITER	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
HR GENERALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. CONTRACTS ADMIN.	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
SENIOR RECRUITER	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. CORP. SERVICES SPEC.	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
DIRECTOR OF CONTRACTS	1.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
DIRECTOR, BUSINESS DEVELOPMENT	1.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
CONTROLLER	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
DIRECTOR, HR & ADMINISTRATION	1.1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. IT PROGRAM MANAGER	1.1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	None
VP, FINANCE	1.1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PRESIDENT & CEO	1.1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	None
TOTAL		1	8	0	0	0	0	8	17	0	2	0	0	0	0	4	6	23	

## Action Plan by Job Group

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

[41 C.F.R. § 60-2.17(c)]

#### Identification of Problem Areas By Organizational Units

We conducted an analysis of the representation of minorities and women by organizational unit to identify potential problem areas. We analyzed each job group within each organizational unit to determine whether a placement rate goal applicable to the unit would be necessary. Following are the action plans to resolve problems identified:

Job Group Code	Job Group Code	Placement Target Women (%)	Placement Target Minority (%)	Action Oriented Program
1.1	Executive and Sr Officials & Managers	None	None	The women placed in this category hold senior leadership positions in the organization. Many have been promoted to Vice President (from Director level) in 2014. Additional significant investment has been made in their professional development including executive coaching, professional conference attendance, positions in externally visible professional associations and efforts to support work-life balance including flexible schedules and telework.
1.2	First/Mid Official and Managers	None	44.8%	Macfadden will include professional associations for minorities as a targeted candidate source for 2014.
2	Professionals	None	None	The individuals placed in this category represent the professional services talent deployed to our client sites across the country. Significant investment has been made in their professional development including formal training, professional conference attendance, positions in externally visible professional associations and efforts to support work-life balance including flexible schedules and telework.
5	Administrative Support	None	None	The individuals placed in this category represent support to the various functions that service our customers. Our AS staff enjoy competitive compensation access to formal training, and efforts to support work-life balance including flexible schedules and telework.

## Impact Analysis for Job Groups Where Hiring Occurred During the Period Under Review.

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Hiring

For the Period: January 1, 2013 Through December 31, 2013

#### 2 - Professionals

		TOTALS	Males	Females	Gender Unkn	Non - Minorities	Minorities	Race Unkn
1	Number of Applicants for Jobs in This Job Group During the Period Under Review:	122	54	68	0	74	48	0
2	Number of External Hires Into This Job Group During the Period Under Review:	77	31	46	0	44	33	0
3	Percentage of Each Group in the Applicant Pool:		44.3%	55.7%	N/A	60.7%	39.3%	N/A
4	Rate of Hire:	63.1%	57.4%	67.6%		59.5%	68.8%	
5	Impact Ratio, Based on the 4/5th Rule:		117.8%			115.6%		
6	The Two Standard Deviation Test for Statistical Significance:		N/A			N/A		
7	Fisher's Exact Test for Statistical Significance:		N/A			N/A		

#### 5 - Administrative Support

		TOTALS	Males	Females	Gender Unkn	Non - Minorities	Minorities	Race Unkn
1	Number of Applicants for Jobs in This Job Group During the Period Under Review:	36	9	27	0	15	21	0
2	Number of External Hires Into This Job Group During the Period Under Review:	10	4	6	0	7	3	0
3	Percentage of Each Group in the Applicant Pool:		25.0%	75.0%	N/A	41.7%	58.3%	N/A
4	Rate of Hire:	27.8%	44.4%	22.2%		46.7%	14.3%	
5	Impact Ratio, Based on the 4/5th Rule:		50.0%			30.6%		
6	The Two Standard Deviation Test for Statistical Significance:		1.10			1.82		
7	Fisher's Exact Test for Statistical Significance:		N/A			N/A		

## Executive Summary (Internal and Confidential)

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

For the Period: January 1, 2013 Through December 31, 2013

---

#### 2 Professionals

	All Emps	Females	Minorities
Current Workforce	229	141	106
Current Goal		None	None
Current Gap		None	None
Total Hires	77	46	33
Hire Rate	63.1%	67.6%	68.8%
Statistically Significant? (Hiring)		No	No
Total Promotions	9	7	4
Promotion Rate	3.9%	5.0%	3.8%
Statistically Significant? (Promotions)		No	No
Total Terminations	60	40	29
Termination Rate	26.2%	28.4%	27.4%
Statistically Significant? (Terminations)		No	No

#### 5 Administrative Support

	All Emps	Females	Minorities
Current Workforce	13	12	10
Current Goal		None	None
Current Gap		None	None
Total Hires	10	6	3
Hire Rate	27.8%	22.2%	14.3%
Statistically Significant? (Hiring)		No	No
Total Promotions	4	3	3
Promotion Rate	30.8%	25.0%	30.0%
Statistically Significant? (Promotions)		No	No
Total Terminations	5	5	5
Termination Rate	38.5%	41.7%	50.0%
Statistically Significant? (Terminations)		No	No

The terminologies in this report are used in a good faith effort to comply with affirmative action regulations. They have no legal or factual significance outside the context of this Affirmative Action Plan and in no way suggest any wrong-doing.

## Internal and Confidential

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

### Management Planning Report

The Organization has used the terms "availability", "utilization" and "placement goal" herein as required by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Organization.

Job Group		Total Emps	Current Incumbency				Availability		Set Placement Goal?		Placement Goal		Diff. Between Incumbency and Availability	
			Fem #	Fem%	Min #	Min %	Fem Avail.	Min Avail.	Fem Goal?	Min Goal?	Fem Goal	Min Goal	Fem	Min
1.1	Executive and Sr Officials & Managers	7	3	42.9%	1	14.3%	30.4%	25.7%	No	No	None	None	N/A	N/A
1.2	First/Mid Official and Managers	15	8	53.3%	4	26.7%	58.5%	44.8%	No	Yes*	None	44.8%	N/A	3
2	Professionals	229	141	61.6%	106	46.3%	60.2%	47.1%	No	No	None	None	N/A	N/A
5	Administrative Support	13	12	92.3%	10	76.9%	86.2%	50.5%	No	No	None	None	N/A	N/A

Goals derived using either the Two Standard Deviation (SD) Test for large job groups or the 4/5ths Test for small job groups (job group size determined by the Rule of Nine Test).

# Impact Analysis for Job Groups Where Terminations Occurred During the Period Under Review.

## Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Terminations

For the Period: January 1, 2013 Through December 31, 2013

### 1.2 - First/Mid Official and Managers

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	15	7	8	11	4
2	Number of Terminations in This Job Group During the Period Under Review:	3	2	1	3	0
3	Percentage of Each Group in the Termination Pool:		46.7%	53.3%	73.3%	26.7%
4	Rate of Termination:	20.0%	28.6%	12.5%	27.3%	0.0%
5	Impact Ratio, Based on the 4/5 Test:		228.6%		N/A	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

### 2 - Professionals

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	229	88	141	123	106
2	Number of Terminations in This Job Group During the Period Under Review:	60	20	40	31	29
3	Percentage of Each Group in the Termination Pool:		38.4%	61.6%	53.7%	46.3%
4	Rate of Termination:	26.2%	22.7%	28.4%	25.2%	27.4%
5	Impact Ratio, Based on the 4/5 Test:		80.1%		92.1%	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

### 5 - Administrative Support

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	13	1	12	3	10
2	Number of Terminations in This Job Group During the Period Under Review:	5	0	5	0	5
3	Percentage of Each Group in the Termination Pool:		7.7%	92.3%	23.1%	76.9%
4	Rate of Termination:	38.5%	0.0%	41.7%	0.0%	50.0%
5	Impact Ratio, Based on the 4/5 Test:		0.0%		0.0%	
6	The Two Standard Deviation Test for Statistical Significance:		0.65		1.22	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	



## Impact Analysis for Job Groups Where Promotions Occurred During the Period Under Review.

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

Impact Analysis - Promotions

For the Period: January 1, 2013 Through December 31, 2013

#### 2 - Professionals

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	229	88	141	123	106
2	Number of Promotions WITHIN or OUT OF This Job Group During the Period Under Review:	9	2	7	5	4
3	Percentage of Each Group in the Promotion Pool:		38.4%	61.6%	53.7%	46.3%
4	Rate of Promotion:	3.9%	2.3%	5.0%	4.1%	3.8%
5	Impact Ratio, Based on the 4/5 Test:		218.4%		92.8%	
6	The Two Standard Deviation Test for Statistical Significance:		N/A		N/A	
7	Fisher's Exact Test for Statistical Significance:		N/A		N/A	

#### 5 - Administrative Support

		TOTALS	Males	Females	Non - Minorities	Minorities
1	Number of Employees in Job Group During the Period Under Review:	13	1	12	3	10
2	Number of Promotions WITHIN or OUT OF This Job Group During the Period Under Review:	4	1	3	1	3
3	Percentage of Each Group in the Promotion Pool:		7.7%	92.3%	23.1%	76.9%
4	Rate of Promotion:	30.8%	100.0%	25.0%	33.3%	30.0%
5	Impact Ratio, Based on the 4/5 Test:		25.0%		90.0%	
6	The Two Standard Deviation Test for Statistical Significance:		1.30		N/A	
7	Fisher's Exact Test for Statistical Significance:		0.307		N/A	

## Executive Summary (Internal and Confidential)

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

For the Period: January 1, 2013 Through December 31, 2013

---

#### Interpreting the Report

Current Workforce	The number of employees in your workforce at the start of your AAP year.
Current Goal	This is the percentage goal set for females and minorities in your current affirmative action plan. Percentage goals are targets for placements. For example, if you show a current goal of 10% for females, it means that over the next year, should placement opportunities occur, your goal is to have 10% of all placements into this group be female.
Current Gap	This is not a placement goal; it is the difference between your current incumbency and theoretical availability for the job group.
Total Hires	This shows the number of persons who were hired during the period under review (the previous AAP year) - broken down by females and minorities.
Hire Rate	This shows what percent of persons who applied for jobs in the job group were hired during the period under review (the previous AAP year) - broken down by females and minorities.
Statistically Significant? (Hiring)	The "Statistically Significant?" row alerts you to groups that are failing in the Adverse Impact Analysis report. To fail means that females/minorities were hired at a significantly lower rate than males/whites.
Total Promotions	This shows the number of persons who were promoted within and out of the job group during the period under review (the previous AAP year) - broken down by females and minorities.
Promotion Rate	The "Promotion Rate" displays the percent of persons promoted within and out of the job group during the period under review (the previous AAP year) - broken down by females and minorities.
Statistically Significant? (Promotions)	The "Statistically Significant?" row alerts you to groups that are failing in the Adverse Impact Analysis report. To fail means that females/minorities were promoted at a significantly lower rate than males/whites.
Total Terminations	This shows the number of persons who were terminated from the job group during the period under review (the previous AAP year) - broken down by females and minorities.
Termination Rate	The "Termination Rate" displays the percent of persons terminated from the job group during the period under review (the previous AAP year) - broken down by females and minorities.
Statistically Significant? (Terminations)	The "Statistically Significant?" row alerts you to groups that are failing in the Adverse Impact Analysis report. To fail means that females/minorities were terminated at a significantly higher rate than males/whites.

The terminologies in this report are used in a good faith effort to comply with affirmative action regulations. They have no legal or factual significance outside the context of this Affirmative Action Plan and in no way suggest any wrong-doing.

## Executive Summary (Internal and Confidential)

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

For the Period: January 1, 2013 Through December 31, 2013

---

#### 1.1 Executive and Sr Officials & Managers

	All Emps	Females	Minorities
Current Workforce	7	3	1
Current Goal		None	None
Current Gap		None	None
Total Hires	0	0	0
Hire Rate	N/A	N/A	N/A
Statistically Significant? (Hiring)		No	No
Total Promotions	0	0	0
Promotion Rate	0.0%	0.0%	0.0%
Statistically Significant? (Promotions)		No	No
Total Terminations	0	0	0
Termination Rate	0.0%	0.0%	0.0%
Statistically Significant? (Terminations)		No	No

#### 1.2 First/Mid Official and Managers

	All Emps	Females	Minorities
Current Workforce	15	8	4
Current Goal		None	44.8%
Current Gap		None	3
Total Hires	0	0	0
Hire Rate	N/A	N/A	N/A
Statistically Significant? (Hiring)		No	No
Total Promotions	0	0	0
Promotion Rate	0.0%	0.0%	0.0%
Statistically Significant? (Promotions)		No	No
Total Terminations	3	1	0
Termination Rate	20.0%	12.5%	0.0%
Statistically Significant? (Terminations)		No	No

The terminologies in this report are used in a good faith effort to comply with affirmative action regulations. They have no legal or factual significance outside the context of this Affirmative Action Plan and in no way suggest any wrong-doing.

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

Department: EPA		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W			
ADMIN & OPERATION ASSIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
ENVIRONMENTAL DATA ANALYST	2	4	1	0	0	0	0	0	5	1	0	0	0	0	1	1	3	8	None
DATA ANALYST	2	2	2	0	0	0	0	1	5	1	1	0	0	0	0	1	3	8	None
DEPUTY TASK LEAD	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
DEPT TASK MANAGER	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
CLERK	5	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	None
TASK LEADER	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
TASK MANAGER	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
PROJECT MANAGER - EPA	1.2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
TOTAL		7	7	0	0	0	0	2	16	3	2	0	0	0	1	2	8	24	
Department: FDA		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W			
SOFTWARE ANALYST	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
JR PROJECT MANAGER	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
JAVA DEVELOPER	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR APPLICATION ENGINEER	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
TOTAL		2	1	0	0	0	0	0	3	0	0	0	0	0	0	1	1	4	
Department: GLAAS		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W			
GLASS SVC DESK SUPPT ANALYST	2	1	2	0	0	0	0	0	3	0	0	0	0	0	0	0	0	3	None
GLAAS SVC DESK SUPPT ANALYST	2	0	1	0	0	0	1	0	2	0	1	0	0	0	0	1	2	4	None
GLAAS SUBJ MATTER EXPERT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
GLAAS SOLUTIONS CTR LEAD	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
TOTAL		1	3	0	0	0	1	1	6	0	1	0	0	0	0	2	3	9	

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

Department: STATE		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade	
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W				
HUMANITARIAN PROGRAM SPEC	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	None
TOTAL		0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	
Department: TREASURY		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade	
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W				
SR. APPLICATIONS SYS DEVELOP	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
SYSTEMS ENGINEER	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2	2	None	
SR PROJECT MANAGER	1.2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None	
TOTAL		0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	4	4		
Department: TSA		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade	
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W				
TECHNICAL SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None	
TOTAL		0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1		
Department: UFMS		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade	
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W				
PROJECT MGMT ANALYST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None	
PROGRAM ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	None		
GLAAS SVC DESK SUPPT ANALYST	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	None		
ORACLE OBIEE FUNCT. ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	None		
TECHNICAL PROJ. MANAGER	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None		
ORACLE OBIEE FUNCT'L ANALYST	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	None		
ORACLE FED.FINANCIALS FUNCT	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	None		
TOTAL		1	1	0	0	0	0	1	3	1	1	0	0	0	0	2	4	7		

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

Department: USAID		FEMALE							Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W		A	B	H	N	P	T	W			
OUTRACH & VOLUNTEER ASSISTNT	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
GRAPHIC DESIGNER	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	None
PROGRAM ASSISTANT	2	0	1	0	0	0	0	3	4	0	0	0	0	0	0	1	1	5	None
RECEPTIONIST/ADMIN ASSIST	5	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	None
RECEPTIONIST/ADMIN ASSISTANT	5	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	1	2	None
ADMINISTRATIVE CORR DINATOR	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
RESEARCH SPECIALIST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
GIS ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	None
TRAVEL SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
GRANTS/ADMIN ASSISTANT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PROGRAM/GRANT ASSISTANT	2	1	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	2	None
PROGRAM/GRANTS ASSISTANT	2	0	0	0	0	0	0	1	1	1	0	0	0	0	0	1	2	3	None
GRAPHICS DESIGNER	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
INFORMATION OFFICER	2	0	1	0	0	0	0	7	8	0	0	0	0	0	0	1	1	9	None
PROGRAM SUPPT SPECIALIST	5	0	1	0	0	0	0	1	2	0	0	0	0	0	0	0	0	2	None
ADMIN SUPPORT SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
FACILITIES COORDINATOR	2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	None
TRAVEL & ADMIN SPECIALIST	2	0	1	0	0	0	0	1	2	0	0	0	0	0	0	0	0	2	None
JR. GRANTS SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SR. PROGRAM ASSISTANT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
IT ADVISOR	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
ADMIN ASSISTANT	5	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
TECHNICAL SUPPORT SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
INFORMATION SPECIALIST	2	0	0	0	0	0	0	5	5	0	0	0	0	0	0	1	1	6	None
INFROMATION SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SR. INFO SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	2	None
SR. INFORMATION SPECIALIST	2	1	0	0	0	0	0	3	4	0	0	0	0	0	0	0	0	4	None

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

JR GRANT SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
ADMINISTRATIVE ASSISTANT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SR INFORMATION SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
ADMIN & OPERATIONS ASSIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
INFORMATION MGMT SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
GIS ANALYST/GIS SPECIALIST I	2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	None
GIS SPECIALIST	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
INFO SUPPT SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
INFORMATION SUPPT SPEC	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
LEGISLATIVE PUB AFFAIRS ASS	2	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
PROJECT MGMT ASSISTANT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SR. PRESS & MEDIA OFFICER	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
GEOGRAPHICAL INFO SPEC	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
GRANTS SPECIALIST	2	1	2	0	0	0	0	1	4	0	0	0	0	0	0	1	1	5	None
GIS DATA ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
ACCOUNTS PAYABLE SPEC.	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
ONLINE COMM. SPECIALIST	2	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	None
COMMUNICATIONS OUTREACH SPEC	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
GIS ANALYST/GIS TECH SPEC II	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
FINANCIAL INFO SUPPT SPEC	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
DEOBLIGATION GRANT SPECIALIS	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PROGRAM MGMT ASSISTANT	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
GEOGRAPHIC INFO SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
TECHNICAL WRITER	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
GEOSPATIAL DATA SPEC	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
COMMUNICATIONS SPEC	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. INT'L DEVELOP COORD.LEAD	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
TECHNICAL PROG ASSISTANT	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
CONTRACTS/GRANTS SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
TECHNICAL PROGRAM ASSIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

HUMANITARIAN OPER CRS COORD	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
CARTOGRAPHER	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SOFTWARE ENGINEER	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
JR. FINANCIAL ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
A&A SR CONTRACTS SPEC	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
M&E SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
DEPUTY ISU MANAGER	1.2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	None
PROGRAM ANALYST II	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
COMMUNICATIONS SPECIALIST	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	None
PROGRAM SPECIALIST II	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
DEPT ISU MANAGER	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
EPP FUND ADMINISTRATOR	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
BUDGET SPECIALIST	2	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
INTERAGENCY SPECIALIST	2	0	0	1	0	0	0	1	2	0	0	0	0	0	0	2	2	4	None
STRATEGIC COMM/OUTREACH SPEC	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PROGRAM ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
STAFF CARE TRAINER	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
DEPUTY PROGRAM MGR	1.2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
SR. GRANTS SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
GIS TEAM LEAD/LEAD CARTOGRPH	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
STRATEGIC COMMUNICATIONS ADV	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	None
GIS COORDINATOR	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
ISU MANAGER	1.2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
GRANT SPECIALIST	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
SR CONTRACTS/GRANS SPEC	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None
SURGE - INFORMATION ADVISOR	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
CBRNE STRATEGIC COMMUNICATNS	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
SR GRANTS SPECIALIST	2	1	1	0	0	0	0	1	3	0	0	0	0	0	0	0	0	3	None
SWAN TEAM LEAD SR GRANT SPEC	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. GRANIS SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None



# Workforce Analysis

**Macfadden and Associates**

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

PROJ MGR/PROG MGR	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. GRANTS SPEC/TEAM LEAD	1.2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
SR. GRANT SPECIALIST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
STRATEGIC COMM. TEAM LEAD	1.2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None
PROJECT DIRECTOR	1.2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PROGRAM LEARNING ADVISOR	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
SENIOR GRANT SPECIALIST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
MONITORING & EVAL. SPECIALIS	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
GRANTS TEAM LEAD	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
PROGRAM DIRECTOR	1.2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
GRANTS LEAD	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
FOREIGN AFFAIRS SPECIALIST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
SUPERVISORY GRANTS TEAM LEAD	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None
INFORMATION MNGT COORDINATOR	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
PROJECT MANAGER - USAID	1.1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None
DEPUTY ECOMON. SEC TEAM LEAD	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None
TOTAL		7	24	3	0	0	2	66	102	5	7	2	0	0	0	29	43	145	

## Workforce Analysis

### Macfadden and Associates

8403 Colesville Road, Suite 400

Silver Spring, MD 20910

At: December 31, 2013

A for Asian; B for Black or African American; H for Hispanic or Latino; N for American Indian/Alaskan Native; P for Native Hawaiian or Other Pacific Islander; T for two or more races; W for White.

Department: USCG		FEMALE								Female Total	MALE							Male Total	Grand Total	Job Lv/ Grade
JOB TITLE	Job Grp	A	B	H	N	P	T	W	A		B	H	N	P	T	W				
TECHNICAL WRITER 3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
SR INFORMATION SPECIALIST	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None	
SYSTEMS ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
FINANCIAL ANALYST II	2	0	0	0	0	0	0	2	2	0	5	1	0	0	0	2	8	10	None	
SR TECH ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None	
FINANCIAL ANALYST	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	1	1	3	None	
SUPPORT ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None	
WEB DEVELOPER	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
TECHNICAL WRITER/EDITOR	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	None	
SR.FINANCIAL SYST ANALYST	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None	
SR SYSTEMS ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
FINANCIAL ANALYST III	2	1	3	0	0	0	0	0	4	0	7	0	0	0	0	4	11	15	None	
SR SYS ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
BUDGET ANALYST	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	None	
FINANCIAL ANALYST 2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
SR SYSTEM ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
SR. SYSTEMS ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None	
SR FINANCIAL ANAYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
SYSTEM ANALYST	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	None	
PROJECT MANAGER III	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	None	
SR. FINANCIAL SYSTS ANALYST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	None	
TOTAL		2	5	0	0	0	0	8	15	1	13	1	0	0	0	16	31	46		
GRAND TOTAL		21	50	3	0	0	3	87	164	10	30	3	0	0	1	56	100	264		