



**Office of Strategic Information,
Research, and Planning**

Host Country Staff Survey (HCSS) FY 2014 Results

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Office of Strategic Information, Research, and Planning

About the Office of Strategic Information, Research, and Planning

It is the mission of OSIRP to advance evidence-based management at the Peace Corps by guiding agency strategic planning; monitoring and evaluating agency-level performance and programs; conducting research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; enhancing the stewardship and governance of agency data; and, helping to shape agency engagement on high-level, governmentwide initiatives.

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The Office of Strategic Information, Research, and Planning (OSIRP) developed this survey to systematically tap into the enormous wealth of experience of a critically important segment of the Peace Corps family: our host country staff. The interest and support from the Peace Corps staff in the countries where this survey was conducted were critical to this endeavor. Our sincere appreciation is extended to the Office of Global Operations for reviewing the survey materials and to the country directors at each post for their assistance in promoting participation in this survey. Finally, we would like to extend special thanks to all of the post staff who helped to make the first Host Country Staff Survey a success by participating in the survey.

Acronyms

AVS	All Volunteer Survey
EMA	Europe, Mediterranean, and Asia Region
EVS	Employee Viewpoint Survey
FSN	Foreign service national
HCN	Host country national
HCS	Host country staff
IAP	Inter-America and Pacific Region
OSIRP	Office of Strategic Information, Research, and Planning
PG	Performance goal in the agency Strategic Plan
PSC	Personal services contract
USDH	U.S. direct hires

Executive Summary

Building on the participatory and inclusive process that was used to develop *The Peace Corps Strategic Plan for Fiscal Years (FY) 2014-2018 and Annual Performance Plan for FY 2014-2015*, Director Carrie Hessler-Radelet asked the Office of Strategic Information, Research, and Planning (OSIRP) to develop a new Host Country Staff Survey (HCSS). FY 2014 was the first year that the Peace Corps reached out to post staff on a global level to systematically tap into their enormous wealth of experience.

The HCSS was specifically designed to measure progress on two of the performance goals established in the agency Strategic Plan: Performance Goal 6.2, which calls for the agency to increase the percentage of Peace Corps Volunteers, U.S. direct-hire (USDH) staff, and host country staff who report that the agency has an inclusive culture; and Performance Goal 9.1, which calls for the agency to increase the percentage of staff who are satisfied with the training they receive to do their job.

All post staff who were hired as foreign service nationals (FSNs) or personal services contractors (PSCs) were eligible to participate in the survey, regardless of whether they were nationals of the host country, the United States, or a third country. The questions in the FY 2014 HCSS were drawn from the broader Employee Viewpoint Survey (EVS), which is fielded every year to U.S. direct-hire employees in all agencies of the federal government. In this way, the HCSS complements the performance data that the agency collects from U.S. direct-hire staff through the Employee Viewpoint Survey (EVS) and from Volunteers through the annual All Volunteer Survey (AVS). (Please refer to Appendix A for a copy of the questionnaire.)

In FY 2014, the survey was distributed via email directly to host country staff. Some staff from every post in every region responded to the survey, with response rates by post ranging from 33 percent to 90 percent of the eligible staff. Since this was the first year that the Peace Corps has attempted to systematically collect input on performance goals from host country staff, this survey functioned as a pilot test of this approach. A number of important limitations of this pilot test are described in Chapter 2: Methodology, as they affect the interpretation of the results and the recommendations for future surveys. The cumulative effect of these limitations is that the results are based on a non-random sample of respondents who: (1) had a valid email address which was available to the researchers; (2) were in the office and able to receive the message during the survey window; (3) were sufficiently literate in computers and in English to take the survey; and (4) chose to respond.

Over 1,000 individuals responded to the survey this year—a very notable achievement for the first year of the survey. However, due to difficulties in securing valid email addresses for all eligible staff, caution should be exercised when interpreting the results as they are based on responses from 58 percent of the staff who *received* the survey. Those responses are the equivalent of 37 percent of the global pool of FSN and PSC staff worldwide. Short-term staff, in particular, were significantly less likely to be able to participate in this survey than either FSNs or long-term PSCs because the research team lacked email contact information for them. Even when email addresses were available, short-term staff were significantly less likely to respond than FSNs or long-term PSCs.

To ensure that the confidentiality of the data is protected, results are presented in this report as regional and global summaries and as summaries of large groups of staff. Data on job titles was used to aggregate the respondents and potential respondents into broad categories by “job group” (e.g., programming and training, PST, medical, finance and administration, IT, and support services) and by “job hierarchy” (e.g., midlevel managers, professional staff, and support staff).

Two approaches were taken in analyzing the response rate: (1) reviewing the proportion of all local staff who responded (as an indication of the extent to which these results may reflect the opinions of post staff in general); and (2) reviewing the results in terms of the proportion of staff who received the link. As a proportion of all staff, the response rate varied by region as follows: Africa (32% of all staff responded), IAP (46%), and EMA (38%). Those who did not respond to the initial invitation to participate in the survey were sent up to three additional “reminder” messages. The highest response rates were found among staff working in the areas of IT (81%), programming and training (69%), medical (69%), and finance and administration (62%), and among midlevel management (71%) and professional staff (58%). Staff in support positions and PST roles were the least likely to be able to participate in the survey (39% and 33%, respectively) due to the lack of a single centralized staff listing with email addresses at headquarters.

English language proficiency may have played a role in the response rates, particularly in the Inter-America and Pacific Region. The response rate in IAP countries where English is an official language or language of instruction was significantly higher than the response rate in predominantly Spanish-speaking countries. While IAP was the only region with a statistically significant difference, French, Albanian, and Russian are additional languages that are understood by large groups of Peace Corps post staff who might prefer to take the survey in one of these languages. The question of which languages to use in the next annual Host Country Staff Survey merits further exploration with post staff.

While there were limitations to this first Host Country Staff Survey, almost all of the respondents recognized how their work relates to the overall work of the Peace Corps (97%). This result was consistently very high, regardless of the region, job group, and job level in the post hierarchy.

Eighty-nine percent of the respondents to this survey agreed or strongly agreed that the Peace Corps has an inclusive culture; another 8 percent neither agreed nor disagreed. This 8 percent may reflect the multifaceted nature of the interactions that post staff have with Volunteers, HQ staff, and each other, making it difficult to offer a single opinion about the Peace Corps as a whole. Very few of the staff who responded to this question said that they disagreed (2%) or strongly disagreed (less than 1%); the remaining respondents (also less than 1%) stated that they “do not know.”

While the results regarding the Peace Corp’s culture of inclusion were largely consistent by region (Africa: 92%, EMA: 88%, IAP: 86%), there was a significant variation by citizenship. The third country national (TCN) respondents were the least likely (72%) and the HCNs were the most likely (90%) to see the culture as inclusive ($p < .05$). While these results are not conclusive, they do suggest that follow-up discussions among TCNs might uncover issues related to their perception of inclusion in the larger Peace Corps community.

Globally, 109 staff members (10% of all respondents) were undecided or had a negative opinion about the Peace Corps’ culture of inclusion. These staff members were asked to indicate where they saw gaps in the

following definition of diversity, provided by the Office of Personnel Management: *“Diversity is a collection of individual attributes that include, but are not limited to, characteristics such as nationality, language, race, color, ethnicity, disability, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.”*

Among the staff who did not agree that the Peace Corps’ culture is inclusive, the most commonly mentioned gaps were: national origin/nationality (36%); race, color, or ethnicity (25%); and, sexual orientation (25%).

Post staff members were also asked to provide their opinion on the extent to which managers and supervisors work well with employees of different backgrounds. Globally, 70 percent of the staff who responded to this question “agreed” or “strongly agreed” that managers/supervisors work well with employees of different backgrounds. This result presents a notable contrast to the much higher 89 percent of staff who expressed positive feelings about the Peace Corps’ inclusive culture. This contrast was seen across all three regions and in side-by-side comparisons of results for these two questions by both job group and level. This contrast suggests that post management staff might consider exploring the ways in which managers and supervisors interact with their employees to better understand where the gaps in understanding may occur.

In relation to Performance Goal 9.1 (satisfaction with training), a total of 62 percent of the staff who responded reported that they are “satisfied” or “very satisfied” with the training they received for their current job. Among the remaining staff, 26 percent were “neither satisfied nor dissatisfied,” 10 percent were “dissatisfied,” and 2 percent were “very dissatisfied.” The proportion of staff reporting some degree of satisfaction with their training was consistent in all three regions: Africa (59% of all survey respondents), IAP (65%), and EMA (64%). The results of this question strongly correlate to three contextual indicators of staff who agreed that: their training needs were assessed (60%); they are given real opportunities to improve their skills (66%); and their supervisors support employee development (69%).

Although the level of satisfaction with training did not vary markedly by region, noteworthy contrasts were found among different groups of staff (ranging from 55%–74% satisfaction) and among different levels of staff (ranging from 53%–77%). In particular, relatively higher levels of satisfaction among medical staff may be related to the priority that is placed on continuing medical education. While the global response rate of 37 percent of eligible staff prevents the Peace Corps from drawing any firm conclusions based on the current survey alone, the different levels of satisfaction expressed suggest that this topic should be explored further in the FY 2015 survey.

In conclusion, the initial results of the first annual Host Country Staff Survey are largely positive in regard to the two agencywide performance goals. However, additional effort is required to provide a broader range of post staff with the opportunity to participate in this survey so that these results can be confirmed or revised as needed. For this reason, the recommendations that are presented in the final chapter of this report focus on specific issues related to expanding the participation of eligible staff in future surveys and the possible inclusion of other relevant lines of inquiry from the Employee Viewpoint Survey.

Chapter 1: Introduction

The Host Country Staff Survey (HCSS) was designed to gather input from staff working at posts around the world on two performance goals in the agencywide Strategic Plan for FY 2014–FY 2018—Performance Goal 6.2 (culture of inclusion) and Performance Goal 9.1 (staff training)—and to assess the extent to which host country staff have a clear understanding of how their work relates to agency priorities and goals overall. The questions in the FY 2014 HCSS were drawn from a broader survey, the Employee Viewpoint Survey (EVS),¹ which is fielded every year to U.S. direct-hire employees in all agencies of the federal government.² (Please refer to Appendix A for a copy of the HCSS questionnaire.) For the two performance goals, a minimal number of additional questions were asked to provide a broader context for the results.

The survey was distributed via email directly to host country staff. Host country staff were assured that their responses would be confidential. To ensure confidentiality, results are presented in this report as regional and global summaries and as summaries of large groups of staff (e.g., by job type and level within the staffing structure of posts). The report does not provide post-level results, but the range of responses among the posts in each region is mentioned in the regional summaries.

Conclusions and recommendations are provided at the end of this report. Since this is the first year that the HCSS has been fielded, there is particular emphasis on identifying the distinct groups of eligible post staff who did not participate and ways in which their participation can be increased in future years. In particular, the analysis of the survey results takes into account some potential barriers to participation and the resulting limitations to this dataset:

- Logistics (e.g., the lack of a valid email address)
- Technology (e.g., the lack of access to a computer with an Internet connection or knowledge about how to use this technology)
- Literacy (e.g., inability to take a written survey)
- Language (e.g., inability to understand the survey questions in English)

¹ The Peace Corps EVS is based on the Federal Employee Viewpoint Survey (FEVS). The Peace Corps' survey is virtually identical to the federal survey; only a few questions on topics of specific interest to the Peace Corps such as diversity and inclusion have been added to the FEVS tool for use in the Peace Corps EVS.

² It is important to note that the EVS tool does not include questions that can probe into the *content* of the training that staff receive or the timing of that training. As such, neither the EVS nor the HCSS provides a vehicle for data collection to assess whether the detailed recommendations laid out in the *Final Report on the Program Evaluation of the Peace Corps' Training of Overseas Staff* by the Office of the Inspector General (which was produced after the HCSS was conducted) are being fulfilled.

Chapter 2: Methodology

Eligibility Criteria

All post staff who were hired as foreign service nationals or personal services contractors were eligible to take this survey, regardless of whether they were nationals of the host country, the United States, or a third country. American citizens working as “direct hires” (e.g., USDH staff), on the other hand, were not eligible to take this survey. Instead, they receive the Employee Viewpoint Survey (EVS)—a separate, longer survey which is fielded to staff in all agencies of the federal government on an annual basis.

Staff were required to be employed by the Peace Corps during the month of August 2014 when the HCSS survey was fielded in order to be included in this survey.³

Description of the Process Used to Contact Staff

- **Initial Listing of Eligible Staff**

The initial sampling frame for this survey was drawn from the Overseas Staff Report at Peace Corps headquarters. That listing contained the names of 2,799 staff at posts who were working on personal service contracts (PSCs) or as foreign service nationals (FSNs) as of June 30, 2014. Before fielding the survey, minor adjustments were made to this initial list to add two “roving” regional staff and three others who were not on the initial list for a total of 2,804 staff. An exhaustive effort by the research team to obtain contact information for all of these staff generated email addresses for 1,974 people or 70.4 percent of the initial listing.

- **Final Listing of Eligible Staff**

During the survey period, the sampling frame was cleaned and updated as the research team became aware of errors in the listing and staff who were no longer employed by the Peace Corps. In addition, following completion of the survey, the final dataset was cleaned. During the cleaning process, minor adjustments were made to remove duplicate entries for the same staff person listed under two different spellings of his or her name and to clarify cases in which first and last names had been reversed.

The initial listing was also compared to the July 31 and August 31 listings of local staff. The net effect of this cleaning process was to remove 25 people who had left Peace Corps employment as of July 31 (and who were thus not eligible to participate during the survey period of August 2014) as well as a few individuals who were listed twice. An additional 89 local staff who were hired in July 2014 and another 51 who were hired in August 2014 were unknown to the OSIRP research team at the time that the survey was fielded, so they were unable to participate. 24 people (1%) who left Peace Corps employment at some point in the month of August are still included in the pool of eligible staff by virtue of having been employed by the Peace Corps at some point during the time that the survey was open.

³ The survey link went live on July 31, and it was closed on September 2, 2014.

Including all of these staff members resulted in the final HCSS pool of 2,919 individuals. Of this pool, 1,856 post staff members had a valid email address and, thus, the opportunity to participate in the survey.

- **Access to the Online Survey**

The HCSS was designed to be fielded as an online survey—an approach which enabled staff to participate in a confidential manner. This approach also facilitated the aggregation of survey responses.

Individual “invitations” or links to the survey tool were sent directly to each eligible staff person by email. Use of individual email links assigned to specific people allowed the research team to track whether staff had responded and to send up to three additional reminders to those who had not done so. After each wave of invitations or reminders had been sent, “bounce back” messages were monitored. Staff who had completed the survey or who had set up messages indicating that they were out of the office for the remainder of the survey period were not sent any additional reminders. OSIRP research staff reviewed incoming data to confirm that each person was only taking the survey one time.

In two francophone countries, 23 local staff members⁴ sent in responses on a translated, paper copy of the tool. These responses were reviewed (and found to be almost universally positive). Unfortunately, the research team was unable to include these responses in the official survey dataset because they could not be verified as belonging to eligible individuals who had not responded via the official survey link. These paper responses did, however, serve to illustrate the need to administer the survey in additional modes and languages—an observation which has informed the recommendations for the FY 2015 survey (see Chapter 7: Recommendations for further information).

Limitations

Distribution of the survey tool by email limited participation to staff who had an email address which was both valid at the time of the survey and available to the research team.

The sampling frame used to field the study was limited by internal data sources, which are not updated on a constant basis and which included names of the staff but not their email addresses. Some of the limitations that were found in combining staff names and emails from different sources included the following: first and last names were reversed between the listing of staff by name and the listing of email addresses; names were misspelled and duplicated in the lists; there were inconsistencies between the staff listing and the email addresses; and, email addresses were incorrectly identified as belonging to a post staff member when, in fact, they belonged to a USDH staff with a similar name.

Another limitation in this survey relates to language. It is important to note that while staff may be literate in English, the survey questions were originally designed by the Office of Personnel Management for use in the Federal Employee Viewpoint Survey, which is targeted to an American workforce. Concepts such as “gender identity” may be unfamiliar to post staff who do not speak English as their

⁴ These 23 respondents account for less than 2 percent of the local staff in the Africa region.

native language. As a result, there may be barriers to participation embedded in the questions themselves, both in terms of the level of language that is used and in terms of underlying cultural concepts or norms.

There may also be barriers to participation that relate to the time of year in which the survey is fielded (August). For example, short-term trainers sometimes work away from their post at this time or are engaged in PSTs where they have limited access to email. The timing of the survey may also limit the participation of staff if it conflicts with planned vacation schedules or periods when short-term contracts are not active.⁵

The cumulative effect of these limitations is that the results are based on a non-random sample of respondents who: (1) had a valid email address which was available to the researchers; (2) were in the office and able to receive the message during the survey window; (3) were sufficiently literate in computers and in English to take the survey; and (4) chose to respond.

While 58 percent of the staff with a valid email address responded to the FY 2014 survey, they constitute only 37 percent of the total eligible pool of staff. Thus, the results should be interpreted with caution, as they may not accurately represent the opinions of the global pool of host country staff.

⁵ To minimize this limitation, the entire month of August was established as the survey period, and the survey tool itself was limited to a small set of questions that could be answered in an estimated time of 10 minutes or less.

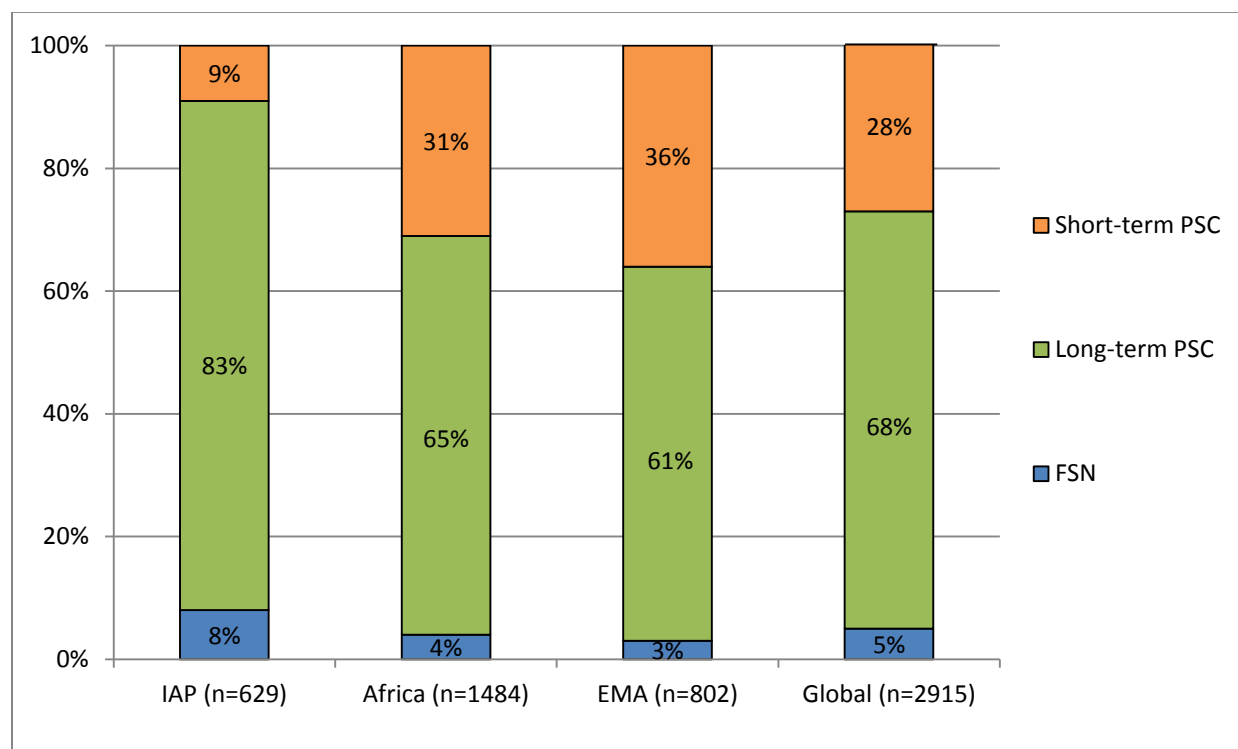
Chapter 3: Description of the Pool of Eligible Local Staff

Short-Term and Long-Term Contracts

Among the eligible staff for this survey, data on the type of contract under which they were employed was available for 2,915 of the 2,919 eligible staff. This data showed that 68 percent of the eligible staff in the global pool were employed on a long-term personal services contract (PSC) and another 5 percent were employed as a foreign service national (FSN).⁶ The remaining 28 percent of the pool of eligible staff were on short-term PSCs (Figure 1).

At the regional level, significant differences were seen in the proportion of short-term staff contracts ($p < .001$). These contracts were considerably less common in the Inter-America and Pacific Region (9%) than in Africa (31%) and the Europe, Mediterranean, and Asia Region (36%). Since 85 percent of the short-term staff positions in the global staff pool relate to PST positions, this finding may be related to the types of programs in IAP or to the number of local languages in which Volunteers are trained (Figure 1).

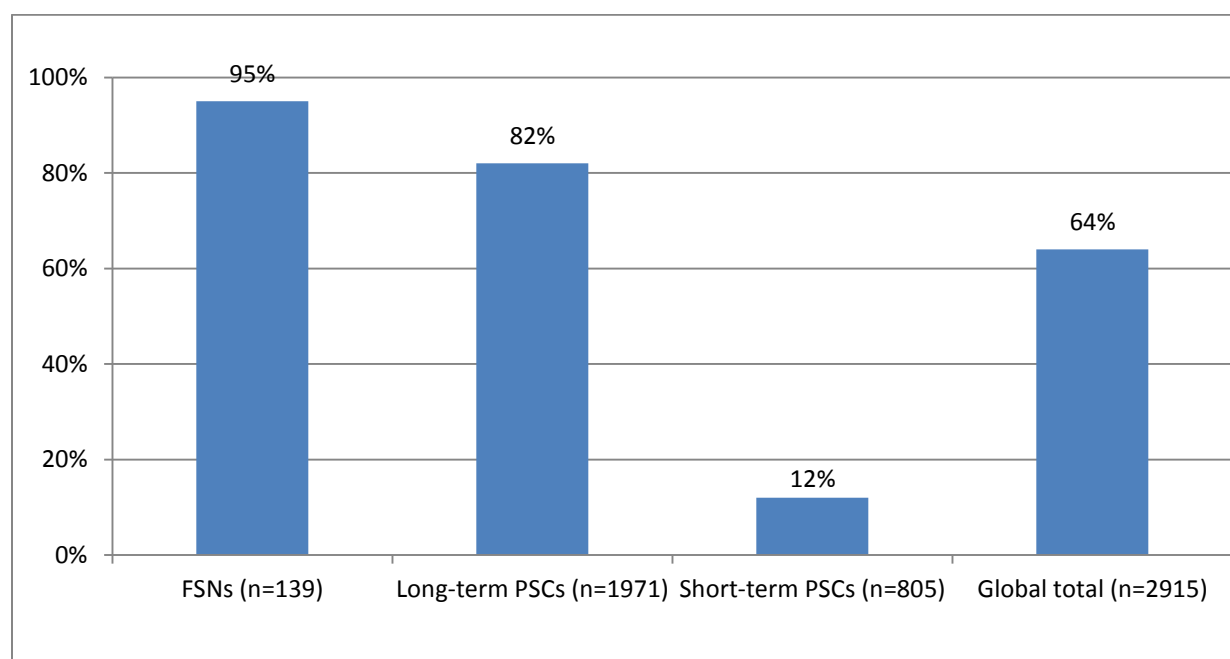
Figure 1: Type of Employment Contract, by Region



⁶ For the purposes of this analysis, all FSN positions were assumed to be long-term.

Among the eligible staff for this survey, the research team was able to find email contact information for 95 percent of the 139 FSNs and 82 percent of the 1,971 long-term PSCs compared to only 12 percent of the 805 short-term PSCs. Short-term staff were thus significantly less likely to participate in this survey than either FSNs or long-term PSCs ($p < .001$, Figure 2).⁷

Figure 2: Access to Survey, by Type of Employment Contract



Citizenship

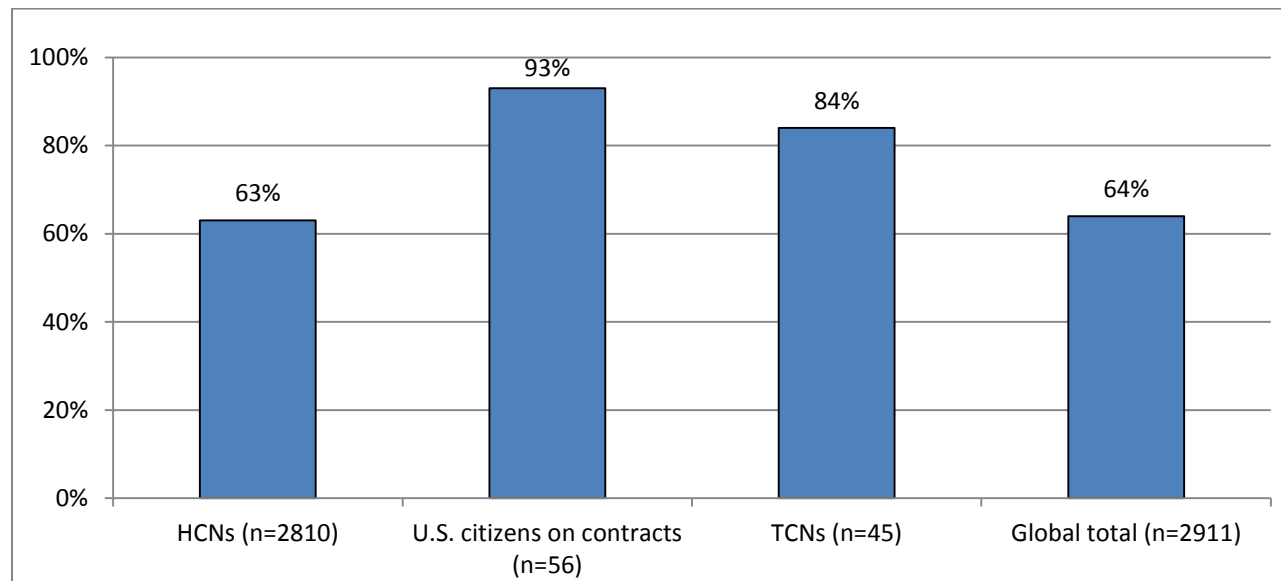
Data on citizenship was available for 2,911 of the 2,919 total staff members eligible to participate in this survey. This data showed that 2 percent (56 people) were U.S. citizens, all but one of whom were on long-term contracts.⁸ Another 2 percent (45 people) were third country nationals, all but five of whom were on long-term contracts as a PSC or FSN. At the regional level, the proportions of HCN staff varied from 93 percent in IAP to 97 percent in Africa and 99 percent in EMA ($p < .001$). IAP had the highest proportion of American staff (5%) for any region, while the highest proportions of TCN staff for any region were found in Africa and IAP (both 2%). Thus, given the fact that more than nine in ten host country staff members are HCNs, no further analysis of results was undertaken on the basis of citizenship other than to assess response rates (see Chapter 4 of this report).

⁷ Four staff members, for whom data on one of these variables was missing, are not included in these calculations.

⁸ It should be noted that U.S. citizens who are hired on personal services contracts are distinct from U.S. citizens who are hired directly (i.e., USDH staff). The former are still considered contractors rather than federal employees.

Among the eligible staff for this survey, the research team was able to find email contact information for 93 percent of the U.S. citizens and 84 percent of the TCNs working in posts overseas compared to only 63 percent of the HCNs (Figure 3).⁹

Figure 3: Access to Survey, by Citizenship



Job Groups

The global listing that OSIRP obtained for this survey included titles of 2,914 staff in PSC and FSN positions. This data was aggregated into broader categories (with input from regional staff in Africa and EMA) in order to maintain the confidentiality of the respondents. (For more information on the specific job titles included in each category, please refer to Appendix B.¹⁰) The categories which were used to classify the staff and the numbers of staff in each group are as follows:

- Programming and training (659 staff)
- Pre-service training or PST (707 staff)
- Finance and administration (498 staff)
- IT specialists (68 staff)¹¹
- Medical (214 staff)
- Support services (768 staff)

⁹ Eight staff members for whom data on one of these variables was missing are not included in these calculations.

¹⁰ This analysis does not include five staff members whose job titles were not available to the research team.

¹¹ The IT staff group is a separate category in recognition of the fact that IT skills are a special type of technical skill which may confer prestige on the IT specialist and which may be in high demand by co-workers. This may impact the way that other staff engage with the IT specialists and their perception of inclusion.

Table 1 below shows how the staff in different job groups were distributed by region.

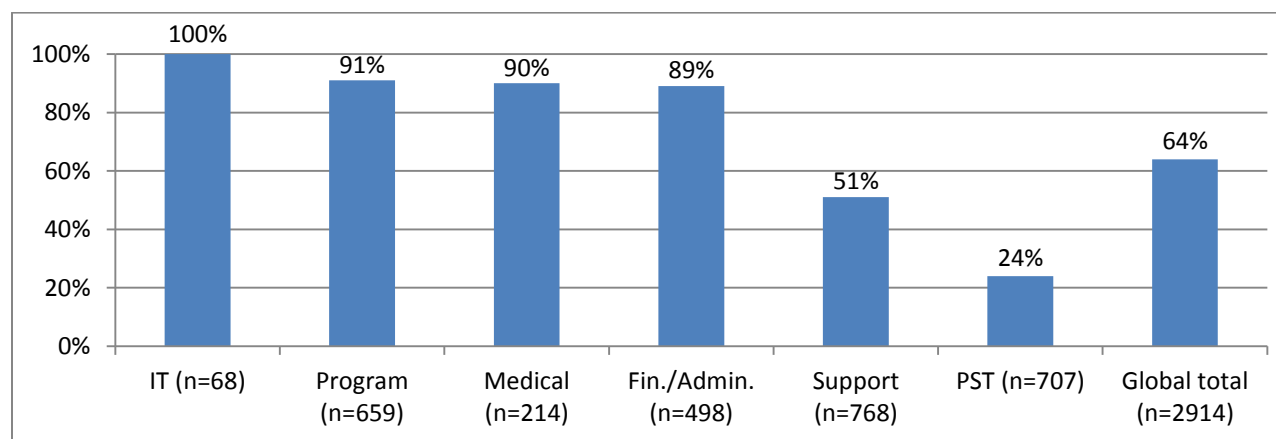
Table 1: Distribution of Staff, by Job Group and Region

Job Group	Percent in Region			Global Total
	IAP	Africa	EMA	
1. Programming and training	30%	19%	24%	23%
2. PST	19%	24%	28%	24%
3. Finance and administration	22%	16%	15%	17%
4. IT	3%	2%	2%	2%
5. Medical	9%	6%	8%	7%
6. Support services	17%	33%	23%	26%
Total number per region	629	1479	806	2914
Total percent per region	100%	100%	100%	100%

Not surprisingly, the majority of PST staff are employed on short-term contracts (85%) in contrast to the vast majority of other job groups, which are predominantly long-term (PSC or FSN) positions: IT (99%), programming and training (94%), medical (94%), and support services (84%). In the case of finance and administration, 70 percent of the staff were employed on a long-term PSC with another 25 percent as FSNs. These finance and administration staff, in fact, accounted for 88 percent of all FSN positions. All but one of the remaining 12 percent of FSN positions belonged to programming and training staff.

Among the eligible staff for this survey, access to the survey link varied significantly by job group as a function of the availability of an individual email address, from a low of 24 percent of the PST staff (the large majority of whom are short-term staff) to a high of 100 percent among IT staff ($p < .001$, Figure 4).¹²

Figure 4: Access to Survey, by Job Group



¹² Five staff people whose job titles were not available are not included in these calculations.

Job Hierarchy

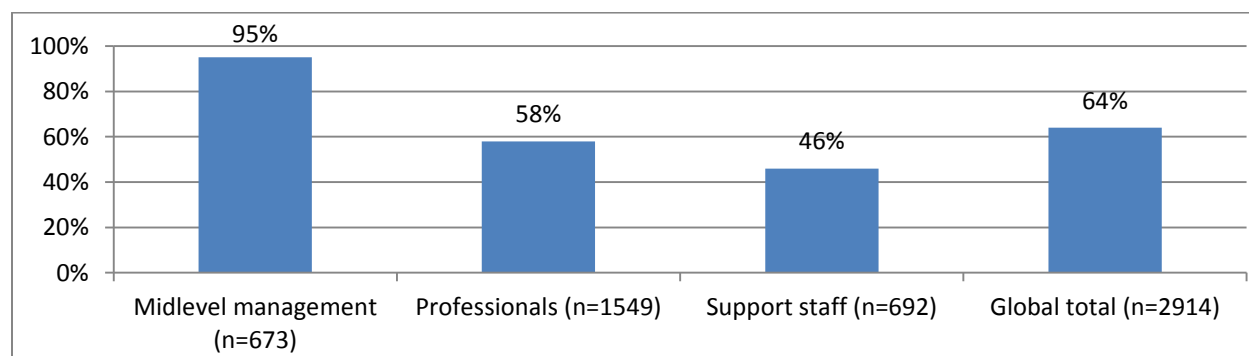
In addition to grouping by thematic areas, job titles were also grouped by levels within the organizational structure or hierarchy of the posts. While the top positions of country director, director of programming and training, and director of management and operations at each post are typically held by USDH staff, there are several other types of management positions. These positions are referred to as “midlevel management” to distinguish them from “other professional staff” (who have specific expertise but do not occupy the top positions in their areas) and “support staff.” As shown in Table 2, 23 percent of the host country staff positions have some type of management function while 53 percent are professional staff. Support staff account for 24 percent of the positions. While the proportion of professional staff accounts for about half of the positions in each region, there were significant differences between the regions in the distribution of staff in support positions (such as drivers/mechanics, guards, and janitors) and midlevel management ($p < .001$, Table 2).

Table 2: Distribution of Staff Positions, by Job Hierarchy and Region

Job Hierarchy	Region			Global Total
	IAP	Africa	EMA	
1 Midlevel management	30%	19%	26%	23%
2 Other professional staff	57%	51%	54%	53%
3 Support staff	13%	30%	20%	24%
Total number	629	1479	806	2914
Total percent	100.0%	100.0%	100.0%	100.0%

Among the eligible staff for this survey, the research team was able to find email contact information for almost all of the midlevel management staff compared to 58 percent of the professional staff and 46 percent of the support staff ($p < .001$, Figure 5).¹³

Figure 5: Access to Survey, by Job Hierarchy



For more information on the specific job titles included in each group, please refer to Appendix C.

¹³ The five staff people whose job title was not available are not included in these calculations.

Chapter 4: Response Rates

Global Response Rate

The FY 2014 HCSS was the first time that local staff at Peace Corps posts around the world were asked to provide input to directly measure the agency Strategic Plan’s performance goals on diversity and staff training. It is, therefore, critically important to analyze the response rate among the eligible staff to distinguish those who did have the opportunity to participate from those who did not for any of the following reasons:

- Logistics (e.g., the lack of a valid email address)
- Technology (e.g., the lack of access to a computer with an Internet connection or knowledge about how to use this technology)
- Literacy (e.g., inability to take a written survey)
- Language (e.g., inability to understand questions in English)

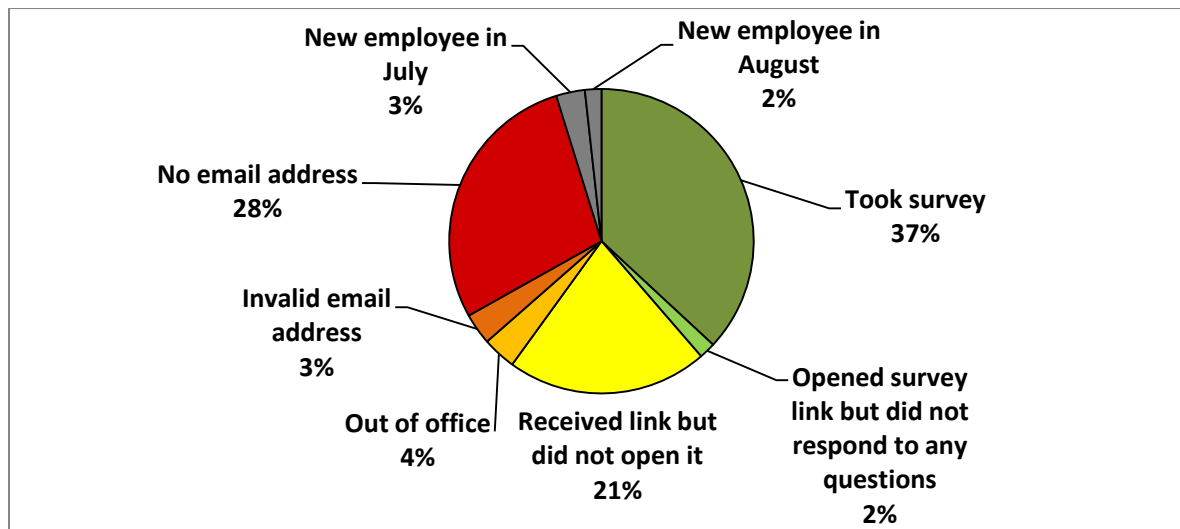
Figure 6 presents the response rate for each subgroup of staff among those who were employed by the Peace Corps at some point during the month of August. Of these staff, 1,076 people (37% of the eligible staff) “took” the survey, which is defined for the purposes of this report as meaning that they answered at least one question.¹⁴ Another 55 people (2%) opened the link without responding to any questions. The email link was sent to an additional 725 people with a valid email address (25% of the eligible staff), none of whom opened the survey.

No email address was available for 28 percent of the eligible staff, while an additional 3 percent (96 people) did not have a valid email address. For the vast majority of the latter group (87 people), the attempt to contact them was met with an automated response indicating that the email address was invalid. For a small number of people (nine staff members), the initial survey link appeared to be transmitted, but a later reminder bounced back to the research team as invalid. (All nine of the people whose email addresses became invalid during the course of the survey continued to be on the Overseas Staff Report as of August 31.) Another 5 percent of the eligible staff began working in July or August 2014; for this group, as explained in Chapter 2: Methodology, their names were not on the initial listing, so they were not able to be contacted.

Among the staff mentioned above who did have a valid email address, 104 people (4%) who did not respond to the survey had set up an auto reply indicating that they were out of the office (although only five of these individuals were out of the office for the entire duration of the survey). The group who was out of the office is highlighted below as a separate category from other staff because their lack of response to the survey may be related to factors such as the timing of the survey or their workload as they prepare for annual leave, illness, site visits, or training new groups of Volunteers (Figure 6).

¹⁴ This definition is used to recognize the fact that the staff may have chosen not to answer one or more questions. They are still counted as respondents for the survey even if they did not respond to every question as long as they were employed by the Peace Corps in August 2014.

Figure 6: Global Response Rate



As shown in the sections that follow, the proportion of local staff who responded to the survey by answering at least one question varied among staff groups. Two ways of analyzing the response rate are presented in the sections that follow:

1. In the first analysis, the proportion of all local staff who responded is used as an indication of the degree to which these results may reflect the opinions of the local staff. This analysis also serves to highlight the groups who were left out of the survey because of the lack of an email address or because they had recently joined the Peace Corps.
2. In the second analysis, the proportion of staff who responded is considered as a function of those who received the link. In this second analysis, a deeper look at non-respondents is conducted in order to better understand which groups of staff may face barriers to participation, such as not understanding how to participate or not understanding English well enough to participate. Non-response in this case should be viewed only as a potential indication of some barrier. There may also be staff who do not participate because they are not interested in the survey or because they are concerned about their responses not being kept confidential. Focusing the interpretation of non-response on potential barriers, however, serves to highlight areas where support may be needed, such as translation of the survey into other languages or modes of administration in addition to the online link.

Response Rate as a Proportion of All Local Staff

In the analysis which follows, the categories which were listed in detail in Figure 2 are further streamlined in Figure 3 in order to facilitate comparisons across regions. Specifically, the streamlined groups will consist of the following:

- 1,076 staff who took the survey (answering one or more questions)
- 55 staff who opened the link but did not answer any questions

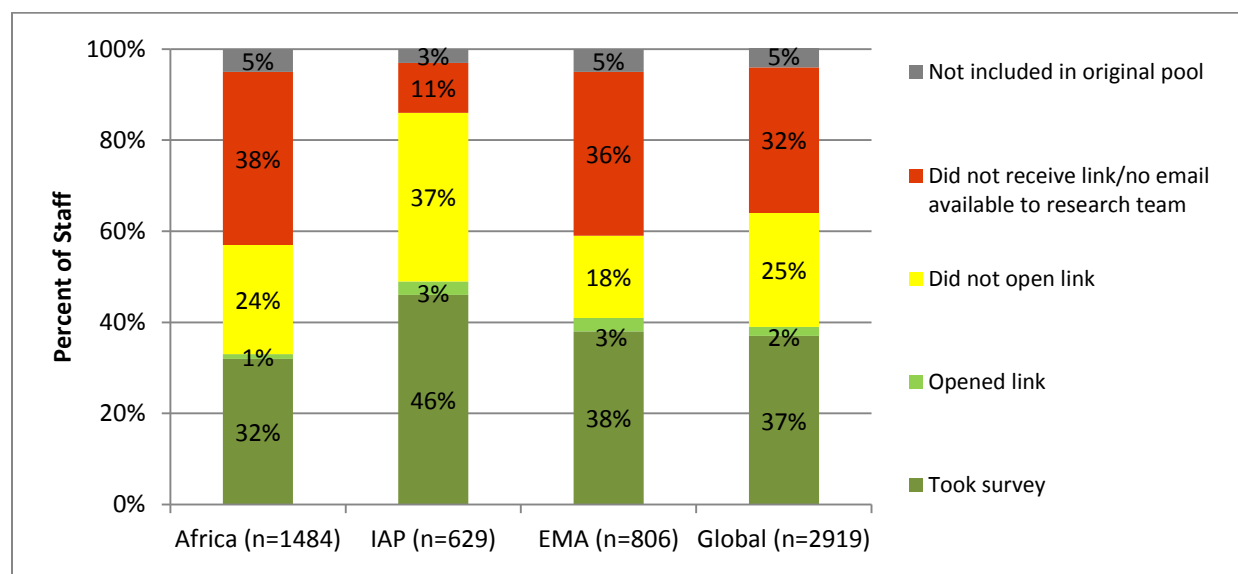
- 725 staff who received the link but did not open it (i.e., the staff who received the link and did not open it plus the staff from whom the survey team received an automated “out-of-office” message)
- 922 staff who did not receive the link because the research team did not have a valid email address (or the email became invalid)
- 141 staff who were not included in the original sample frame (i.e., those who joined Peace Corps in July and August 2014)

• Response Rates by Region

It is important to note in this analysis that the number of posts¹⁵ varies by region, as does the number of staff positions in each post within the regions. Africa is by far the largest region with 1,484 local staff (51% of the total) in 25 countries, compared to 629 staff in 20 posts and two regional “roving” positions in IAP (22%), and 806 staff in 18 posts in EMA (28%). The results presented in this analysis have not been weighted to account for regional differences in the number of staff. (Please refer to Appendix D for the numbers of staff in each post who were eligible for this survey.)

Within each region, the proportion of staff who responded to the survey varied widely. In Africa, 32 percent of all eligible staff responded to the survey, with the range by post varying from 18 percent (one post) to 53 percent (two posts). At least half of the staff responded at three posts. In IAP, 46 percent of all eligible staff responded to the survey, with a range of 29 to 30 percent (two posts) to 83 to 84 percent (two posts). More than half of the staff in nine posts in IAP responded to the survey. In EMA, 38 percent of eligible staff responded to the survey, with a range of 18 percent (one post) to 76 percent (one post). In this region, six posts had responses from at least half of the local staff (Figure 7).

Figure 7: Regional Response Rate Among All Eligible Staff



¹⁵ For the purposes of this survey, any post with one or more assigned staff was counted as a “post,” regardless of whether the post currently had any Volunteers in country.

Response Rate as a Proportion of Staff Who Received the Link

The results in this section are based on the 1,076 staff who took the survey compared to the 55 who opened the link but did not answer any questions and the 725 staff who received the link but did not open it. Thus, a total of 1,856 people had the opportunity to participate in the survey. Globally, 58 percent of these staff responded to the survey.

- **Response Rates by Region**

- **Africa**

In Africa, 847 local staff received the survey link and had the opportunity to participate. Of these staff, the proportion who responded from any individual post varied from a low of 33 percent to a high of 83 percent. The average across the region was a 57 percent response rate. There was no apparent variation by language in Africa at the level of the region as a whole. Among the countries where English is an official language or language of instruction,¹⁶ 58 percent of the local staff participated in the survey compared to 56 percent of the local staff in predominantly French- and Portuguese-speaking countries. This regional average, however, masks large variations at the level of particular posts. Among English-speaking countries, for example, the response rate varied from 33 percent to 83 percent. Among French-speaking countries, results for individual posts varied from 40 percent to 75 percent.

- **IAP**

In IAP, 537 local staff received the survey link and had the opportunity to participate. Of these staff, the proportion of staff responding to the survey from any individual post varied from a low of 32 to 33 percent of the eligible staff in two posts to a high of 88 percent in another. The average across the region was a 53 percent response rate. Within this region, in contrast to Africa, it appears that language may have played a role in the response rate. When the data set is limited to the staff who received the link, staff in countries where English is an official language or language of instruction¹⁷ were significantly more likely to take the survey than local staff in predominantly Spanish-speaking countries (70% vs. 48%, respectively, $p < .001$).

- **EMA**

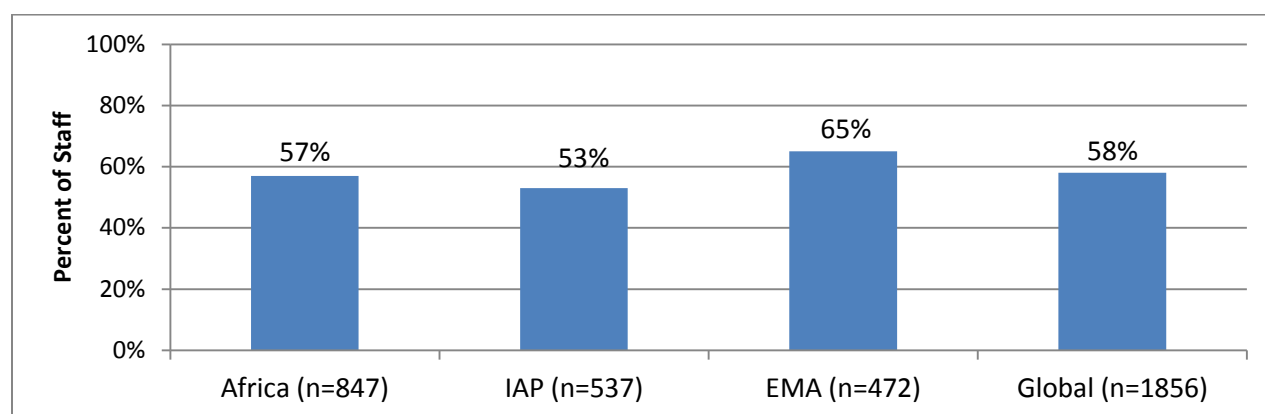
In EMA, 472 local staff received the survey link and had the opportunity to participate. Of these staff, the proportion who responded from any individual post varied from a low of 33 percent to a high of 95 percent. The average across the region was a 65 percent response rate—significantly higher than in IAP

¹⁶ For the purposes of this analysis, the following countries were included in the English-speaking group: Botswana, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Namibia, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, and Zambia. The countries in the French and Portuguese-speaking group included the following: Benin, Burkina Faso, Guinea, Madagascar, Mali, Senegal, Togo, and Mozambique. For this analysis, Cameroon and Rwanda, which have a strong tradition of English as well as French, were considered to be part of the francophone group.

¹⁷ For the purposes of this analysis, the following countries were included in the English-speaking group: Belize, Eastern Caribbean, Fiji, Guyana, Jamaica, Micronesia, Samoa, Vanuatu and Tonga. The countries in the Spanish-speaking group included the following: Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, and Peru.

($p < .001$) or Africa ($p < .01$). In this region, there is a great variation in local languages including French, Albanian, Ukrainian, Russian, Cambodian, Chinese, Indonesian, Nepali, Thai, Macedonian, and Mongolian. The overall comparison between response rates in Anglophone countries (75%) was not significantly different from that of non-Anglophone countries as a group. Of these languages, however, only Albanian and Russian¹⁸ would appear to be additional languages where the cost and difficulty of translating the tool might encourage more staff to take the survey. Among the other languages, only 35 local staff did not complete the survey; they were spread across seven countries with more limited access to English where seven different languages are spoken (Figure 8).

Figure 8: Proportion of Staff Who Took the Survey Among Those Who Received the Link, by Region¹⁹



- **Response Rates, by Length of Contract, Citizenship, Job Group, and Job Hierarchy**

- **Short-Term vs. Long-Term Staff**

Among 1,856 post staff who received the link to the survey—all of whom had a valid Peace Corps email address²⁰—response rates varied dramatically by length of position. Short-term staff were much less likely to respond to the survey (16%) than either FSNs (60%) or PSCs (60%, $p < .001$).

- **Citizenship**

Among 1,856 post staff who received the link to the survey, nearly all of the third country nationals (38 of 45) and Americans (52 of 56) were able to be contacted by email, but not all of these staff chose to respond. Response rates among those who did receive the link varied by country of citizenship from 66 percent of third country nationals to 56 percent of Americans and 58 percent of HCNs.

¹⁸ This recommendation is based on the assumption that Russian could be used in multiple posts including Armenia, Azerbaijan, Georgia, Kyrgyz Republic, Moldova and Ukraine. The assumption that staff would be literate in Russian in these countries would need to be tested with the staff at these posts.

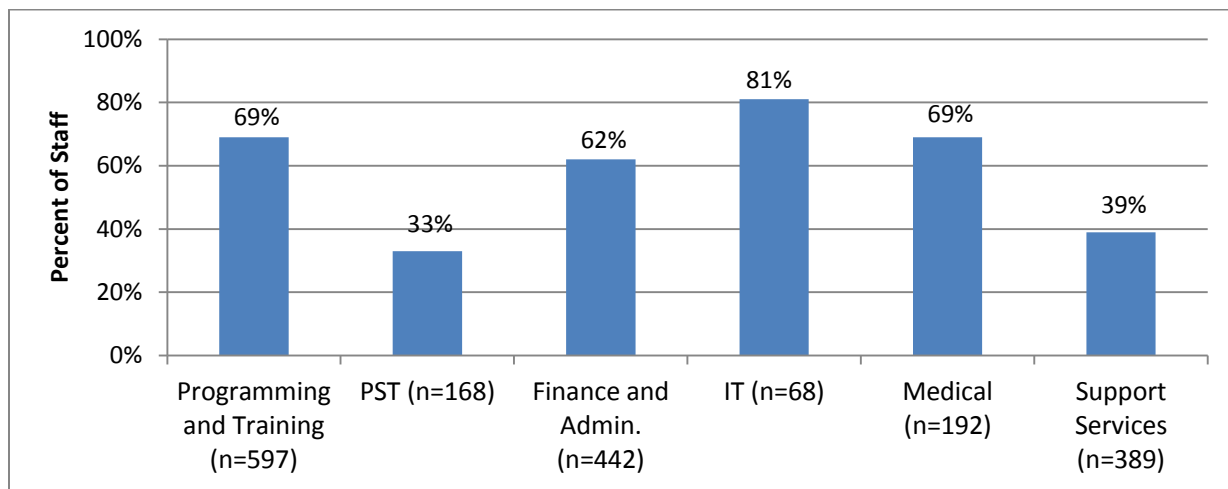
¹⁹ The proportion of staff who responded to the survey in EMA was significantly higher than what was found in IAP ($p < .001$) or Africa ($p < .01$). There was no significant difference between the response rates in IAP and Africa ($p = 0.19$).

²⁰ This analysis does not include one person among the 1,856 with a valid email for whom data on the employment contract was not available.

- **Job Group**

Among the 1,856 post staff who received the link to the survey, the response rate varied significantly from one group of staff to another. The highest response rates were found among staff working in the areas of IT (81%), programming and training (69%), medical (69%), and finance and administration (62%). PST staff—the majority of whom have short-term positions—were the group with the lowest global response rate at 33 percent. The second lowest response rate (39%) was found among support staff, many of whom are drivers, guards, and janitors, and who may have more limited English and computer literacy. Both the PST and the support staff groups had significantly lower response rates than the programming, finance, medical, and IT staff groups ($p < .001$, Figure 9).

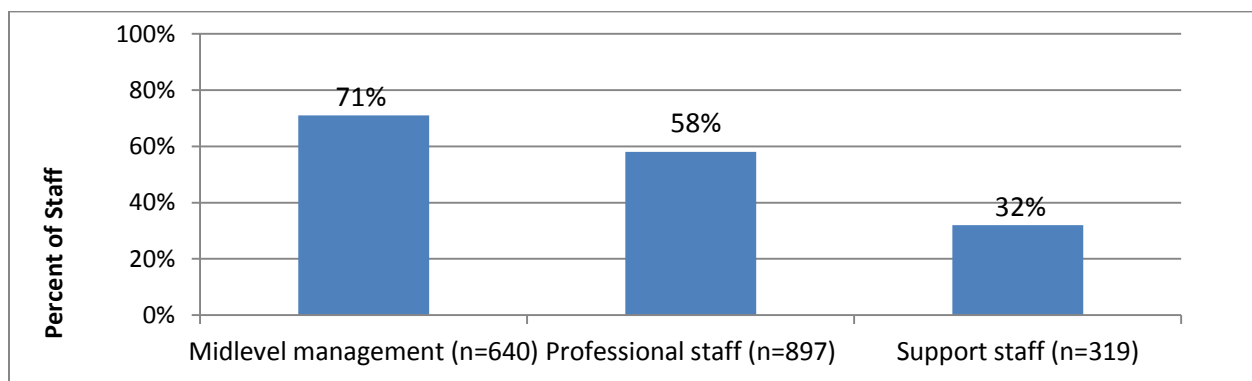
Figure 9: Global Proportions of Staff Who Took the Survey Among Those Who Received the Link, by Job Group



- **Job Hierarchy**

Among the 1,856 staff who received the link to the survey, significant differences ($p < .001$) were found between the three groups of staff by job hierarchy. The highest response rates were found among midlevel management (71%) and professional staff (58%). These rates were about twice the response rate among support staff who received the survey link (32%, Figure 10).

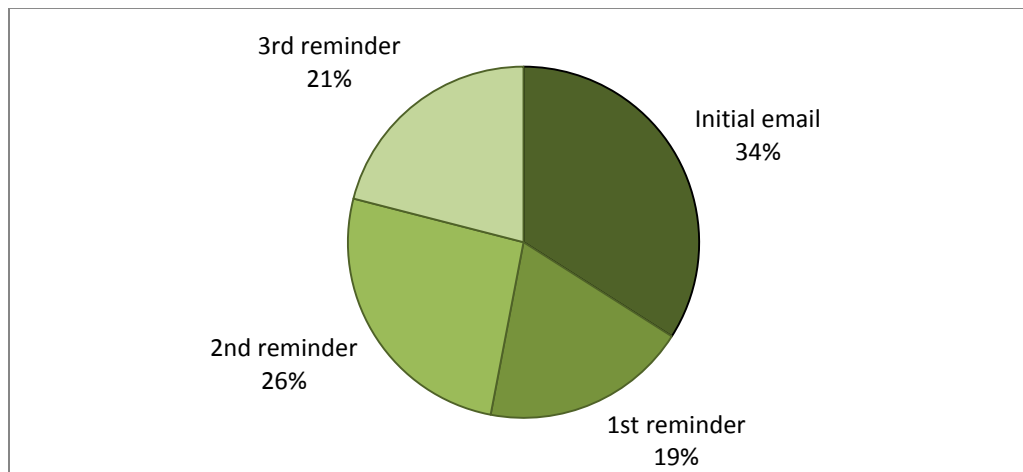
Figure 10: Global Proportions of Staff Who Took the Survey Among Those Who Received the Link, by Job Hierarchy



Effectiveness of Reminder Messages among Respondents and Non-Respondents

After the initial email which invited post staff to participate in the HCSS, an additional three reminders were sent to encourage their participation. After the initial email on July 31, the reminders were sent on August 11, 20, and 26. Of the 1,076 staff who responded to the survey, 34 percent did so after the initial email. The three reminders generated additional responses of 19 percent, 26 percent, and 21 percent of the 1,076 host country staff in the overall pool (Figure 11).

Figure 11: Distribution of Global Respondents, by Reminder



Interestingly, the three reminders also generated additional interest about the survey among non-respondents. Among the 55 people who opened the link but did not actually take the survey, 29 percent opened the initial link, 15 percent opened the first reminder, 36 percent opened the second reminder, and 20 percent opened the third and final reminder.

Chapter 5: Results

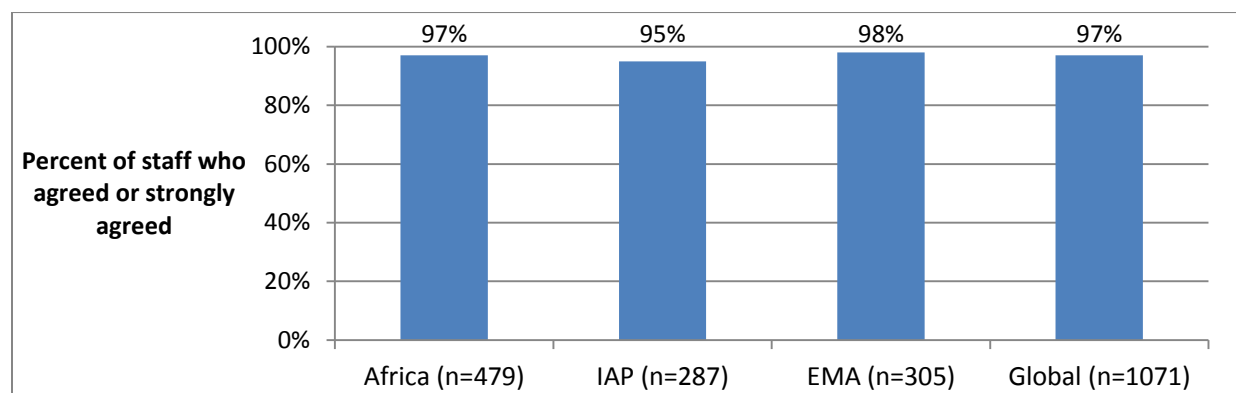
This section presents the results from the first annual Host Country Staff Survey for each of the eight content questions that were included in the FY 2014 survey. Each of these results is analyzed by region as well as by job group and job hierarchy. Employees' specific positions in the post staffing structure may influence their perception of their "place" in the organization and the way in which they experience the culture of the Peace Corps.

In reviewing these results, it is useful to remember the different response rates that were described for each group in Chapter 4, particularly as they vary significantly by job group and level within the post hierarchy. It is likely that the results for the FY 2014 survey were affected by differences in the types of staff who were able to be contacted and who chose to respond to this survey. For this reason, the results by job group and hierarchy are presented below as simple frequencies among the staff who did respond to this survey. No statistical testing was done to assess whether there might be significant differences by job group or hierarchy. That additional level of analysis could be performed in future years if a larger, more representative sample of the staff is obtained.

Staff Understanding of Their Position Relative to Agency Goals and Priorities

The first question that staff were asked was the extent to which they agreed or disagreed with a statement saying that they know how their work relates to the agency's goals and priorities. A total of 97 percent of the 1,071 staff who responded to this question agreed with this statement (64% strongly agreed; 34% agreed). This result was nearly identical across all three regions, with staff reporting on a nearly universal basis that they knew how their work relates to the overall work of the Peace Corps. These results were also consistently very high no matter what the job group (with every group averaging 95%–100%) and irrespective of the level of their position within the post hierarchy (with every group averaging 97%–99%, Figure 12).

Figure 12: Proportion of Staff Who Know How Their Work Relates to the Goals and Priorities, by Region

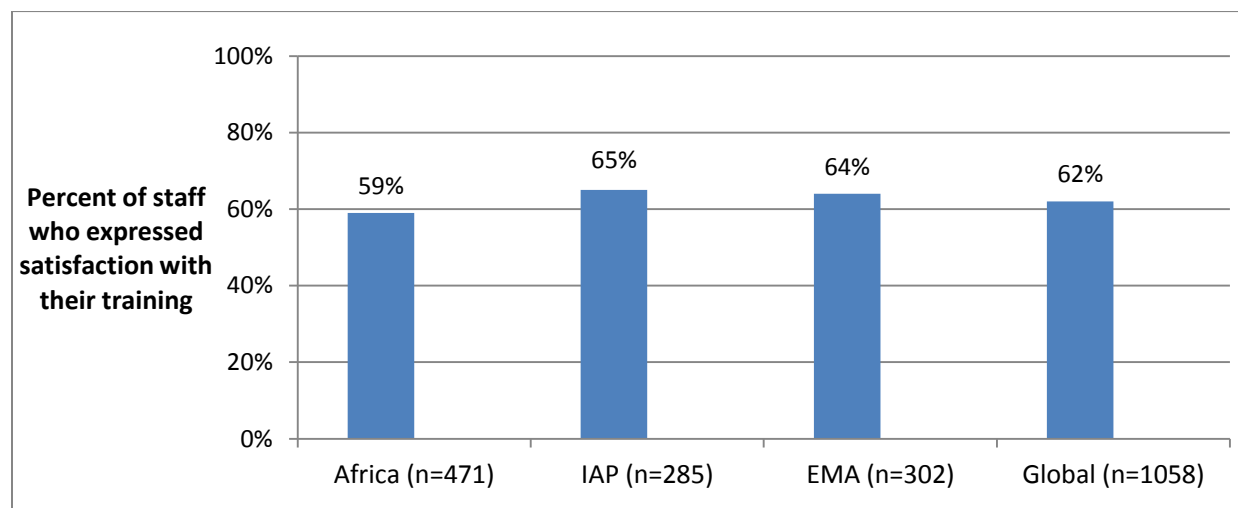


Satisfaction with Training

One of the performance goals in the Peace Corps' Strategic Plan for FY 2014–2018 (PG 9.1) calls for the agency to *"increase the percentage of staff satisfied with the training they receive to do their job."* For this reason, host country staff were asked about the extent to which they agreed or disagreed with the question: *"How satisfied are you with the training you receive for your present job?"* A total of 62 percent of the 1,058 staff who responded to this survey reported that they were "satisfied" or "very satisfied" with the training they received for their current job (16% very satisfied; 46% satisfied). Among the remaining staff, 26 percent were "neither satisfied nor dissatisfied," 10 percent were "dissatisfied," and 2 percent were "very dissatisfied."

The proportion of staff reporting some degree of satisfaction with their training was consistent with the global result of 62 percent in all three regions: Africa (59%),²¹ IAP (65%),²² and EMA (64%, Figure 13).²³

Figure 13: Satisfaction with Training, by Region



Across the job groups, satisfaction with training varied from a low of 55 percent among programming and training staff to a high of 72 percent among medical staff and 74 percent among support services staff. Results for PST staff (58%), financial and administrative staff (62%), and IT staff (62%) were similar to each other around the center of this range.

By job hierarchy, the lowest result (53%) was found among professional staff. In contrast, the highest levels of satisfaction were found among midlevel management staff (69%) and support staff (77%).²⁴

²¹ The regional result in Africa varied by post, from a low of 36% of staff expressing satisfaction to a high of 90%. Overall, 19 of the 25 posts in the region had results that showed 50% or more of the post staff expressing satisfaction.

²² The regional result in IAP varied by post, from a low of 36% of staff expressing satisfaction to a high of 100%. Overall, 16 of the 20 posts in the region had results that showed 50% or more of the post staff expressing satisfaction.

²³ The regional result in EMA varied by post, from a low of 25% of staff expressing satisfaction to a high of 87% (2 posts). Overall, 16 of the 18 posts in the region had results that showed 50% or more of the post staff expressing satisfaction.

²⁴ It is important to note that this result is based on the opinions of the 32% of the support staff who participated in the survey and may not reflect the opinion of the larger group.

Contextual Indicators Related to Satisfaction with Training

In the FY 2014 survey, three additional questions were drawn verbatim from the broader Federal Employee Viewpoint Survey (FEVS) for inclusion in the Host Country Staff Survey. These three questions are used as contextual variables that might help explain or confirm the results of the performance goal related to satisfaction with training. The respondents were asked to what degree they agreed or disagreed with the following specific statements:

- *“My training needs are assessed.”*
- *“I am given a real opportunity to improve my skills in my organization.”*
- *“Supervisors at my post support employee development.”*

Results for each of these contextual variables will be reviewed in turn.

• Staff Perception that Training Needs Are Assessed

Globally, 60 percent of all staff agreed or strongly agreed with the statement that their training needs were assessed. This result varied by region, with significantly fewer staff in Africa expressing this opinion (53%) than staff in IAP (61%) or EMA (68%, $p \leq .01$, Figure 14 on Page 25).

This result also varied among staff in the different job groups who agreed or strongly agreed with the statement. These groups are presented in increasing order as follows:

- Programming and training: 51%
- Finance and administration: 54%
- IT: 61%
- PST: 63%
- Medical: 73%
- Support services: 79%

This result also varied by job hierarchy, with the highest rate of agreement with the statement found among support staff (79%) and midlevel management (65%) compared to professional staff (51%).

• Staff Perception that They Have Opportunities

Globally, 66 percent of all staff agreed or strongly agreed with the statement that they are given real opportunities to improve their job skills. This result was consistent across all three regions: Africa (64%), IAP (64%), and EMA (71%, Figure 14 on Page 25).

This result varied among staff in the different job groups who agreed or strongly agreed with the statement. These groups are presented in increasing order as follows:

- IT: 62%
- Programming and training: 63%
- Finance and administration: 63%
- Medical: 65%
- PST: 73%
- Support services: 79%

This result also varied significantly by job hierarchy, with the highest rate of agreement with the statement found among support staff (85%) compared to lower (and similar) results among professional staff (61%) and midlevel management (67%).

• Staff Perception that Supervisors Support Employee Development

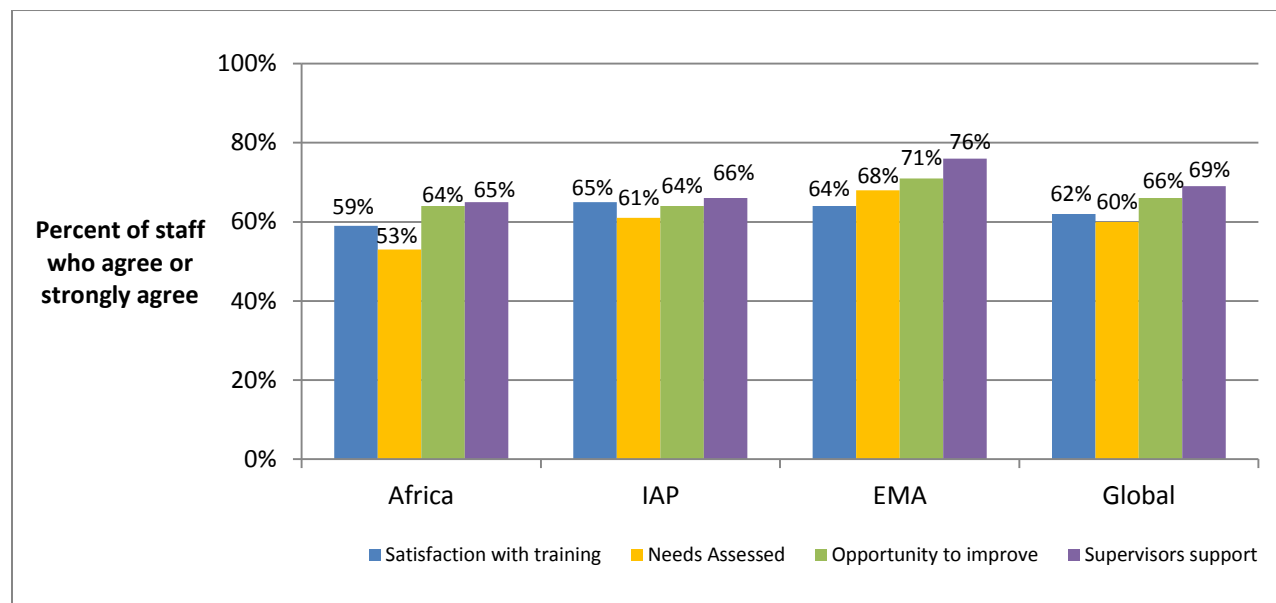
Globally, 69% of all staff agreed or strongly agreed with the statement that their supervisors support employee development. This result was higher in EMA (76%) than in Africa (65%) and IAP (66%, Figure 14).

This result varied among staff in the different job groups who agreed or strongly agreed with the statement. These groups are presented in increasing order as follows:

- Finance and administration: 66%
- Medical: 66%
- Programming and training: 67%
- IT: 71%
- PST: 76%
- Support services: 77%

Results according to job hierarchy varied modestly between support staff (77%), midlevel management (70%), and professional staff (66%, Figure 14).

Figure 14: Factors Related to Satisfaction with Training, by Region



Number of cases:

- "Training needs assessed": Africa (478), IAP (284), EMA (304), Global (1,066).
- "Given opportunity to improve skills": Africa (475), IAP (286), EMA (304), Global (1,065).
- "Supervisors support employee development": Africa (481), IAP (287), EMA (305), Global (1,073).
- "Satisfaction with training": Africa (471), IAP (285), EMA (302), Global (1,058).

As Figure 15 illustrates, there is a strong, statistically significant correlation ($p < .001$)²⁵ between the degree to which the staff who responded to this survey expressed satisfaction with their training and the three contextual indicators which were tested. This correlation was found in all three regions.

Figure 15: Correlations between Satisfaction with Training and Contextual Indicators

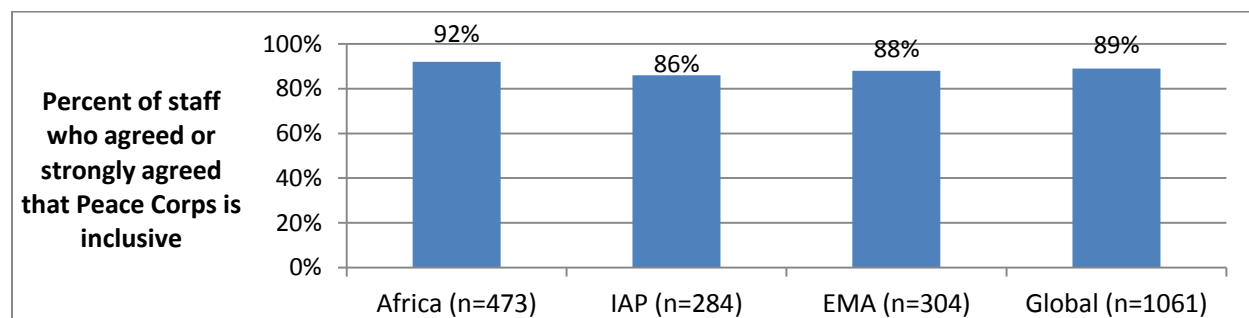
		Q2: "My training needs are assessed."	Q3: "I am given a real opportunity to improve my skills."	Q4: "Supervisors at my post support employee development."
Spearman's rho	Correlation Coefficient	.580	.557	.484
	Significance (2-tailed 'p' value)	.000	.000	.000
	Number of respondents who answered Q5 on Satisfaction with Training and this question:	1029	1044	1048

Perception of the Peace Corps as Inclusive

Of the 1,061 staff who responded to the question *"To what extent do you agree or disagree that the organizational culture of Peace Corps is inclusive?"* 89 percent reported that they agreed that the Peace Corps has an inclusive culture (39% strongly agreed, 50% agreed). Another 8 percent of the staff who responded to this question were undecided, neither agreeing nor disagreeing with the idea that the Peace Corps as a whole has an inclusive culture. This 8 percent may reflect the multifaceted nature of interactions that post staff have with Volunteers, HQ staff, and each other, making it difficult to express one opinion about the Peace Corps as a whole. Very few of the staff who responded to this question said that they disagreed (2%) or strongly disagreed (less than 1%). The remaining respondents (also less than 1%) simply said that they "do not know."

These results were largely similar across the three regions, but staff in Africa were slightly more likely to feel that the culture was inclusive than staff in IAP (Africa: 92%,²⁶ IAP: 86%,²⁷ $p \leq .01$). The difference between Africa (92%) and EMA (88%)²⁸ was also approaching statistical significance ($p = .13$, Figure 16).

Figure 16: Perception of the Peace Corps as Inclusive, Global and by Region



²⁵ For the purposes of this test, the few respondents who responded "do not know" instead of agreeing or disagreeing with these statements were not included in the correlation. The numbers of these staff were quite small on each of the three questions in Figure 15, ranging from four to 22 people out of the 1,076 who took the survey.

²⁶ The regional result in Africa varied by post from a low of 79% of staff expressing satisfaction to a high of 100% (8 posts).

²⁷ The regional result in IAP varied by post from a low of 54% of staff in expressing satisfaction to a high of 100% (4 posts).

²⁸ The regional result in EMA varied by post from a low of 67% of staff expressing satisfaction to a high of 100% (4 posts).

The perception of the Peace Corps as inclusive varied modestly across job groups among the staff who responded to the survey. These results ranged from 83 percent among medical staff and 84 percent among IT staff to 87 percent among PST staff, 88 percent among support staff, 89 percent among programming and training staff, and 94 percent among financial and administrative staff.

By job hierarchy, a large majority of each group of respondents reported feeling that the Peace Corps is inclusive (midlevel management staff: 86%, professional staff: 92%, and support staff: 89%).

Staff perception of the degree to which Peace Corps culture is inclusive varied significantly by citizenship among the staff who participated in this survey, with third country nationals being the least likely (72%) and HCNs being the most likely (90%) to see the culture as inclusive ($p < .05$). Americans working as PSCs and FSNs in the posts were similar to HCNs at 86 percent. While these results are not conclusive, given the large gap in HCN staff who were not able to be contacted for this survey, these results suggest that some follow-up discussions among TCNs might uncover issues related to their perception of inclusion in the larger community of Peace Corps staff.

• Gaps in Inclusion

Globally, 109 staff members (10% of all respondents) were either undecided or had a negative opinion about the extent to which Peace Corps culture is inclusive. These staff members were asked to indicate where they saw gaps in the following definition of diversity, provided by the Office of Personnel Management: *“Diversity is a collection of individual attributes that include, but are not limited to, characteristics such as nationality, language, race, color, ethnicity, disability, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.”*

In the questionnaire, all of these potential gaps were listed. Staff were able to check as many of the gaps as they liked, but this list was only visible as a follow-up question for staff who did not agree that the Peace Corps is inclusive. The 109 staff who did not describe the Peace Corps as inclusive was comprised of 98 HCNs, four Americans, and seven TCNs.

Among the 109 staff who did not agree that Peace Corps culture is inclusive, national origin/nationality was the most common gap (36%). Among the 39 staff who mentioned nationality or national origin as a gap in the Peace Corps’ culture of inclusiveness, one was an American and five were TCNs.

Race, color, or ethnicity was mentioned by a total of 25 percent of the respondents who saw gaps in the Peace Corps’ culture of inclusion. While nationality was mentioned by similar numbers of respondents in all three regions, race/color was mentioned almost exclusively in IAP and Africa, and ethnicity was only mentioned in IAP and EMA.

Sexual orientation was mentioned as a gap by 25 percent of the respondents who saw gaps in the Peace Corps’ culture of inclusion, including staff in each of the three regions. Gender identity,²⁹ on the other hand, was mentioned less frequently as a gap (9%), and only by staff in IAP and EMA.

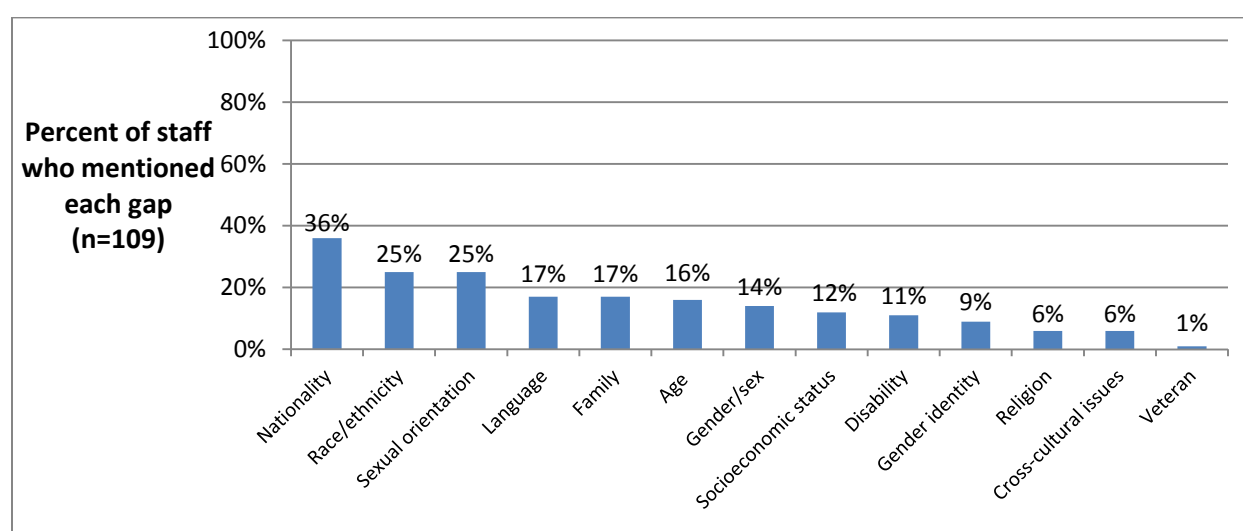
Several other gaps in inclusion were mentioned by the 109 post staff who answered this follow-up question including: language (17%), family structures (such as marital and parental status, 17%), age

²⁹ The questionnaire listed gender identity and defined it as “the personal sense of being a man or woman” to clarify the distinction for the post staff between this concept and “gender,” which was defined as being of “male or female sex.”

(16%), gender (14%), socioeconomic status/wealth (12%), and religion (6%). Disability (11%) and veteran status (1%)³⁰ were rarely mentioned, but these results should be interpreted with caution; it is unclear whether these were not mentioned as gaps because there are no issues of exclusion or because there are simply too few disabled staff or veterans for any issues to have been observed by post staff (Figure 17).

Cross-cultural sensitivity or conflicts between HCNs and Americans was not part of the OPM definition of diversity. As such, it was not included in the list of potential gaps that was presented to the respondents. It is worth noting, however, that seven staff members (6% of those who saw gaps) commented about cross-cultural issues or conflicts between Americans and HCNs in the open-ended “other” category.

Figure 17: Gaps in Inclusion



Contextual Indicator Related to a Perception of the Peace Corps as Inclusive

In the FY 2014 survey, one additional question was drawn verbatim from the broader Federal Employee Viewpoint Survey (FEVS) for inclusion in the Host Country Staff Survey. All respondents were asked to provide their opinion on the following statement: “*To what extent do you agree or disagree that managers/supervisors work well with employees of different backgrounds?*”

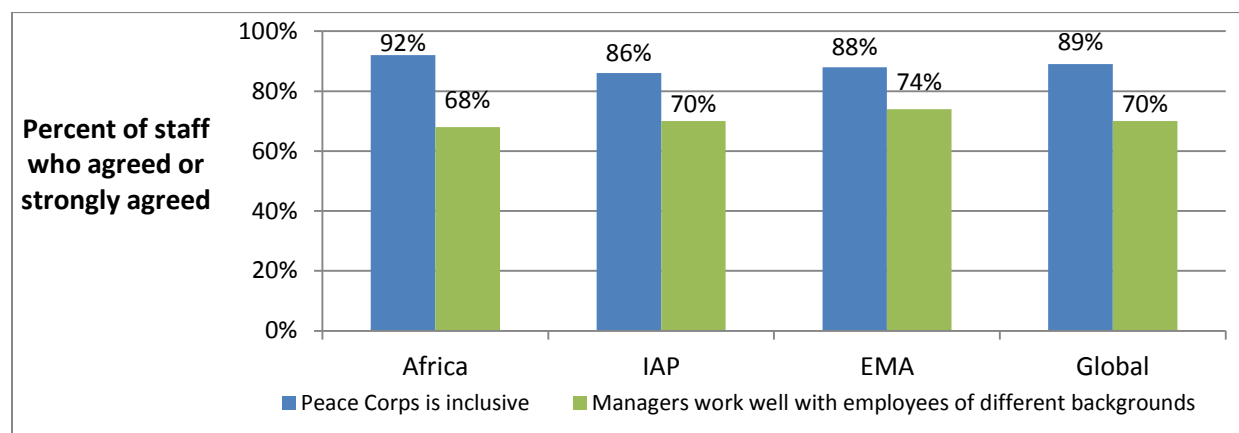
- ### Staff Perception that Managers/Supervisors Work Well with Employees of Different Backgrounds

Globally, 70 percent of the 1,060 staff who responded to this question “agreed” or “strongly agreed” that managers/supervisors work well with employees of different backgrounds (strongly agreed: 18%; agreed: 52%). Another 19 percent of the staff who responded to this question were undecided, reporting that they neither agreed nor disagreed with the statement. Negative perceptions were

³⁰ The one person who mentioned veteran status as a gap strongly disagreed that the Peace Corps is inclusive. This person also mentioned 12 other gaps, including every other pre-coded category.

reported by relatively few staff, with 6 percent saying that they disagreed and 2 percent expressing strongly negative feelings. The remaining 2 percent of the staff who responded to this question said that they did not know if they agreed or disagreed. These results were consistent across all three regions: Africa (68%), IAP (70%), and EMA (74%, Figure 18).

Figure 18: Diversity and Inclusion, Global and by Region



Number of cases:

- "Peace Corps is inclusive": Africa (473), IAP (284), EMA (304), Global (1,061).
- "Managers work well with employees of different backgrounds": Africa (472), IAP (284), EMA (304), Global (1,060).

This result was similar across the different job groups. The proportion who agreed or strongly agreed that managers work well with employees of different backgrounds ranged from a low of 65 percent to a high of 75 percent as follows: IT (65%), medical (68%), programming and training (68%), finance and administration (73%), PST (75%), and support services staff (75%).

Across the three groups of job hierarchy, the results were similar among midlevel management staff (69%), professional staff (71%), and support staff (75%).

The staff's perception of the degree to which Peace Corps managers work well with employees of different backgrounds appeared to be most positive for citizens of the host country (71%) and Americans (75%). Among third country nationals, in contrast, 56 percent reported feeling that Peace Corps managers work well with employees of different backgrounds. This result was not statistically different from the result for the HCNs or Americans, but the small sample size ($n=25$) limits the precision of any statistical testing.

There was a relatively moderate correlation between the results for the question about inclusion overall and the perception that managers/supervisors work well with employees of different backgrounds ($r=.328$, $p<.001$). One possible explanation for the modest strength of this correlation may be that issues can arise with co-workers or between staff and Volunteers as well as between supervisors and their teams. Thus, the current contextual indicator is limited in that it only addresses one possible set of relationships at posts.

Chapter 6: Conclusions

Given that FY 2014 was the first year that the Peace Corps attempted to collect data systematically from host country staff on a global level, this survey served as a pilot test. Some staff from every post in every region responded to the survey, with response rates by post ranging from 33 percent to 90 percent. Yet, it is important to note that these results only capture the response rate among staff who received a link to the survey by email. As explained in Chapter 2, significant differences were found between groups of staff who were offered the chance to participate in this survey based on the availability of a valid email address. Other barriers to participation are hypothesized to include a lack of computer literacy (or general literacy) and a lack of sufficient reading ability in English to allow local staff to understand the survey questions. Analysis of response rates for each post compared to the languages which are used as official languages or languages of instruction in school suggests that some local staff would benefit from having the option to take the survey in Spanish, French, Albanian, and/or Russian.

The cumulative effect of the limitations that different groups faced in accessing the survey online is that the results are based on a non-random sample of respondents who: (1) had a valid email address which was available to the researchers; (2) were in the office and able to receive the message during the survey window; (3) were sufficiently literate in computers and in English to take the survey; and (4) chose to respond. While 58 percent of the staff with a valid email address responded to the FY 2014 survey, they constitute only 37 percent of the total eligible pool of staff. Therefore, the results presented in this report should be understood to provide a preliminary snapshot of local staff in the posts. It is not known whether these results would be confirmed if a larger proportion of the staff were able to participate. Thus, the primary conclusion to be drawn is that, while initial results on the two agencywide performance goals—satisfaction with training and the inclusiveness of the Peace Corps’ culture—are largely positive, additional effort is needed to provide a broader range of post staff with the opportunity to participate in this survey.

In the FY 2014 survey, 97 percent of the post staff who responded reported that they understood their own positions relative to the agency goals and priorities. This feeling was expressed by nearly all of the staff across all regions, all job groups, and all levels in the post hierarchy. Since this is the first year that the HCSS has been fielded to host country staff, it is not known whether the recent communications on the agency’s Strategic Plan for FY 2014–2018 had an impact on staff understanding their roles.

With regard to the agencywide performance goal on inclusion, the FY 2014 survey showed that the vast majority of post staff globally (89%) perceives the organizational culture of the Peace Corps to be inclusive. High levels of agreement among staff were found across all three regions and levels in the post hierarchy, and only minor variations were seen among different job groups. The one group which did seem to have more concerns in this area was third country nationals (TCNs). Although they are a very small sub-group of the post staff at the global level (2%), their responses on this question (with 72% agreement that the Peace Corps is inclusive) contrasted with the opinions offered by American staff (86%) and HCNs (90%). While this result would need to be confirmed with a larger sample of TCNs, it

does indicate that this group might benefit from more attention to the ways that they are able to integrate with HCNs and Americans at their posts.

Overall, national origin/nationality was the most common gap that was mentioned by the staff who expressed a neutral or negative opinion about the culture of inclusion in the Peace Corps, followed by race/color/ethnicity and sexual orientation. However, none of these specific aspects of diversity were reported by more than 2 percent of the staff who responded to this survey.

In reviewing the results for the performance goal related to developing an inclusive organizational culture at the Peace Corps, it is interesting to note the contrast between the 89 percent of staff who expressed positive feelings about the culture overall versus the much lower 70 percent who agreed that managers and supervisors work well with employees of different backgrounds. This contrast was seen across all three regions and in side-by-side comparisons of results for these two questions in each job group and each level of the post hierarchy. This contrast suggests that post management staff might consider exploring the ways that managers and supervisors interact with their employees to better understand where the gaps in understanding may occur.

With regards to the second agencywide performance goal—satisfaction with training—the global result (62% satisfaction) was more modest than that of the perception of inclusion. Furthermore, a significant level of consistency was found between the question on satisfaction with training and the contextual indicators which were drawn from the larger Employee Viewpoint Survey. Not surprisingly, this finding suggests that supervisors who are supportive of employee development, who assess the training needs of their staff, and who provide them with opportunities to improve their skills are more likely to have satisfied staff than those who do not make this effort.

Although the level of satisfaction with training did not vary markedly by region, notable contrasts were found among different groups of staff (ranging from 55%–74% satisfaction) and among different levels of staff (ranging from 53%–77%). In particular, the relatively high level of satisfaction among medical staff may be related to the priority that is placed on continuing medical education. While the response rates for each group described in Chapter 4 prevent the Peace Corps from drawing any firm conclusions based on the current survey alone, the different levels of satisfaction expressed among staff who took the survey do suggest that this topic should be explored further in the FY 2015 survey.

Chapter 7: Recommendations

The preceding chapters of this report have elaborated on many of the limitations that the Peace Corps faces in interpreting survey results which are based on 37 percent of the total pool of eligible host country staff. For this reason, the specific recommendations that are presented here focus on expanding the participation of eligible staff in future surveys. In addition to these recommendations, additional questions related to inclusiveness among supervisors, staff, and Volunteers in the Peace Corps community and ways to improve satisfaction with training should be explored. Other lines of questions from the Employee Viewpoint Survey should be considered for inclusion as well.

1. Set the criterion that local staff who are eligible to participate in future surveys must be employed by the Peace Corps at least one month preceding the launching of the survey (for example, those who are employed by the Peace Corps as of June 30 for a survey being launched on August 1). This criterion will also allow the research team and posts sufficient time to prepare the list of email addresses.
2. Seek support from management at each post to review and supplement the records available at the central level with the following:
 - Names of any eligible staff who are not on the central list as of the cut-off date for the survey
 - Email addresses for any staff who do not appear in the headquarters Outlook directory
 - Updated email addresses for any staff whose initial email address is found to be invalid and who continue to be employed by the Peace Corps
3. Explore additional modes of survey administration for staff who may need additional support with online or written surveys. Options for additional support should take into consideration their accessibility to the groups with the lowest response rates in this survey (HCN support staff in particular). Careful attention will need to be paid to ensure that the survey continues to be anonymous, but options to consider may include a practice “test” survey to ensure that all staff understand how to open and fill out an online survey and a mechanism to allow staff without an email address to receive the link.
4. Explore the feasibility of (and potential need for) translating the survey tool into additional languages (particularly Spanish, French, Albanian, and Russian). Provide electronic links to the survey tool in those languages, and allow a mechanism for staff to request clarification of the questions if their references to concepts that apply to American staff result in any linguistic or cultural barriers for post staff to fully understand what they are being asked.
5. The results of the survey underscore the usefulness of continuing to provide three reminders during the survey period to encourage a response from staff members who might otherwise have forgotten about the survey or been uncertain about participating.

6. The survey results showed that 4 percent of the local staff were out of the office for a portion of the time that the survey was in the field. The fact that these staff were able to set up their “out-of-office” replies indicates that they are likely to have a sufficient level of computer literacy to take an online survey. While it is not clear what factors may have led them not to respond to any reminder emails, it may be worth considering extending the survey window by an additional two weeks to allow a wider period of time in which to participate.
7. While specific results are not available by post, this report provides agencywide results by job group and level in addition to regional results. It is recommended that posts share these results with their local staff and use this opportunity to open a discussion on ways to continue increasing satisfaction with training and building an inclusive culture at the Peace Corps.

Appendix A: Questionnaire



Questionnaire for the Host Country Staff Survey 2014

The Peace Corps recently launched a new Strategic Plan for FY 2014-2018. This plan is our blueprint for action as we continue to develop and support our workforce. The new Strategic Plan lays out 11 Strategic Objectives and 26 Performance Goals. We are pleased to offer you the opportunity to participate in this brief survey to help us assess our progress on two important performance goals; your participation is optional.

Please take the next 5-10 minutes to complete this survey. All responses will be confidential.

Thank you for sharing your Peace Corps workplace experiences and opinions!

Please mark the answer that best describes the extent to which you agree or disagree with the following statements:

1. I know how my work relates to the agency's goals and priorities.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Do not know

2. My training needs are assessed.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Do not know

3. I am given a real opportunity to improve my skills in my organization.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

4. Supervisors at my post support employee development.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Do not know

5. How satisfied are you with the training you receive for your present job?

1. Very satisfied
2. Satisfied
3. Neither satisfied nor dissatisfied
4. Dissatisfied
5. Very dissatisfied

6. To what extent do you agree or disagree that managers/supervisors work well with employees of different backgrounds?

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Do not know

7. To what extent do you agree or disagree that the organizational culture of the Peace Corps (including staff and Volunteers) is inclusive of diverse people? *Diversity is a collection of individual attributes that include, but are not limited to, characteristics such as nationality, language, race, color, ethnicity, disability, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.*

1. Strongly agree → Skip to Question 9
2. Agree → Skip to Question 9
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Do not know → Skip to Question 9

8. Where do you see gaps in the culture of inclusion in the Peace Corps?

1. National origin/nationality
2. Language
3. Race/color
4. Ethnicity/ethnic group
5. Disability (such as blindness, deafness, not being able to walk, etc.)
6. Gender or sex (male or female)
7. Age
8. Religion
9. Sexual orientation
10. Gender identity (personal sense of being a man or woman)
11. Socioeconomic status (such as being rich or poor)
12. Veteran status (experience in the military)
13. Family structures (such as being single or married and having or not having children)
14. Other (specify): _____

Note: The next (and final) question is intended to enable us to compare results for large categories of staff. Your participation is voluntary, and your responses will remain confidential.

9. Please select the response below that most closely describes how you are currently employed at the post:

1. Host Country foreign service national (FSN)
2. Host Country personal services contractor
3. American citizen working on a personal services contract
4. Citizen of another country (Third country national) working on a personal services contract
5. Other (please describe): _____
6. Do not know
7. Prefer not to answer

Thank you again for your participation!

If you have any other thoughts or concerns to share with us on interactions among Volunteers or staff and building an inclusive culture in the Peace Corps, you can email the Office of Civil Rights and Diversity privately at OCD@peacecorps.gov.

Appendix B: Number of Staff, by Job Title and Group

Programming and Training

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
APCD	55	8.3
Assistant Training Manager	5	.8
HIV/AIDS Coordinator	12	1.9
Language & Cross-Cultural Coordinator	46	7.0
PCR Coordinator	5	.8
Program and Training Assistant	42	6.4
Program and Training Officer	2	.3
Program and Training Secretary	7	1.1
Program and Training Specialist	65	9.9
Program Assistant	97	14.7
Program Manager	136	20.6
Program Specialist	64	9.9
Regional Program Staff (Rovers)	2	.3
Training Assistant	51	7.7
Training Director/Manager	59	9.0
Volunteer Support/Services Assistant	11	1.7
Total	659	100.0

PST

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Homestay Coordinator	18	2.5
Language and Cross-Cultural Facilitator	558	78.9
Language Coordinator	6	.8
Logistics Coordinator	44	6.2
Technical Trainer	81	11.5
Total	707	100.0

Finance and Administration

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Administrative Assistant	108	21.7
Administrative Officer (DMO)	9	1.8
Cashier	65	13.1
Deputy Administrative Officer	13	2.6
Executive Assistant	46	9.2
Financial Analyst	27	5.4
Financial Specialist	34	6.8
General Service Specialist	44	8.8
General Services Assistant	72	14.5
Information Resources Coordinator	9	1.8
Property Manager	6	1.2
Receptionist	42	8.4
Travel Clerk	6	1.2
Volunteer Records Clerk	12	2.4
Voucher Examiner	5	1.0
Total	498	100.0

Medical

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Medical Assistant	51	23.8
Medical Clerk	3	1.4
Medical Secretary	17	7.9
Part-Time PCMO/PCMC	12	5.6
PCMO/PCMC	131	61.2
Total	214	100.0

Support Services

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Driver/Mechanic	287	37.4
Expediter	1	.1
Gardener	31	4.0
Guard	194	25.3
Guard Coordinator	3	.4
Janitor	140	18.2
Kitchen Staff	14	1.8
Mail Clerk/Messenger	13	1.7
Motor Pool Coordinator	9	1.2
Safety and Security Officer	8	1.0
Safety and Security Assistant	14	1.8
Safety and Security Coordinator	54	7.0
Total	768	100.0

IT

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
IT Specialist	68	100.0

Appendix C: Number of Staff, by Job Hierarchy

Midlevel Management

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Administrative Officer (DMO)/Deputy DMO	22	3.3
APCD/Program Manager	191	28.3
Financial Specialist	34	5.1
General Service Specialist	44	6.5
IT Specialist	68	10.1
Language and Cross-Cultural Coordinator	46	6.8
PCMO/PCMC (Full or Part Time)	143	21.2
Program and Training Officer	2	.3
Regional Program Staff (Rovers)	2	.3
Safety and Security Officer	8	1.2
Safety and Security Coordinator	54	8.0
Training Director/Manager	59	8.8
Total	673	100.0

Support Staff

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Driver/Mechanic	287	41.5
Gardener	31	4.5
Guard	194	28.0
Guard Coordinator	3	.4
Janitor	140	20.2
Kitchen Staff	14	2.0
Mail Clerk/Messenger/Expediter	14	2.0
Motor Pool Coordinator	9	1.3
Total	692	100.0

Other Professional Staff

Job Title	Number of Local Staff in the Global Pool	Percent of Staff in this Job Group
Administrative Assistant	108	7.0
Assistant Training Manager	5	.3
Cashier	65	4.2
Executive Assistant	46	3.0
Financial Analyst	27	1.7
General Services Assistant	72	4.6
HIV/AIDS Coordinator	12	.8
Homestay Coordinator	18	1.2
Information Resources Coordinator	9	.6
Language and Cross-Cultural Facilitator	558	36.0
Language Coordinator	6	.4
Logistics Coordinator	44	2.8
Medical Assistant	51	3.3
Medical Clerk	3	.2
Medical Secretary	17	1.1
PCR Coordinator	5	.3
Program and Training Assistant	42	2.7
Program and Training Secretary	7	.5
Program and Training Specialist	67	4.3
Program Assistant	97	6.3
Program Specialist	62	4.0
Property Manager	6	.4
Receptionist	42	2.7
Safety and Security Assistant	14	.9
Technical Trainer	81	5.2
Training Assistant	51	3.3
Travel Clerk	6	.4
Volunteer Records Clerk	12	.8
Volunteer Support/Services Assistant	11	.7
Voucher Examiner	5	.3
Total	1549	100.0

Appendix D: Number of Local Staff, by Region and Post

Posts in the Inter-America and Pacific Region

Post	Number of Local Staff	Percent
BELIZE	20	3.2
COLOMBIA	25	4.0
COSTA RICA	31	4.9
DOMINICAN REPUBLIC	53	8.4
EASTERN CARIBBEAN	25	4.0
ECUADOR	47	7.5
EL SALVADOR	32	5.1
FIJI	18	2.9
GUATEMALA	45	7.2
GUYANA	23	3.7
JAMAICA	21	3.3
MEXICO	22	3.5
MICRONESIA	19	3.0
NICARAGUA	47	7.5
PANAMA	43	6.8
PARAGUAY	51	8.1
PERU	59	9.4
REGIONAL PERSON	2	.3
SAMOA	14	2.2
TONGA	12	1.9
VANUATU	20	3.2
Total	629	100.0

Posts in the Africa Region

Post	Number of Local Staff	Percent
BENIN	80	5.4
BOTSWANA	48	3.2
BURKINA FASO	50	3.4
CAMEROON	96	6.5
ETHIOPIA	107	7.2
GAMBIA	45	3.0
GHANA	52	3.5
GUINEA	67	4.5
KENYA	34	2.3
LESOTHO	38	2.6
LIBERIA	44	3.0
MADAGASCAR	72	4.9
MALAWI	66	4.4
MALI	25	1.7
MOZAMBIQUE	54	3.6
NAMIBIA	45	3.0
RWANDA	45	3.0
SENEGAL	107	7.2
SIERRA LEONE	31	2.1
SOUTH AFRICA	48	3.2
SWAZILAND	39	2.6
TANZANIA	47	3.2
TOGO	66	4.4
UGANDA	36	2.4
ZAMBIA	142	9.6
Total	1484	100.0

Posts in the Europe, Mediterranean, and Asia Region

Post	Number of Local Staff	Percent
ALBANIA	42	5.2
ARMENIA	44	5.5
AZERBAIJAN	28	3.5
CAMBODIA	46	5.7
CHINA	63	7.8
GEORGIA	52	6.5
INDONESIA	38	4.7
JORDAN	29	3.6
KOSOVO	23	2.9
KYRGYZ REPUBLIC	48	6.0
MACEDONIA	36	4.5
MOLDOVA	55	6.8
MONGOLIA	58	7.2
MOROCCO	38	4.7
NEPAL	37	4.6
PHILIPPINES	66	8.2
THAILAND	25	3.1
UKRAINE	78	9.7
Total	806	100.0