PEACE CORPS TRANSITION
BRIEFING BOOK 2017
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Overview</td>
<td>3</td>
</tr>
<tr>
<td>Acting Delegates</td>
<td>4</td>
</tr>
<tr>
<td>Agency Overview</td>
<td>7</td>
</tr>
<tr>
<td>Acronyms</td>
<td>13</td>
</tr>
<tr>
<td>Agency Organizational Chart</td>
<td>17</td>
</tr>
<tr>
<td>Director’s Office (D) and Sub-Offices</td>
<td>18</td>
</tr>
<tr>
<td>Office of the Director (D)</td>
<td>19</td>
</tr>
<tr>
<td>Office of the General Counsel (OGC)</td>
<td>22</td>
</tr>
<tr>
<td>Office of Victim Advocacy (OVA)</td>
<td>26</td>
</tr>
<tr>
<td>Office of the Inspector General (OIG)</td>
<td>29</td>
</tr>
<tr>
<td>Office of the Chief Financial Officer (CFO)</td>
<td>33</td>
</tr>
<tr>
<td>Office of Civil Rights and Diversity (OCR)</td>
<td>38</td>
</tr>
<tr>
<td>Office of the Chief Compliance Officer (CCO)</td>
<td>42</td>
</tr>
<tr>
<td>Office of Third Goal (3GL)*</td>
<td>45</td>
</tr>
<tr>
<td>Office of Innovation (OI)**</td>
<td>49</td>
</tr>
<tr>
<td>Office of Strategic Information, Research, and Planning (OSIRP)**</td>
<td>51</td>
</tr>
<tr>
<td>Deputy Director’s Offices</td>
<td>55</td>
</tr>
<tr>
<td>Office of Global Operations (OGO)</td>
<td>56</td>
</tr>
<tr>
<td>Africa Region (AF)</td>
<td>59</td>
</tr>
<tr>
<td>Europe, Mediterranean, and Asia Region Office (EMA)</td>
<td>63</td>
</tr>
<tr>
<td>Inter-America and Pacific Region (IAP)</td>
<td>67</td>
</tr>
<tr>
<td>Country Programs (Peace Corps Posts)</td>
<td>71</td>
</tr>
</tbody>
</table>
Overseas Programming and Training Support (OPATS) ............................................................................... 75
Peace Corps Response (PCR) ..................................................................................................................... 79
Office of Safety and Security (OSS) ........................................................................................................... 82
Office of Volunteer Recruitment and Selection (VRS) ............................................................................ 87
Office of Health Services (OHS) ............................................................................................................. 92
Chief of Staff Offices ............................................................................................................................... 96
Office of Management (M) ....................................................................................................................... 97
Office of External Affairs (EA) ................................................................................................................ 102
Office of the Chief Information Officer (OCIO)*** ................................................................................ 106
Executive Secretariat (Exec Sec) ............................................................................................................. 110

* Coordinates reporting through the Chief of Staff
** Coordinates reporting through the Deputy Director
*** Coordinates reporting through the Director
Agency Overview

• Acting Delegates
• Peace Corps Today
• Strategic Plan 2017
• Data Dashboard
• Organizational Chart
• Acronyms
## Acting Delegates

As of January 20, 2017

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegated Duties of the Director</td>
<td>Sheila Crowley</td>
</tr>
<tr>
<td>Delegated Duties of the Deputy Director</td>
<td>Kathy Stroker</td>
</tr>
<tr>
<td>Acting Chief of Staff</td>
<td>Carl Sosebee</td>
</tr>
<tr>
<td>Acting Deputy Chief of Staff</td>
<td>Carl Sosebee</td>
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<tr>
<td>Office of Civil Rights and Diversity</td>
<td>Director Laara Manler</td>
</tr>
<tr>
<td>Office of the Chief Compliance Officer</td>
<td>Chief Compliance Officer Anne Hughes</td>
</tr>
<tr>
<td>Office of Victim Advocacy</td>
<td>Director Da Shawnna Townsend</td>
</tr>
<tr>
<td>Senior Advisor to the Director</td>
<td>Senior Advisor Maryann Minutillo</td>
</tr>
<tr>
<td>Office of the General Counsel</td>
<td>Acting General Counsel Tony Marra</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>Acting Chief Financial Officer Paul Shea</td>
</tr>
<tr>
<td>Office of the Third Goal and Returned Volunteer Services</td>
<td>Acting Director William Stoppel</td>
</tr>
<tr>
<td>Office of Strategic Information, Research, and Planning</td>
<td>Acting Director Jeff Kwiecinski</td>
</tr>
<tr>
<td>Office of Innovation</td>
<td>Acting Chief Information Officer Scott Knell</td>
</tr>
<tr>
<td>Office of the Inspector General</td>
<td>Inspector General Kathy Buller</td>
</tr>
<tr>
<td>Executive Secretariat</td>
<td>Executive Secretary Melanie Wilhelm</td>
</tr>
<tr>
<td>White House Liaison</td>
<td>TBD</td>
</tr>
<tr>
<td>Office of External Affairs</td>
<td>Acting Associate Director Carl Sosebee</td>
</tr>
<tr>
<td>Office of Strategic Partnerships and Intergovernmental Affairs</td>
<td>Acting Director Ted Adams</td>
</tr>
<tr>
<td>Office of Communications</td>
<td>Acting Director Chris Dobday</td>
</tr>
<tr>
<td>Office of Congressional Relations</td>
<td>Acting Deputy Director Nora Graves</td>
</tr>
<tr>
<td>Office of Gifts and Grants Management</td>
<td>Acting Director Charlotte Kea</td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>Office of Management</th>
<th>Acting Associate Director William Stoppel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Global Operations</td>
<td>Acting Associate Director Kris Besch</td>
</tr>
<tr>
<td>Africa Region</td>
<td>Acting Regional Director Tim Hartman</td>
</tr>
<tr>
<td>Europe, Mediterranean and Asia Region</td>
<td>Acting Regional Director Kris Besch</td>
</tr>
<tr>
<td>Inter-America and Pacific Region</td>
<td>Acting Regional Director Emily Untermeyer</td>
</tr>
<tr>
<td>Office of Overseas Programming and Training Support</td>
<td>Director Stephanie Rust</td>
</tr>
<tr>
<td>Peace Corps Response</td>
<td>Acting Director Tom Ross</td>
</tr>
<tr>
<td>Office of Global Health and HIV</td>
<td>Director Marie McLeod</td>
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<tr>
<td>Chief Information Officer</td>
<td>Acting Chief Information Officer Scott Knell</td>
</tr>
<tr>
<td>Office of Safety and Security</td>
<td>Associate Director Shawn Bardwell</td>
</tr>
<tr>
<td>Office of Volunteer Recruitment and Selection (VRS)</td>
<td>Acting Associate Director Erin Gibbs</td>
</tr>
<tr>
<td>Office of Health Services</td>
<td>Acting Associate Director Jill Carty</td>
</tr>
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</table>
The Peace Corps is an independent U.S. government agency that provides Volunteers to countries requesting assistance around the world. The agency traces its roots and mission to 1960, when then Senator John F. Kennedy challenged students at the University of Michigan to serve their country in the cause of peace by living and working in developing countries. For more than five decades, Peace Corps Volunteers in 140 countries have demonstrated ingenuity, creativity, and grit to solve critical challenges alongside community leaders.

The Peace Corps Mission
To promote world peace and friendship by fulfilling three goals:

1. To help the people of interested countries in meeting their need for trained men and women.
2. To help promote a better understanding of other peoples on the part of Americans.
3. To help promote a better understanding of Americans on the part of the peoples served.

Officially established: March 1, 1961
Volunteers to date: 225,000
Countries served to date: 140

The transformative impact of the Peace Corps on the communities we serve and the Volunteers themselves can be measured in many ways. A shared cup of tea with a host mother that leads to a greater understanding of Americans. A new school library built, or a safe latrine where there wasn’t one before. A young boy prepared to serve his own community, a young girl who sees herself as equal to her male classmates. A Volunteer with a clear career path and a lifelong passion.

THE PEACE CORPS TODAY

Peace Corps Director: Carrie Hessler-Radelet (Western Samoa, 1981-83)
Number of Countries Currently Served: 65
Volunteers and Trainees: 7213
Peace Corps Strategic Plan -- FY 2014-2018

The Strategic Plan establishes an ambitious five-year vision for the Peace Corps. It strengthens recent far-reaching institutional reforms, focuses on addressing critical development challenges, and leverages promising opportunities to increase the impact of Volunteers and improve operations.

Mission: To promote world peace and friendship through community-based development and cross-cultural understanding.

Strategic Goal 1: Building Local Capacity
Advance local development by strengthening the capacity of local communities and individuals through the service of trained Volunteers.

Strategic Goal 2: Sharing America with the World
Promote a better understanding of Americans through Volunteers who live and work in local communities.

Strategic Goal 3: Bringing the World Back Home
Increase Americans’ awareness and knowledge of other cultures and global issues through Volunteers who share their Peace Corps experiences and continue to serve upon their return.
Agency Data at a Glance

<table>
<thead>
<tr>
<th>FY</th>
<th>Applicants</th>
<th>Trainee Input</th>
<th>Volunteers Sworn In</th>
<th>Active Volunteers</th>
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<tr>
<td>2016</td>
<td>21,600</td>
<td>3,792</td>
<td>3,227</td>
<td>7,213</td>
</tr>
<tr>
<td>2015</td>
<td>22,956</td>
<td>3,511</td>
<td>3,375</td>
<td>6,919</td>
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<tr>
<td>2014</td>
<td>17,336</td>
<td>3,463</td>
<td>3,209</td>
<td>6,818</td>
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<tr>
<td>2013</td>
<td>10,118</td>
<td>3,258</td>
<td>3,169</td>
<td>7,209</td>
</tr>
<tr>
<td>2012</td>
<td>10,091</td>
<td>3,520</td>
<td>3,525</td>
<td>8,073</td>
</tr>
<tr>
<td>2011</td>
<td>12,206</td>
<td>4,161</td>
<td>4,502</td>
<td>9,095</td>
</tr>
<tr>
<td>2010</td>
<td>13,430</td>
<td>4,628</td>
<td>4,185</td>
<td>8,655</td>
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</table>

1 Two year applicants, excludes Peace Corps Response (PCR) except for the FY 2016 Project Sectors chart.
Budget Overview

Peace Corps Appropriations

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<tr>
<td>FY11</td>
<td>375,0</td>
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<tr>
<td>FY12</td>
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<td>356,0</td>
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<td>379,0</td>
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<td>FY15</td>
<td>379,5</td>
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<td>FY16</td>
<td>410,0</td>
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PEPFAR Funds

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<td>27,070</td>
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<td>FY11</td>
<td>18,713</td>
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<td>FY12</td>
<td>27,624</td>
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<td>FY13</td>
<td>49,907</td>
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<td>FY14</td>
<td>38,093</td>
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<td>FY15</td>
<td>40,904</td>
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<td>FY16</td>
<td>48,779</td>
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Human Resources Overview

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<tr>
<td>Headquarters</td>
<td>764</td>
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<tr>
<td>Regional Offices (or other domestic locations)</td>
<td>136</td>
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<tr>
<td>Overseas</td>
<td></td>
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<tr>
<td>US Direct Hire</td>
<td>187</td>
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<tr>
<td>Foreign Service National</td>
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<tr>
<td>Personal Services Contractor</td>
<td>3013</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4182</strong></td>
</tr>
</tbody>
</table>

**DIVERSITY**
- Minority: 28.9%
- White: 71.1%

**VETERAN**
- Non-Veteran: 93.5%
- Veteran: 6.5%

**GENDER**
- Female: 40.3%
- Male: 59.7%

**DIVERSITY**
- American Indian or Alaska Native: 15.1%
- Asian: 3.8%
- Black or African American: 0.1%
- Hispanic or Latino: 3.5%
- Native Hawaiian or Other Pacific Islander: 0.5%
- Two or more: 6.0%
- White: 71.1%
WHERE PEACE CORPS VOLUNTEERS SERVE

THE CARIBBEAN
- 155 Dominican Republic
- 61 Eastern Caribbean
- 67 Jamaica

LATIN AMERICA
- 36 Belize
- 70 Colombia
- 101 Costa Rica
- 87 Ecuador
- 106 Guatemala
- 79 Guyana
- 66 Mexico
- 156 Nicaragua
- 197 Panama
- 222 Paraguay
- 240 Peru

NORTH AFRICA AND THE MIDDLE EAST
- 164 Morocco

AFRICA
- 92 Benin
- 116 Botswana
- 112 Burkina Faso
- 135 Cameroon
- 40 Comoros
- 196 Ethiopia
- 137 Ghana
- 92 Guinea
- 133 Lesotho
- 74 Liberia
- 146 Madagascar
- 124 Malawi
- 237 Mozambique
- 163 Namibia
- 175 Rwanda
- 238 Senegal
- 23 Sierra Leone
- 125 South Africa
- 87 Swaziland
- 233 Tanzania
- 76 The Gambia
- 94 Togo
- 167 Uganda
- 240 Zambia

EASTERN EUROPE/ CENTRAL ASIA
- 98 Albania
- 103 Armenia
- 114 Georgia
- 63 Kosovo
- 74 Kyrgyz Republic
- 122 Macedonia
- 108 Moldova
- 212 Ukraine

ASIA
- 124 Cambodia
- 145 China
- 121 Indonesia
- 108 Mongolia
- 6 Myanmar
- 69 Nepal
- 150 Philippines
- 103 Thailand
- 69 Timor-Leste

PACIFIC ISLANDS
- 49 Federated States of Micronesia and Palau
- 91 Fiji
- 28 Samoa
- 48 Tonga
- 61 Vanuatu

AF = Africa Region
EMA = Europe, Mediterranean and Asian Region
IAP = Inter-America and the Pacific Region

The number of Volunteers comprising the agency’s “on-board strength” (OBS), defined as the number of Volunteers and trainees - including Peace Corps Response Volunteers - from all funding sources who are serving anywhere in the world as of September 30, 2016. This includes 836 Volunteers funded by the President’s Emergency Plan for AIDS Relief.
# Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>ACM</td>
<td>Acquisition and Contract Management</td>
</tr>
<tr>
<td>AD</td>
<td>Associate Director</td>
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<tr>
<td>AF</td>
<td>Africa Region</td>
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<tr>
<td>AFR</td>
<td>Accounting and Financial Reporting</td>
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<tr>
<td>AID</td>
<td>Agency for International Development</td>
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<tr>
<td>AO</td>
<td>Administrative Officer</td>
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<tr>
<td>AVS</td>
<td>Annual Volunteer Survey</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
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<tr>
<td>CBJ</td>
<td>Congressional Budget Justification</td>
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<td>CCO</td>
<td>Chief Compliance Officer</td>
</tr>
<tr>
<td>CD</td>
<td>Country Director</td>
</tr>
<tr>
<td>CDO</td>
<td>Country Desk Officer</td>
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<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>CHOPS</td>
<td>Chief of Operations</td>
</tr>
<tr>
<td>CMA</td>
<td>Centrally Managed Account</td>
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<tr>
<td>COI</td>
<td>Close of Invitation</td>
</tr>
<tr>
<td>COMMS</td>
<td>Communications</td>
</tr>
<tr>
<td>COS</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>COS</td>
<td>Close of Service</td>
</tr>
<tr>
<td>CPR</td>
<td>Country Portfolio Review</td>
</tr>
<tr>
<td>CRM</td>
<td>(Microsoft Dynamic agency) Customer Relationship Management</td>
</tr>
<tr>
<td>D</td>
<td>Office of the Director</td>
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<tr>
<td>DATA</td>
<td>Digital Accountability and Transparency Act of 2014</td>
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<tr>
<td>EA</td>
<td>Office of External Affairs</td>
</tr>
<tr>
<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
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<td>EEOC</td>
<td>Equal Employment Opportunity Commission</td>
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<td>EMA</td>
<td>Europe, the Mediterranean, and Asia Region</td>
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<tr>
<td>EOD</td>
<td>Enter on Duty</td>
</tr>
<tr>
<td>ET</td>
<td>Early Termination</td>
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<tr>
<td>ETD</td>
<td>Estimated Time of Departure</td>
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<td>ETS</td>
<td>Electronic Travel Service</td>
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<td>ERM</td>
<td>Enterprise Risk Management</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<td>--------------</td>
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<tr>
<td>Exec Sec</td>
<td>Office of the Executive Secretariat</td>
</tr>
<tr>
<td>F</td>
<td>Foreign Affairs Counter Threat (Training)</td>
</tr>
<tr>
<td>FAR</td>
<td>Federal Acquisition Regulation</td>
</tr>
<tr>
<td>FECA</td>
<td>Federal Employees Compensation Act</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FISMA</td>
<td>Federal Information Security Management Act</td>
</tr>
<tr>
<td>FOIA</td>
<td>Freedom of Information Act</td>
</tr>
<tr>
<td>FSN</td>
<td>Foreign Service National</td>
</tr>
<tr>
<td>FTE</td>
<td>Full Time Equivalent</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GAP</td>
<td>Global Accounts Payable</td>
</tr>
<tr>
<td>GGM</td>
<td>Office of Gifts and Grants Management</td>
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<tr>
<td>GHSP</td>
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<td>GSA</td>
<td>General Service Administration</td>
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<td>HC</td>
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<tr>
<td>HCN</td>
<td>Host Country National</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>IAP</td>
<td>Inter-America and the Pacific Region</td>
</tr>
<tr>
<td>ICASS</td>
<td>International Cooperative Administrative Support</td>
</tr>
<tr>
<td>ICD &amp;I</td>
<td>Intercultural Competence Diversity &amp; Inclusion</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
</tr>
<tr>
<td>IG Act</td>
<td>Inspector General Act of 1978</td>
</tr>
<tr>
<td>IST</td>
<td>In-Service Training</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPA</td>
<td>Kate Puzey Volunteer Protection Act of 2011</td>
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<tr>
<td>L</td>
<td>Local Compensation Pay</td>
</tr>
<tr>
<td>LGL</td>
<td>Let Girls Learn</td>
</tr>
<tr>
<td>LMS</td>
<td>Learning Management System</td>
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<tr>
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<td>Office of Management</td>
</tr>
<tr>
<td>MEDEVAC</td>
<td>Medical Evacuation</td>
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<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
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<td>MS</td>
<td>Manual Section</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>MS</td>
<td>Medical Services</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NO FEAR</td>
<td>Notification and Federal Employee Anti-Discrimination and Retaliation</td>
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<td>OCFO</td>
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<tr>
<td>OCRD</td>
<td>Office of Civil Rights and Diversity</td>
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<td>OGC</td>
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<td>Office of Safety and Security</td>
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<td>OST</td>
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<td>PAS employees</td>
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<td>PCMO</td>
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<td>PCPP</td>
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<td>PCR</td>
<td>Peace Corps Response</td>
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<tr>
<td>PCRVs</td>
<td>Peace Corps Response Volunteers</td>
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<td>President’s Emergency Plan for AIDS Relief</td>
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<td>Personal Service Contractors</td>
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<td>Pre-Service Training</td>
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<td>P&amp;T</td>
<td>Programming &amp; Training</td>
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<td>Abbreviation</td>
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<td>RMO</td>
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<td>Regional Security Officer, Diplomatic Security, U.S. Department of State</td>
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<td>Semiannual Report to Congress</td>
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<td>Sexual Assault Response Liaison</td>
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<td>SOP</td>
<td>Standard Operating Procedure(s)</td>
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<td>Statement of Work</td>
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<td>US Direct Hire</td>
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<td>U.S. Government</td>
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<td>Volunteer Delivery System</td>
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<td>Volunteers and Trainees</td>
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<td>WWS</td>
<td>World Wise Schools</td>
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</table>
Director’s Office (D) and Sub-Offices

- Office of the Director (D)
- Office of the General Counsel (OGC)
- Office of Victim Advocacy (OVA)
- Office of the Inspector General (OIG)
- Office of the Chief Financial Officer (OCFO)
- Office of Civil Rights and Diversity (OCRD)
- Office of the Chief Compliance Officer (CCO)*
- Office of the Third Goal and Returned Volunteer Services (3GL)*
- Office of Innovation (OI)**
- Office of Strategic Information, Research, and Planning (OSIRP)**

* Coordinates reporting through the Chief of Staff
** Coordinates reporting through the Deputy Director
Mission Statement

The mission of the Office of the Director (D) is to provide executive-level direction to the Peace Corps, overseeing its programs and activities, and establishing policies to implement programmatic and operational authorities under the Peace Corps Act.

Functions

The Director of the Peace Corps:

- Reports to the President of the United States on Peace Corps programs and operations.
- Directs implementation of the Peace Corps Act.
- Provides executive direction on all programs and operations and establishes policies implementing the authorities under the Peace Corps Act.
- Represents the Peace Corps before Congress.
- Consults with representatives of foreign governments and international organizations in furtherance of the Peace Corps mission.
- Consults with the Secretary of State, the Director of the Office of Management and Budget, the Administrator of the Agency for International Development, and other U.S. government officials, as necessary and appropriate, to promote efficiencies.
- Provides vision and direction on Peace Corps policy, plans, goals, and accomplishments, and promotes the Peace Corps to the people of the United States.

Budget and Human Resources Overview

<table>
<thead>
<tr>
<th>Office</th>
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Key Issues and Challenges

Budget Uncertainty:

Five-Year Rule:

Information Technology:

Complex Operating Environments:
Agency Sexual Assault Risk Reduction and Response Program:

Timeline of Major Reporting Requirements
N/A
Mission Statement

The mission of the Office of General Counsel (OGC) is to provide legal advice and services and policy guidance and services to the Director and overseas and domestic staff, and to assist in the development of Peace Corps policies and procedures.

Functions

- Issues legal opinions in relation to the Peace Corps Act and other laws and regulations administered by or affecting the Peace Corps.
- Provides legal advice, policy guidance, and assistance to the Director and overseas and domestic staff in relation to the Peace Corps and its programs and operations.
- Provides legal advice on, and interpretations of, the Peace Corps Act, and all other laws, treaties, orders, directives, judgments, regulations, rules, policies, procedures and administrative, legislative, and judicial issuances that affect the Peace Corps and its programs, as well as operations, and all agreements and undertakings to which the Peace Corps is a party.
- Provides advice on legal issues and guidance on policy issues relating to the Peace Corps’ relationship with staff, contractors, Volunteers, Trainees, the President, Congress, other federal agencies, state and local governments, host country and other foreign governments, international organizations, non-governmental organizations, private individuals, returned Peace Corps Volunteer organizations, and other private sector entities.
- Provides legal advice and policy guidance on administrative determinations, including the expenditure of appropriated and other funds, the enrollment and termination of, and other actions in relation to, Volunteers and Trainees, the appointment and termination of, and other personnel actions in relation to, staff and the entering into, administration and termination of grants, cooperative agreements and contracts.
- Administers the Peace Corps’ ethics and financial disclosure program.
- Assists the Office of Congressional Relations in preparing for and participating in congressional presentations, and in responding to congressional inquiries or hearings.
- Assists in the preparation of delegations of authority, directives, notifications under the Vacancies Reform Act and other administrative issuances.
- Prepares Peace Corps country agreements and undertakings, and agreements with other federal agencies and participates in the negotiation and execution of such undertakings and agreements.
• Reviews and approves for legal sufficiency agreements with state and local governments, host country and other foreign governments, international organizations, non-governmental organizations, returned Peace Corps Volunteer organizations, private individuals, and private sector entities.

• Represents the Peace Corps in administrative proceedings, and coordinates with the Department of Justice and the Department of State for representation of the Peace Corps in domestic and foreign judicial proceedings and administrative proceedings in foreign jurisdictions.

• Makes determinations under the Peace Corps' policy on eligibility for Peace Corps employment or Volunteer service of applicants with intelligence backgrounds.

• Serves as an integral member of the Sexual Assault Risk Reduction and Response Team. Drafts, updates, and interprets the agency’s policies and procedures relating to sexual assault, most of which stem from the Kate Puzey Peace Corps Volunteer Protection Act of 2011. Provides advice and training to various agency offices on matters concerning sexual assault.

### Budget and Human Resources Overview

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</table>

### Key Issues and Challenges

- ...
- ...
- ...
- ...
Timeline of Major Reporting Requirements

In addition to Vacancies Act reporting requirements, OGC is responsible for:

- Two semi-annual unified regulatory agenda reports due in March and August of each year for publication in the Federal Register.
- One updated list of Presidential Appointees confirmed by the Senate (PAS employees) to the Office of Government Ethics (OGE), due in June of each year.
- Two semi-annual reports to OGE on outside-funded travel, due May 31 and November 30 of each year.
- One annual OGE program questionnaire to OGE, due on OGE-designated date.
- One annual ethics pledge assessment report to OGE in February of each year.
Mission Statement

The Office of Victim Advocacy (OVA) is an office mandated by the Kate Puzey Volunteer Protection Act of 2011 (KPA) whose mission is to ensure that each Volunteer is made aware of, and receives access to, services provided by the Peace Corps in cases of sexual assault, stalking, or other crimes.

Functions

- Advocates for Volunteers who are victims of sexual assault, stalking, and other crimes, giving priority to cases involving serious crimes, including sexual assault and stalking.
- Establishes protocols, procedures, and systems to ensure that Volunteers who are victims of sexual assault, stalking, and other crimes are made aware of the Peace Corps support services available and receive full and open access to such services.
- Oversees and manages the KPA mandated Sexual Assault Response Liaison (SARL) program. Develops requirements and facilitates training for SARLs who serve at Posts around the world.
- Coordinates with other Peace Corps offices to assure efficient, responsive, and compassionate management of cases involving Volunteers who are victims of sexual assault, stalking, and other crimes.
- Provides input, guidance and subject matter expertise in the development and updating of the Peace Corps’ policies, procedures, and practices pertaining to Volunteers who have been the victims of sexual assault, stalking, or other crimes, including Peace Corps’ comprehensive sexual assault policy. Participates as a critical member of the Sexual Assault Risk Reduction and Response Team (SARRR).
- Provides input, guidance, and subject matter expertise in the development and updating of the Peace Corps’ sexual assault risk-reduction and response training program for Volunteers.
- Coordinates and facilitates the Peace Corps’ Case Management Review Board. The board reviews Peace Corps’ coordinated response protocols and identifies areas for improvement.
- Coordinates and facilitates the Peace Corps’ Systemic Issue Review Board, a collaborative forum seeks solutions to service gaps and procedural concerns identified during the Case Management Review Board.

Budget and Human Resources Overview
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</table>

**Key Issues and Challenges**

**SARL Training and Development:**

**Continued Collaboration with Stakeholder Offices and Posts:**

**Sharing the Peace Corps Model and Lessons Learned:**

**Timeline of Major Reporting Requirements**

The Office of Victim Advocacy has one major reporting requirement for the Office of the Inspector General who conducts evaluations of the implementation of the Kate Puzey Act. This evaluation is in its final congressionally mandated year in 2016.
Office of Victim Advocacy

Director

Office of Victim Advocacy

Administration

Victim Advocates
Mission Statement

Through audits, evaluations, and investigations, the Office of Inspector General (OIG) provides independent oversight of agency programs and operations in support of the goals set forth in the Peace Corps Act while making the best use of taxpayer dollars. OIG’s mission is to:

- Promote integrity, efficiency, effectiveness and economy.
- Prevent and detect waste, fraud, abuse and mismanagement.
- Identify risk and vulnerabilities and offer expert assistance to improve the Peace Corps’ programs and operations.

Established in February 1989, the OIG receives its legal authority from the Inspector General Act of 1978, as amended (IG Act). The law requires that OIG fully and currently inform the Peace Corps Director and the Congress about problems and deficiencies identified by OIG relating to the administration of agency programs and operations. The OIG may not be assigned or accept any agency program operating responsibilities.

Functions

- Conducts independent audits, evaluations, and investigations relating to the programs and operations of the Peace Corps.
- Keeps the Director and the Congress fully and currently informed concerning fraud and other serious problems in Peace Corps programs or operations, recommends corrective action, and reports on the progress made in implementing such corrective action.
- Detects and prevents fraud, waste, abuse, and mismanagement.
- Promotes economy and efficiency in Peace Corps programs.
- Reports expeditiously to the Attorney General whenever the IG has reasonable grounds to believe there has been a violation of federal criminal law.

Budget and Human Resources Overview

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</table>
Key Issues and Challenges

Access to Information: [b](5)

Peace Corps Management and Performance Challenges: [b](5)
Timeline of Major Reporting Requirements

- OIG Semiannual Report to Congress (SARC): SARC contains a synopsis of all of the significant OIG activities for the prior six months. The reporting periods are April 1 to September 30 and October 1 to March 31.

- Federal Information Security Management Act (FISMA): FISMA mandates that federal agencies establish effective information security protections and a program to secure its information systems. FISMA requires OIG to review their agency’s information security programs annually and submit their report to the Office of Management and Budget by November 10 of each year.

- Financial Statements Audit Reports: OIG contracts with an independent certified public accounting firm to conduct the mandated audit of the agency’s financial statements. These reports are issued annually on November 15.

- Management Challenges: The IG provides an annual letter to the Director summarizing the significant management challenges facing the agency. The letter is published in the Agency Financial Report.

- Kate Puzey Volunteer Peace Corps Volunteer Protection Act of 2011: Congress charged OIG with additional oversight responsibilities and reporting in connection with the agency’s implementation of the Kate Puzey Act requirements. On November 21, 2016, we will send two reports to Congress. The first evaluates how well the Peace Corps has implemented the training and policy requirements of the Act. The second report identifies complaints or allegations made by Volunteers and others to OIG which relate to misconduct by Peace Corps staff, breaches of Volunteer confidentiality, and subsequent action taken to assure the safety of Volunteers who provide such reports. A final report is due September 30, 2018.

- Digital Accountability and Transparency (DATA) Act of 2014: The DATA Act requires a series of reports from OIG to include an assessment of the completeness, timeliness, quality, and accuracy of data submitted by agencies under the DATA Act. OIG will provide Congress with their first required reports in November 2017 with subsequent reports following on a two-year cycle, in November 2019 and November 2020.
Office of Inspector General

- Director
  - Office of Inspector General
    - Deputy Inspector General/Legal Counsel
      - Assistant Inspector General for Audits
      - Assistant Inspector General for Evaluations
      - Assistant Inspector General for Investigations
      - Assistant Inspector General for Management and Administration
Mission Statement

The mission of the Office of the Chief Financial Officer (OCFO) is to coordinate the Peace Corps' overall resource management and provide the financial planning, oversight, and internal controls necessary to ensure that the Peace Corps achieves its domestic and overseas goals while operating in a fiscally sound manner. OCFO is responsible for ensuring accurate, up-to-date, and uniform agency financial policies in the agency's manuals, bulletins, and other publications; coordinate efforts to establish and maintain effective internal controls in the agency's operations; and ensure continuous improvement in financial and performance reporting by ensuring the accuracy of program data and meeting internal and external audit finding deliverables.

OCFO includes the Chief Financial Officer, the Deputy Chief Financial Officer, and six divisions: Accounting and Financial Reporting; Acquisition and Contract Management; Budget and Analysis; Financial Systems; Global Accounts Payable; and Volunteer and PSC Financial Services.

Accounting and Financial Reporting: The mission of Accounting and Financial Reporting (AFR) is to provide prompt, accurate financial and analytical services to the users of the agency's financial data and manage the timely and accurate submission of financial statements and other financial reports to the Department of Treasury (Treasury), the Office of Management and Budget (OMB), and other federal agencies.

Acquisition and Contract Management: The mission of Acquisition and Contract Management (ACM) is to provide professional acquisition support services to Peace Corps staff in Washington, DC, Regional Recruiting Offices (RROs), and overseas Posts. ACM is responsible for awarding and administering contracts for supplies or services in an efficient and timely manner, ensuring acquisitions are in full compliance with federal laws, the Federal Acquisition Regulation (FAR), the Peace Corps Manual sections, and other regulatory policies.
Budget and Analysis: The mission of Budget and Analysis (BA) is to provide guidance, direction and technical advice on all facets of budget formulation and execution to the agency’s Director, the Chief Financial Officer, and all agency domestic and overseas operations; to prepare comprehensive budget submissions to OMB and Congress; and to accurately report budget authority utilization to OMB and the Office of Personnel Management.

Financial Systems: The mission of Financial Systems (FS) is to develop, administer and operate the Peace Corps’ integrated financial management systems which include the functions of budgeting, accounting and financial reporting, procurement and contracting, accounts payable, accounts receivable, project’s accounting, Volunteer and PSC staff payroll, asset management, and imprest fund management. FS ensures that the systems are in compliance with applicable federal regulations and agency policies.

Global Accounts Payable: The mission of Global Accounts Payable (GAP) is to provide prompt and accurate payments for all of the Peace Corps’ domestic and overseas operations in accordance with federal regulations and Peace Corps policy while providing agency offices the highest level of customer service possible. In addition, GAP ensures the financial integrity of Peace Corps operations worldwide by providing sound fiscal oversight for the management of accounts receivable, imprest funds, debt collections, and other cash activities.

Volunteer and Personal Service Contractors (PSC) Financial Service: The mission of Volunteer and PSC Financial Services (VPS) is to administer the readjustment allowance program for Peace Corps Volunteers and Trainees; to maintain accurate and complete Peace Corps Trainee and Volunteer personnel records; and to provide Peace Corps Trainees, Volunteers, and Personal Service Contractors with prompt and accurate payments.

Functions

- OCFO coordinates and implements the agency’s financial management function from formulation, guidance, internal controls, execution, and reporting.
- OCFO acts as the Peace Corps’ liaison to OMB on all resource management and performance reporting.
- OCFO directs, manages, and provides financial management policy guidance and oversight to agency financial management personnel, activities, and operations.
- OCFO liaises with the Office of Inspector General and external/independent auditors regarding audit findings and recommendations and monitors the progress on management corrective action plans.
- ACM carries out all powers, functions, and duties of the head of the agency with respect to implementing Federal procurement policy. This office also provides procurement advice and acquisition support to ensure the successful procurement of supplies and services. ACM oversees the Suspension and Debarment Program.
AFR ensures the accuracy and integrity of the Peace Corps’ subsidiary ledger, general ledger, and fund balance with Treasury and submits monthly transaction and quarterly status of funds reports to Treasury. AFR is also responsible for the accurate and timely preparation of the agency's financial statements and other financial reports to the Office of Management and Budget, Treasury and other external audiences.

BA conducts external budget formulation, internal budget formulation, and budget execution; manages all external financial reporting related to budget matters.

FS develops and maintains an integrated agency budget accounting and financial management system, including financial reporting, and internal controls; provides training and technical and functional support for the Peace Corps’ contracting and financial management systems. This office manages the development, testing, and deployment of all system enhancement projects.

GAP manages the agency payment process in compliance with Federal regulations and the Peace Corps’ policy in support of all domestic and overseas operations; serves as the agency liaison with the Department of State and Department of Treasury on all payment issues, world-wide impest fund operations and cash management; maintains information on vendors for payment processing and for processing and issuing tax information; responsible for all collections and deposits, including debt collection and impest funds management; administers the agency’s debit card program.

VPS manages the issuance of Volunteer readjustment allowances and bonds; approves and issues any special deduction requests for Volunteers such as student loan or credit card payments; records all Peace Corps Volunteer and Trainee personnel actions such as terminations, transfers or extensions; and coordinates all aspects of the bi-weekly payment process for overseas Personal Service Contractors, both in local currency and U.S. dollar payments.

**Budget and Human Resources Overview**

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*Includes payments for Volunteer Re-adjustment Allowance ($25.2 M); International Cooperative Administrative Support Services (ICASS) shared services platform ($16.3 M); etc.
Key Issues and Challenges

Timeline of Major Reporting Requirements

CFO
- Annual Agency Financial Report

AFR
- Quarterly and annual financial statements to OMB
- Monthly Government-wide Treasury Account Symbol Adjusted Trial Balance System submission to Treasury
- Annual Government-wide Financial Report System submission to Treasury
- Audited financial statements to Treasury (annually)
- Year-end closing statement to Treasury (annually)

BA
- Financial Assistance Dashboard – Quarterly (November, February, May, and August) Submissions and Annual FY Restate
- OMB Budget Request – September
- Congressional Budget Justification – First Monday in February
- OMB MAX A-11 (Mid-Session Review) – July
- OMB MAX A-11 (President’s Budget) Budget Request Data, Summary Narratives, and Appropriation Language – November/December
- Conference Reporting (annually)

VPS
- Monthly tax payment for volunteers to the Internal Revenue Service
- Bi-Weekly tax payment for PSCs to the Internal Revenue Service
- Quarterly 941/941c tax filing to the Internal Revenue Service
- Annual W2 filing
Office of the Chief Financial Officer

Director

Office of the Chief Financial Officer

- Acquisition & Contract Management
- Budget & Analysis
- Global Accounts Payable
- Accounting & Financial Reporting
- Financial Systems
- Volunteer & PSC Financial Services
Mission Statement

The mission of the Office of Civil Rights and Diversity (OCRD) is to provide leadership and guidance on all civil rights, equal employment opportunity and diversity matters; and to address issues of discrimination and harassment, including sexual harassment, in the recruitment/employment of staff and in the recruitment/service of Volunteers/Trainees. OCRD encourages management, employees, and Volunteers to value diversity in order to build and maintain a culture that values inclusion of all employees and Volunteers. OCRD ensures that Equal Employment Opportunity (EEO) principles and diversity management initiatives are fully integrated into the Human Resources and organizational data systems.

Functions

- Serves as the civil rights, EEO, and diversity compliance authority that advises and assists the agency and senior management with the implementation and enforcement of equal opportunity and diversity management initiatives.
- Prepares and proposes policies and procedures, and applies laws, regulations, and executive orders to ensure equal opportunity to applicants for Volunteer Service, Trainees, Volunteers, employees, and applicants for employment.
- Identifies and works with other parts of the Peace Corps to eliminate barriers and practices that hinder or impede equal opportunity for all applicants for Volunteer service, Trainees, Volunteers, employees, and applicants for employment, including the elimination of sexual and non-sexual harassment.
- Develops and monitors the implementation of the Peace Corps' equal opportunity and affirmative employment plans for the employment and advancement of minorities, women, and persons with disabilities, including veterans with disabilities, and works with Peace Corps managers to ensure progress.
- Administers a system for processing complaints of discrimination and/or harassment filed by applicants for Volunteer service, Trainees, Volunteers, employees and applicants for employment; and prepares final agency decisions for the Director, in accordance with protective legislation, Executive Orders, Equal Employment Opportunity Commission (EEOC) directives, and Peace Corps regulations and policies.
- Implements or coordinates the agency's special emphasis and ethnic heritage programs including the Black/African American Employment Program, the Federal Women’s Employment Program, the Hispanic Employment Program, and programs for people with disabilities, including veterans with disabilities.
• Establishes and provides mandatory EEO compliance training. Collaborates with Human Resource Management and other departments to develop and implement diversity, and diversity management training and mentoring.
• Designates agency EEO counselors and investigators, develops training for counselors and investigators, and serves as their coordinator.
• Communicates and promotes the Peace Corps’ Diversity and EEO program to employees, trainees, and Volunteers, as required by 29 CFR 1614. Supports and coordinates the operation of the Diversity Governance Council.
• Oversees the implementation of the Diversity and Inclusion Policy Statement.

## Budget and Human Resources Overview

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## Key Issues and Challenges

OCR&D supports nearly everyone that applies to, works for, or volunteers for the Peace Corps. All Regional Recruitment Offices and Headquarter staff have access to the EEO complaint process as do employee applicants, US Direct Hires, Host Country Nationals, Foreign Service Nationals, and those in the Volunteer Corps including Volunteer applicants, and Trainees. Ensuring each group has adequate training with regard to both their rights and responsibilities in the context of discrimination and harassment is a constant challenge.

### Serving a Growing Constituency:

[Redacted]

### Increased Agency Focus on ICD&I:

[Redacted]
Timeline of Major Reporting Requirements

- Notification and Federal Employee Antidiscrimination and Retaliation (NO FEAR) Website Update – quarterly
- NO FEAR Congressional Report – March
- Minority Serving Institution Report – Mid March (White House)
- Management Directive 715 – end of January (EEOC)
- 508 Compliance – About every 5 years or as directed by the Department of Justice
Mission Statement

It is the mission of the Office of the Chief Compliance Officer (CCO) to develop and coordinate the Peace Corps' compliance system with the Office of Inspector General (OIG) reports, Congressional mandates, and other laws and regulations.

Functions

- Manages the agency’s response to the OIG’s financial audits, programmatic evaluations, and, where appropriate, investigative reports.
- Coordinates with agency offices and Posts to track and bring to closure outstanding recommendations from the reports of the Office of Inspector General.
- Produces reports on the status of the Peace Corps’ compliance with OIG recommendations.
- Coordinates and prepares mandated accompanying information for the transmittal of the Inspector General's Semi-Annual Reports to Congress (SARC).
- Identifies trends that emerge from compliance challenges and works to address the underlying issues.
- Verifies compliance with applicable policies and regulations.
- Provides training to overseas staff and Headquarter offices.
- Coordinates the response to the annual Sexual Assault Advisory Council Reports and monitors outstanding recommendations from these reports.
- Coordinates the agency’s response to the annual Federal Information Security Management Act audit.
- Serves as a member of the Senior Policy Committee Secretariat and Post-Service Task Force.

Budget and Human Resources Overview

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Key Issues and Challenges
The key issues for the CCO are as follows:

- [ ]
- [ ]
- [ ]

The challenges for the CCO are as follows:

- [ ]
- [ ]

Timeline of Major Reporting Requirements

- SARC has two set reporting periods of October through March, and April through September. The agency is provided time during both reporting periods to comment on the findings.
- The agency is given 45 days to comment on the findings of all preliminary audits and evaluations before they become final reports, as well as the opportunity to comment on final Management Advisory Reports and Reports of Investigation. CCO manages the agency’s response to all of these reports.
Chief Compliance Officer
Mission Statement

The Office of Third Goal and Returned Volunteer Services (3GL) engages the Peace Corps community to further intercultural understanding, and supports Volunteers through career transitions.

Functions

- Develop and implement the Peace Corps’ Third Goal programming, outreach, and training, leveraging the Peace Corps experience to increase Americans’ global and intercultural competence.
  - Incentivize Returned Peace Corps Volunteers (RPCVs) and Peace Corps Volunteers (PCVs) to achieve the Third Goal through innovative contests (Blog it Home, Storytelling Contest) and campaigns.
  - Design and oversee annual Peace Corps Week activities that encourage PCVs and RPCVs to bring the world home to American communities.
  - Provide trainings, promotional items (including Third Goal Kits), and other resources to PCVs, RPCVs, and staff to assist them in supporting the Third Goal.
  - Connect American classrooms and community groups with current and returned Peace Corps Volunteers through World Wise Schools programming, resources, and events to increase global competence and 21st century skills.

- Engage and support RPCVs as they return home from service with career resources to aid their transition.
  - Host RPCV Career Link, a searchable web-based jobs board featuring positions around the world with employers seeking to hire RPCVs.
  - Hold career conferences, career events, and career fairs in cities around the country to bring local RPCVs together for career development training, networking, and events with local employers.
  - Promote career and transition information and services through a variety of avenues including emails, web chats, phone calls, social media, and web site resources to reach RPCVs wherever they live with whatever questions they have.
  - Offer individual career counseling sessions to provide tailored feedback and strategies for making the most of Peace Corps service to obtain positions.
  - Support Volunteers by providing career information through Close of Service Conferences (COS) and COS emails, alerting them to the career resources available.
• Engage employers (public, nonprofit, and corporate organizations) to hire RPCVs by promoting the benefits of Peace Corps service and noncompetitive eligibility.
• Collaborate with RPCV Groups nationwide, including the National Peace Corps Association, to support RPCVs in Third Goal and career events and activities.
• Produce official documentation of Peace Corps service to support RPCV employment, education, and other post-service transition issues.
• Maintain RPCV contact information and other data through the RPCV Portal, surveys, and focus groups.

Budget and Human Resources Overview

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Key Issues and Challenges

The Office of Third Goal and Returned Volunteer Services staff is committed to elevating the Third Goal and supporting returned Volunteers. 3GL benefits regularly from the support and collaboration of other departments and staff within the agency, which significantly extends our impact. We have existing systems and programs that are highly valued by our audiences, such as career counseling, RPCV Career Link, Third Goal Kits, Blog it Home, World Wise Schools lesson plans, Speakers Match, and RPCV Career Conferences. We embrace the spirit of constant improvement and innovation, adding new programs such as the Peace Corps Storytellers Contest, World Wise Chats, and Employer Spotlight Webinars. We are tech savvy and willing to pilot new approaches to engage our audiences, embracing Microsoft Dynamic agency Customer Relationship Management (CRM), GovDelivery, Eventbrite, and Google Hangouts. The Peace Corps has a strong brand with educators, employers, partners, RPCVs, and RPCV groups and routinely message over 100,000 constituents.

Despite the strength of our brand and the success of our programs, 3GL does face some significant challenges:

Lack of Accurate Data

Aging IT Infrastructure

Transition Briefing Book 2017 | Director’s Office (D) and Sub-Offices 46
Meeting the Changing Needs of our Diverse Audiences:

Timeline of Major Reporting Requirements

N/A
Office of Third Goal and Returned Volunteer Services

- Director
  - Office of the Third Goal and Returned Volunteer Services
    - Third Goal
    - World Wise Schools
    - Returned Volunteer Services
Mission Statement

The mission of the Office of Innovation (OI) is to work closely with senior management of the Peace Corps to better deliver on its mission.

Functions

- Analyzes, synthesizes and presents ideas to catalyze substantial positive change including undertaking studies of agency operations and key issues and supporting process and procedural improvements that enable the agency to operate more efficiently and effectively.
- Creates a culture of innovation to generate new practices and share best practices for the continuous improvement of all aspects of the Peace Corps.
- Works with senior management to examine other government-wide efforts to implement “smarter government” initiatives at the Peace Corps. This includes actively seeking agency participation in federal government “pilot” innovation projects.
- Defines “innovation” as not a tool nor practice, but the direct result of giving people the room to experiment.

Budget and Human Resources Overview

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</table>

Key Issues and Challenges

Timetable of Major Reporting Requirements

N/A
Office of Innovation
Mission Statement

The Office of Strategic Information, Research, and Planning (OSIRP) advances evidence-based management at the Peace Corps by guiding agency planning; monitoring and evaluating agency-level performance and select 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, government-wide initiatives.

Functions

- Assists the Peace Corps in meeting federal reporting requirements and effectively measuring, analyzing, and documenting the agency’s impact.
- Ensures that performance measurement tools, information, and processes meet the Peace Corps’ planning and reporting needs and coordinates the collection, analysis, and articulation of agency-level goals, measures, and performance indicators.
- Leads agency-level performance measurement efforts, convenes Strategic Plan Quarterly Performance Reviews, coordinates evaluation and measurement guidance for the agency, provides performance-related procedural guidance, and represents the Peace Corps on the Inter-Agency Performance Improvement Council.
- Incorporates performance information into planning and reporting documents, including: the Peace Corps’ Strategic Plan, Integrated Planning and Budget System guidance for overseas Posts and Headquarters offices, Annual Performance Plan, Annual Performance Report, and Agency Financial Report and plays a lead role in managing the development of these documents, in order to improve performance and to link performance to strategic planning and agency resources. Through these efforts, OSIRP seeks to improve performance and to link performance to strategic planning and agency resources.
- Conducts evidence-based research and produces agency-level (cross-functional) evaluations for the Peace Corps.
- Designs, fields, and analyzes the Annual Volunteer Survey (AVS), the annual Global Counterpart Survey, and the annual Host Country Staff Survey.
- Constructs and manages the annual development of the Country Portfolio Review Tool which provides the agency with a framework for guiding evidence-based decisions regarding the allocation of Volunteers and resources, including potential new country entries and country graduations.
• Prepares Volunteer Early Termination and Resignation Reasons reports.
• Oversees data governance, establishes data standards, and provides oversight regarding data methodology and collection.
• Ensures the consistency, currency, completeness, relevance, reliability, and validity of agency-level data shared with the public by the Office of External Affairs and other Peace Corps offices.
• Ensures performance of the authorities related to the Kate Puzey Act that have been delegated to the Director of the Office of Strategic Information, Research, and Planning.

Budget and Human Resources Overview

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</table>

Key Issues and Challenges

Strategic Planning:

• [Diagram]

Evidence-based Decision-making:

• [Diagram]
Timeline of Major Reporting Requirements

Government Performance and Results Act Modernization Act of 2010 reporting requirements:
- Strategic Plan must be submitted to Congress by the first Monday in February following the year in which the term of the President commences (February 2018), due to OMB September 2017
- FY 2018 Annual Performance Plan due to OMB March 2017
- FY 2016 Annual Performance Report due to OMB March 2017
- FY 2019 Annual Performance Plan due to OMB September 2017
- At least quarterly, conduct agency data-driven performance reviews of progress to date on the Annual Performance Plan
- Annually conduct a strategic review of the goals and objectives contained in the strategic plan; agency strategic review meeting held in May every year

Kate Puzy Act reporting requirements:
- Conduct a confidential Annual Volunteer Survey; conducted every summer
- Conduct a country portfolio review at least once every three years; the Peace Corps elects to conduct it annually (Fall/Winter)
- Report annually (January) the rate of early termination of Volunteers, including demographic data associated with early termination

OMB Memorandum M-10-06, Open Government Directive (December 8, 2009) reporting requirements:
- Biannually develop and publish an open government plan on the agency open government web page
- Annually publish early termination and on-board numbers on the open government web page
- Annually publish Annual Volunteer, Global Counterpart and Host Country Staff Survey data and reports

Ensures the consistency, currency, completeness, relevance, reliability, and validity of data products shared with the public via External Affairs and other Peace Corps offices:
- Annually publish the On-Board Strength and associated data, including demographic data, geographic boundaries, and funding source for the Congressional Budget Justification
- Annually produce Volunteer producing top schools for publication
- Annually produce Volunteers who Enter on Duty (EOD) and all-time Volunteer numbers for publication
- Annually validate Volunteer application totals for publication
Office of Strategic Information, Research, and Planning

Diagram:
- Director
  - OSIRP Director/PIO
  - OSIRP Deputy Director
    - Support Staff
      - Chief of Strategic Planning and Data Management
      - Chief of Evaluation and Research
Deputy Director’s Offices

- Office of Global Operations (OGO)
- Africa Region (AF)
- Europe, Mediterranean, and Asia Region (EMA)
- Inter-America and the Pacific Region (IAP)
  - Country Program (Posts)
- Overseas Programming and Training Support (OPATS)
- Peace Corps Response (PCR)
- Office of Safety and security (OSS)
- Office of Volunteer Recruitment and Selection (VRS)
- Office of Health Services (OHS)
Mission Statement

The mission of the Office of Global Operations (OGO) is to oversee and coordinate the strategic support and management of Peace Corps overseas operations. OGO provides direction to the operations of its sub-offices to ensure that they advance the goals of the Peace Corps. Further, OGO encourages efficiencies by streamlining agency operations, disseminating best practices among the Regions, and providing an organized cohesive voice for the Regions and overseas Posts with agency leadership. OGO provides leadership, staffing, and resources to foster alignment, manage development, coordinate programming initiatives, and track both progress and effectiveness of Peace Corps overseas operations.

Functions

The Associate Director for Global Operations:

- In coordination with other Peace Corps offices, develops and implements policy, procedures, goals, and objectives necessary to affect Post openings or closings, the efficient management of overseas Volunteer operations, Regional operations and program development activities based at Peace Corps Headquarters.
- Directs the planning and implementation of Volunteer training, programming and support, in coordination with Overseas Programming and Training Support and the Regions.
- Coordinates with the Office of Safety and Security to ensure that safety and security programs for Volunteers and overseas staff are implemented.
- Collaborates with the Office of Health Services (OHS) regarding medical care and related services provided by OHS to Volunteers.
- Coordinates with the Office of Strategic Partnerships and Intergovernmental Affairs to establish and maintain collaborative relationships with other governmental, private sector, and foreign affairs agencies to ensure effective coordination and support for overseas projects.
- Coordinates with Human Resource Management (HRM) to recruit qualified candidates for staff positions, particularly for the Country Director (CD), Director of Programming and Training, and Director of Management and Operations positions.
- Advises the Director and senior staff on matters related to Peace Corps programming, training and support for Volunteers, Trainees, and overseas staff.
- Performs representational functions with embassies, the Department of State, USAID, and other agencies, as needed.
- Ensures performance of the authorities related to the Kate Puzey Act that have been delegated to the Associate Director under Attachment K of Manual Section (MS) 114 Delegation of Authority.
- Coordinates the overseas implementation of the Intercultural Competence Diversity & Inclusion (ICD&I) Strategic Plan.
- Oversees the newly-integrated staging/pre-departure unit.
- Analyzes and distributes operations-related data, develops studies, and provides recommendations to subordinate offices, including data from the Country Portfolio Review, Annual Volunteer Survey, and Administrative Management Control Survey.
- Manages the roster of intermittent experts for the purpose of filling US Direct Hire (USDH) staffing gaps.

**Budget and Human Resources Overview**

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*Includes part time and intermittent

**Key Issues and Challenges**
Office of Global Operations

- Director
  - Deputy Director
    - Global Operations
      - Pre-Departure/Staging
        - Europe, Mediterranean, and Asia Region
        - Africa Region
        - Inter-America and Pacific Region
        - Overseas Programming and Training
        - Global Health and HIV
        - Peace Corps Response
Mission Statement

The mission of the Africa Region (AF) is to direct the management and support for country-level operations to ensure that resources are available so that all Peace Corps Volunteers can have a safe and productive experience. Each Region includes Posts where Volunteers serve. Each Region is headed by a Regional Director (RD).

Functions

The Regional Director:

- Determines the date a Country Director (CD) assumes their duties in a particular country; if such determination is not made and a vacancy exists in a CD position in a particular country, delegates authority to a US Direct Hire (USDH) employee to serve as CD in an acting capacity.
- Supervises CDs and provides day-to-day administrative, logistical, and technical support to country-level operations.
- Administers the Regional budget and staffing plans; allocates resources for Volunteers, country programs and projects.
- Supervises the development, implementation, and monitoring of programs that provide Volunteers with the training and support necessary to serve effectively.
- Reviews and monitors country-level programming to ensure consistency with local development needs, and conformance with Regional and world-wide Peace Corps priorities.
- Collaborates with the Office of Health Services and the Office of Safety and Security to ensure that programs related to safety and security, medical care, and related services are effectively implemented.
- Coordinates with the Office of Strategic Partnerships and Intergovernmental Affairs to identify and collaborate with foreign development assistance agencies, both governmental and private.
- Performs representational functions with embassies of countries in the Region, the Department of State, U.S. Agency for International Development, and other agencies, as needed.

Budget and Human Resources Summary
## Key Issues and Challenges

The Africa Region operates in 27 countries across the continent with nearly 3,400 Volunteers in 24 active Posts. We are home to 47 percent of the Peace Corps’ Volunteer population and work in some of the poorest countries across the continent. Programs in Africa are comprised of all six of the agency’s sectors: Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. The Africa Region remains focused on addressing key challenges, which include operating in a complex environment, promoting the safety, security, and health of our Volunteers, addressing USDH staffing gaps, and effectively managing financial resources in a continually changing environment.

**Complex Operating Environment:** Two major infrastructure constraints in most African countries that impact our operations and our ability to support Volunteers:

- Transportation: 
- IT/Communications: 
- Safety, Security and Health: 

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<td>Africa Region</td>
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USDH Hiring Gaps:

**Financial Resources:** The rising cost of doing business is another challenge confronting the Africa Region. There are number of major cost factors which are largely outside the agency’s control, including, but not limited to:

- [List of factors]

**Timeline of Major Reporting Requirements**

N/A
Mission Statement

The mission of the Europe, Mediterranean, and Asia (EMA) Region is to direct the management and support for country-level operations and ensure that resources are available for Volunteers to serve effectively. Each Region includes Posts where Volunteers serve. Each Region is headed by a Regional Director (RD).

Functions

The Regional Director:

- Determines the date a Country Director (CD) assumes their duties in a particular country; if such determination is not made and a vacancy exists in a CD position in a particular country, delegates authority to a US Direct Hire (USDH) employee to serve as CD in an acting capacity.
- Supervises CDs and provides day-to-day administrative, logistical, and technical support to country-level operations.
- Administers the Regional budget and staffing plans; and allocates resources for Volunteers, country programs and projects.
- Supervises the development, implementation and monitoring of programs that provide Volunteers with the training and support necessary to serve effectively.
- Reviews and monitors country-level programming to ensure consistency with local development needs and conformance with Regional and world-wide Peace Corps priorities.
- Collaborates with the Office of Health Services and the Office of Safety and Security to ensure that programs related to safety and security and medical care and related services are effectively implemented.
- Coordinates with the Office of Strategic Partnerships and Intergovernmental Affairs to identify and collaborate with foreign development assistance agencies, both governmental and private.
- Performs representational functions with embassies of countries in the Region, the Department of State, U.S. Agency for International Development, and other agencies, as needed.

Budget and Human Resources Summary
Key

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**Issues and Challenges**

*Complex Operating Environment:*  

*Safety and Security:*  

*Healthy Lifestyles, Emotional Support and Resiliency:*
USDH Hiring Gaps

PCV Integration into Host Communities

Quality of Work

Timeline of Major Reporting Requirements
N/A
Europe, Mediterranean, and Asia Region

- Director
  - Deputy Director
    - Global Operations
      - Europe, Mediterranean, and Asia Region
        - Operations
        - Administration
        - Safety and Security
        - Programming, Training, and Evaluation
        - Overseas Posts
          - Country Desks
Mission Statement

The mission of the Inter-America and Pacific (IAP) Region is to direct the management and support for country-level operations and ensure that resources are available so that all Peace Corps Volunteers can have a safe and productive experience. Each Region includes Posts where Volunteers serve. Each Region is headed by a Regional Director (RD).

Functions

The Regional Director:

- Determines the date a Country Director (CD) assumes their duties in a particular country; if such determination is not made and a vacancy exists in a CD position in a particular country, delegates authority to a US Direct Hire (USDH) employee to serve as CD in an acting capacity.
- Supervises CD’s and provides day-to-day administrative, logistical, and technical support to country-level operations.
- Administers the Regional budget and staffing plans; and allocates resources for Volunteers, country programs and projects.
- Supervises the development, implementation and monitoring of programs that provide Volunteers with the training and support necessary to serve effectively.
- Reviews and monitors country-level programming to ensure consistency with local development needs and conformance with Regional and world-wide Peace Corps priorities.
- Collaborates with the Office of Health Services and the Office of Safety and Security to ensure that programs related to safety and security, medical care, and related services are effectively implemented.
- Coordinates with the Office of Strategic Partnerships and Intergovernmental Affairs to identify and collaborate with foreign development assistance agencies, both governmental and private.
- Performs representational functions with embassies of countries in the Region, the Department of State, U.S. Agency for International Development, and other agencies, as needed.

Budget and Human Resources Summary
Key Issues and Challenges

The Inter-America and Pacific Region is currently comprised of 19 Posts, spanning the Caribbean to the Pacific. In FY 2016, IAP had approximately 1,920 two-year Volunteers and 100 Peace Corps Response Volunteers. The most noteworthy issues and challenges are as follows:

Complex Operating Environment:

- Natural Disasters:

- Climate Change:

- Political Instability and Local Elections:

Safety and Security:

US Direct Hire and HCN Staffing Gaps:
Programming, Training and Evaluation (PTE) Alignment:

Timeline of Major Reporting Requirements
N/A
Inter-America and Pacific Region

Director

Deputy Director

Global Operations

Inter-America and Pacific Region

Operations

Administration

Safety and Security

Programming, Training, and Evaluation

Overseas Posts

Country Desks
Mission Statement

The mission of each Peace Corps Post is to ensure that the day-to-day, in-country operations create an environment for Volunteers and staff to work successfully and to perform their duties and responsibilities. The overarching goal is for every Peace Corps Volunteer to have a safe and productive experience. Each Post is headed by a Country Director (CD). The CD has the authority and responsibility to manage and coordinate Peace Corps country activities under the guidance of the Regional Director (RD) and in accordance with Peace Corps policies and procedures. The CD manages the annual Post budget and approves all major expenditures; controls physical and monetary assets; implements Peace Corps policies and adopts in-country procedures; and exercises responsibility for programming, training, support, safety and security, and administrative actions relating to Volunteers and staff.

Functions

The Country Director:

- Provides leadership to achieve program goals in host country.
- Manages the day-to-day operations in host country by developing and implementing overall policy, procedures, goals, and objectives for Post activities in accordance with Peace Corps policies and procedures.
- Administers internal planning, personnel, financial, budget and other administrative functions for the Post.
- Advises the RD on Post programming, training, resource allocation, safety and security, and medical support for Volunteers and staff.
- Responds to host country and Volunteer needs by supervising the development and implementation of programs that provide Volunteers with the training and support necessary to serve effectively.
- Supports Volunteers in their efforts to achieve the goals of the agency, ensuring that the activities of Volunteers are responsive to the needs and requirements of the host country.
- Initiates, negotiates, and executes agreements with host country agencies and other partners in accordance with Peace Corps policies and procedures.
- Performs representational functions with the host country government, the U.S. Embassy Country Team, USAID, and other agencies, as needed.
- Ensures performance of the authorities related to the Kate Puzey Act that have been delegated to the Country Director of the Post.
Serves as the legal representative of the Peace Corps within the country and is responsible for all aspects of Peace Corps operations. Key elements include:

- Develop a shared vision with staff, Volunteers and key host country partners and provide the inspiration and leadership to address it.
- Ensure qualified staff, structures and policies are in place to implement post goals and provide for the safety and well-being of Volunteers.
- Provide oversight to ensure that financial and property accountability and federal regulations are adhered to at Post and serve as the primary liaison with Peace Corps/Washington.
- Represent Peace Corps to host country officials and to the U.S. mission.

**Programming and Training (P&T):** This team is responsible for development and implementation of projects that are consistent with Peace Corps Programming and Training Guidelines and that meet appropriate needs of the host country. The training provides the cultural and language skills that enable the Volunteers to effectively integrate into local communities. The technical training and the programs incorporate primary and secondary projects that enable the Volunteer to provide value to the communities they serve. The program team provides the primary one-on-one relationship in directing and supporting the Volunteers in the field.

**Administration:** The administrative team provides for the financial and property accountability and adherence to agency and federal regulations. This group is responsible for the financial, administrative and logistical necessary to support Post operations effectively and efficiently within the budget established with the region. It includes budget and financial management; Volunteer allowances and reimbursements; vehicle fleet management; IT support and training; and office and property management.

**Volunteer Health & Well-Being:** The Peace Corps directly provides medical support to Volunteers under the guidance of the Office of Medical Services in Peace Corps/Washington. Each post has a medical unit staffed with qualified medical personnel that provide direct care, case management and triage as necessary, including medical evacuation. They are responsible for the medical and mental health of the Volunteers by establishing country specific health policies and guidelines, ensuring effective preventive training for the Volunteers to maintain good health, and providing appropriate preventive and medical treatment.

**Safety & Security:** This unit is responsible for setting up the systems to maximize the perception and reality of the Volunteer’s safety and security and to ensure effective training for the Volunteers to live and work safely in the host country. These systems include the action-plans for any possible emergency for individual or groups of Volunteers. This unit is responsible for building the relationships with appropriate host country personnel to support the Peace Corps in any of these emergencies.

**Significant External Relationships:** The Country Director has the responsibility of establishing relationships with the U.S. government agencies at post, in particular the Ambassador and ensuring that the unique balance of closeness and separation from the Embassy is maintained. The Country
Director participates in the Ambassador’s weekly Country Team meetings. The Country Director is responsible to see that appropriate relationships and agreements exist with the host country government for effective definition and support of programs that meet host country priorities. Each functional area develops their external relationships that are important to Peace Corps operating effectively in the host country. Frequently, the Host Country Nationals have long-standing, close relationships with very high levels, including the minister level.

**Key Issues and Challenges**
Varies by Post

**Budget and Human Resources Overview**
N/A (Part of OGO Budget)

**Timeline of Major Reporting Requirements**
Varies by Post
Mission Statement

The mission of the Office of Overseas Programming and Training Support (OPATS) is to provide strategic leadership in the areas of Programming, Training, and Evaluation (PTE) by designing, implementing, and evaluating programming and training systems, resources, and activities that build staff and Volunteer capacity. OPATS identifies, develops, and disseminates standardized training packages, including core training modules, and monitoring and evaluation tools and indicators. The office applies technology to the promotion of innovation and learning, and provides training and development opportunities to overseas programming, training and evaluation staff in support of Volunteers.

Functions

- Advises the Associate Director for Office of Global Operations (OGO) on matters relating to PTE for Volunteers and the support of these functions for in-country staff.
- Serves as principal office for the agency’s Volunteer work with other government, nongovernmental, and international organizations regarding international development PTE.
- Leads the agency and develops standards, guidance, and resources for PTE staff to:
  - Design quality programming approaches and evidence-informed practices of the sectoral work of Volunteers (Education, Agriculture, Environment, Community Economic Development, Youth in Development), as well as Cross-Sector Programming Priorities.
  - Design, facilitate, and evaluate quality training to prepare Volunteers to fulfill the three goals of the Peace Corps.
  - Monitor and evaluate programs using standardized indicators and data collection tools.

- Promotes and conducts continual learning for overseas PTE staff through in-person and distance-learning opportunities that meet the requisite PTE functional competencies.
- Develops e-learning training modules to meet identified Volunteer learning objectives.
- Promotes sharing of knowledge resources and learning across the agency by:
  - Connecting all staff and PCVs via PCLive, the agency’s official knowledge-sharing platform managed by OPATS.
  - Supporting Information Resource Center staff at Posts and maintaining a digital resource library.
  - Communicating via blogs, newsletters, and social media.
Managing the agency’s library, including physical collections and historical archives, and distributing agency-produced publications to Posts.

- Leads the agency in implementing a field-focused approach to intercultural competence, diversity, and inclusion (ICD&I).
- Manages the agency’s gathering, synthesis, and analysis of data through the Volunteer Reporting Tool (VRT) and Post Annual Status Reports, to produce annual sector and training summaries and fact sheets and to provide performance data for the agency’s Strategic Plan reporting.
- Manages the Language Proficiency Interview program, including providing tester training, monitoring Post performance, and developing language training program guidance.
- Administers the agency’s Learning Management System: Learning Space for Volunteers and Peace Corps University for staff.
- Ensures performance of the authorities related to the Kate Puzey Peace Corps Volunteer Protection Act (KPA) that have been delegated to the Director of OPATS.

### Budget and Human Resources Overview

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</table>

### Key Issues and Challenges

- Coordination of global operations around PTE:
- Volunteer reporting:
- Promoting PTE-related knowledge exchange:
  - [link]
  - [link]
Timeline of Major Reporting Requirements

End of Fiscal Year: In collaboration with Office of Strategic Partnerships, OPATS develops content for the annual reports for the Global Education Framework Agreement and Feed the Future, both funded by the USAID.
Mission Statement

The mission of Peace Corps Response (PCR) is to provide short-term assignments for Peace Corps Response Volunteers (PCRVs) that address the urgent needs of Peace Corps’ host countries and are consistent with Peace Corps programming and operating guidelines.

Functions

- Coordinates with Posts to identify specialized needs for PCR Volunteers and develops assignments to meet those needs.
- Recruits, selects, and places PCRVs.
- Coordinates with other headquarters offices to clear and process Peace Corps Response Volunteers for service.
- Provides information on the PCR program to staff at Headquarters, regional recruiting offices, and Posts.
- Assesses the viability and appropriateness of opening PCR programs in countries with and without an active Peace Corps program and advises the Associate Director for Global Operations on findings.
- Coordinates with the Office of Communications to develop marketing materials both to help recruit Peace Corps Response Volunteers, and for potential partnering organizations.

Budget and Human Resources Overview

<table>
<thead>
<tr>
<th>Office</th>
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<th>Other sources: PEPFAR and Reimbursables</th>
<th>FTE (incl. USDH, experts, &amp; PSCs)</th>
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<tr>
<td>Peace Corps Response</td>
<td>1.5 M</td>
<td>0.2 M</td>
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</table>

Key Issues and Challenges

Peace Corps Response handles all the recruitment, placement, programming, and Headquarter-level administration of nearly 400 Volunteers in over 50 countries. In FY16, PCR staff reviewed over 4700 applications and interviewed over 1500 candidates for over 500 different positions. PCR is often
called on to launch new initiatives, support new country entries or re-entries, and add technical depth to Posts and the agency’s development interventions.

Integration into Agency Policy, Programmatic, and Operations Systems:

Critical Role of Partnerships:

Managing the Global Health Service Partnership (GHSP):

PCR as an Innovator:

Timeline of Major Reporting Requirements
N/A
Peace Corps Response

- Director
  - Deputy Director
  - Global Operations
  - Peace Corps Response
    - Administration
    - Programming
    - Recruitment
    - Placement
Mission Statement

The Office of Safety and Security (OSS) promotes a safe and secure environment for staff and Volunteers both domestically and abroad by identifying risks, developing and implementing mitigation and response strategies, educating personnel, and improving programs through effective monitoring and evaluation systems.

Functions

The Office of Safety and Security serves as the agency’s principal office advising the Director and senior staff on all matters related to domestic and overseas safety and security. In collaboration with the Office of Global Operations, OSS ensures the effective implementation of safety and security-related programs at Peace Corps Posts and provides technical oversight of all safety and security personnel and activities. OSS serves as the agency’s principal liaison with other U.S. Government (USG) agencies and external organizations on security-related matters. OSS serves in the following capacities as mandated by Federal directives:

- The Peace Corps’ Continuity Coordinator (Presidential Policy Directive 40)
- The Peace Corps’ Occupant Emergency Coordinator (41 CFR 102.74-230)
- Senior Agency Official: Classified National Security Information Program (Executive Order 12958)
- Senior Agency Official: Personnel Security Program (Executive Order 12968)
- The Peace Corps representative to the Overseas Security Policy Board (Presidential Decision Directive/NSC-29)

OSS fulfills these responsibilities through the following sub-offices:

Emergency Management and Physical Security: Manages the physical security of agency property; agency Continuity of Operations plan and personnel, and Occupant Emergency Plans; coordinates the submission of collocation and setback waiver requests as well as the identification of physical security measures at overseas facilities in conjunction with Posts and the Department of State.

Information and Personnel Security: Manages the agency’s Insider Threat and Classified National Security Information programs and the personnel suitability, and security clearance background investigation and adjudication program.
Overseas Operations: Manages overseas staff and Volunteer security programs, primarily through ten field-based Peace Corps Safety and Security Officers. Provides crisis management leadership and support to the Peace Corps’ Posts and Headquarters; conducts routine assessments on the viability of Peace Corps’ programs; and develops and updates agency safety and security policies and procedures.

Crime Response and Analyses: Coordinates and directs the agency’s investigative response for victims of crime overseas; collects crime-related data, identifies trends, and produces annual reports that are used to inform Congress and the public and improve risk mitigation in the field.

Projects, Training, and Evaluation: Designs, directs and evaluates domestic, and overseas safety and security education and training programs for staff and Volunteers. Evaluates the effectiveness of the agency’s safety and security programs and makes recommendations to senior leadership for improvements.

Budget and Human Resources Overview

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<tr>
<td>Office of Safety and Security</td>
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Key Issues and Challenges

OSS has a staff of 38 US Direct Hires (USDH), ten of whom are assigned overseas. The majority of the office’s positions are exempt from the agency’s five-year rule which maximizes institutional support for and continuity of programs affecting Volunteer safety and security.

Operational Security Challenges: [18]

Personnel Security: [7]
Timeline of Major Reporting Requirements

- Annual: February - SF 716 Security Classification Cost Estimates to Information Security Oversight Office (ISOO)
- Annual: November - Self Inspection report to ISOO
- Annual: November - SF311 Agency Classification Management Program Data to ISOO
- Annual: Report from senior official to agency head. No given deadline.
- Annual: Self-Assessment from agency head to Senior Information Sharing and Safeguarding Steering Committee. No given deadline.
• Monthly: Agency continuity of operations readiness to Federal Emergency Management Agency (FEMA).

• Annual: Country Profile Pages (~60 – one for each country) – publish at peacecorps.gov by July 31 of a current year with data covering January 1 to December 31 of the preceding year.

• Annual: Statistical Report of Crimes Against Volunteers – publish at peacecorps.gov and deliver to Congress by September 30 of a current year with data covering January 1 to December 31 of the preceding year.

• Annual: End of Service Crime Survey Report – publish at peacecorps.gov and deliver to Congress together with the Statistical Report of Crimes Against Volunteers (by September 30 of a current year with data covering those who left service in the preceding year).
Office of Safety and Security
Mission Statement

The mission of the Office of Volunteer Recruitment and Selection (VRS) is to promote the Peace Corps and to recruit and place qualified men and women who represent the diversity of the United States to serve in overseas programs to meet the needs of Peace Corps’ host countries.

Functions

- Advise the Director of the Peace Corps and senior staff on Volunteer recruitment and selection issues, as well as matters involving public awareness of the Peace Corps' recruitment and assessment efforts.
- Develop policy, procedures, and objectives to ensure the delivery of Peace Corps Trainees in the numbers and general sectors and skill categories requested.
- Design and manage programs and activities to attract qualified and suitable individuals for Volunteer service, including activities conducted or managed by field-based and strategic recruitment staff.
- Initiate and maintain extensive area-wide community relationships within target communities and institutions, including productive relationships with returned volunteers PCRV groups, to ensure long-term, continuous support of the Peace Corps.
- Provide an objective and final review of the application materials and assessments to determine an applicant’s suitability and eligibility for Peace Corps service, as provided by the Peace Corps Act and Peace Corps rules and guidelines.
- Operate, monitor, and recommend improvements to the system through which Peace Corps applicants are assessed to determine overall suitability and qualifications for assignment.
- Establish and maintain collaborative relationships and cooperative programs with colleges, universities, and other higher education organizations in accordance with agency strategy and the needs of the implementing field and headquarters offices.

Budget and Human Resources Overview

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<tr>
<td>Volunteer Recruitment and Selection</td>
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<td>N/A</td>
<td>210</td>
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</table>

Key Issues and Challenges
In 2010, VRS began the modernization of the Volunteer Delivery and Support System (VDS) to create a more efficient recruitment and placement process, as part of an effort to increase overall applications to the Peace Corps. The primary goals of this reform included: moving from a paper-based application to an electronic format; providing a better customer service experience for the applicant by shortening the application and reducing the time from application to invite; allowing for more transparency in the assessment and placement process by introducing “Apply by, Know by” dates; providing applicants the option to select country and/or sectors preferences; and meeting posts needs by increasing the number of qualified, diverse applicants.

Online application (known internally as DOVE) launched in 2012:

Defining what it means to be a "qualified" applicant:

National Recruitment Strategy:
Optimizing technology to improve our business processes:

Data-driven decisions:

Timeline of Major Reporting Requirements

Deliverables and reports for VRS follow are coordinated through the Office of Strategic Planning and Research and follow the agency-wide schedule.
Office of Volunteer Recruitment and Selection - HQ

- Director
  - Deputy Director
    - Office of Volunteer Recruitment and Selection
      - Administrative
        - Placement
      - Operations
        - University Programs
        - Analysis & Evaluation
        - Recruitment & Diversity
Office of Volunteer Recruitment and Selection - Regional Recruiting Offices

- Director
- Deputy Director
- Office of Volunteer Recruitment and Selection
  - Operations
  - Recruitment & Diversity
  - Regional Recruitment Offices (3)
    - Recruitment Management
      - Public Affairs
      - Admin
      - Field-Based Recruiters
      - Office-Based Recruiters
Mission Statement

The Office of Health Services (OHS) operates a comprehensive, world-wide health system designed to maintain and improve the health of Trainees, Volunteers and, as authorized, Returned Peace Corps Volunteers (RPCVs). OHS achieves this goal by assessing the medical needs of applicants and invitees, providing clinical and preventive health services, clinical supervision and support, technical advice, training and education, and administrative support services through a multidisciplinary staff of trained professionals.

Functions

- The Associate Director for Health Services advises the Director and senior staff on matters related to the health of applicants, invitees, and Volunteers and Trainees (V/Ts), during and after their service and serves as liaison between OHS and other Peace Corps offices on administrative and program matters that affect the programs and policies of the office.
- The Office of Medical Services is headed by a director whose primary function is to develop and manage a comprehensive health care program for V/Ts and to coordinate responsibility and oversight of the health care system for V/Ts with the Regions. It has three sub-offices:
  - The Pre-Service Unit develops, implements, and monitors the process for reviewing Peace Corps Volunteer applicants and invitees for medical clearance for service.
  - The Field Support Unit manages and oversees care provided to V/Ts, provides clinical oversight of and consultation for Peace Corps Medical Officers, provides 24-hour medical duty officer coverage for Peace Corps medical emergencies, and manages the medical separation process applicable to V/Ts.
  - The Post-Service Unit ensures that Returned Volunteers have access to medical and dental evaluations for service-related medical conditions as authorized by the Peace Corps Act, serves as liaison between the Peace Corps and the Department of Labor on the eligibility of former V/Ts for Federal Employees' Compensation Act benefits, and administers a short-term private insurance plan available to Returned Volunteers.
- The Quality Improvement Unit monitors the performance of the Peace Corps health system, primarily related to the quality of clinical care provided to Volunteers.
- The Epidemiology and Surveillance Unit analyzes reportable health events and utilizes data for programming, training, and research related to V/T health.
- The Peace Corps Medical Officer (PCMO) Support Unit provides administrative, educational, and policy support to PCMOs, Medical Assistants/Secretaries and OHS staff.
- The Health Informatics Unit manages OHS health information systems, to include Peace Corps’ electronic medical record, known as PCMEDICS.
- The Financial and Resource Management Unit is responsible for all personnel, contracting and financial matters related to OHS.
- The Counseling and Outreach Unit provides mental health services to Volunteers and Trainees, consultation and support to Peace Corps staff, coordinates some emergency operations, and manages the Medevac Support Program.

**Budget and Human Resources Overview**

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<tr>
<td>Office of Health Services</td>
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<td>OHS Centrally Managed Account</td>
<td>27.8 M</td>
<td>N/A</td>
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</table>

**Key Issues and Challenges**

- **Information Security:**

- **Pre-service Screening:**

- **Volunteer Expectations and Resiliency:**

- **Infrastructure:**
Integration:

High Profile Issues:

Timeline of Major Reporting Requirements
N/A
Office of Health Services

Director

Deputy Director

Office of Health Services

PCMO Support Unit
Quality Improvement Unit
Counseling and Outreach Unit
Office of Medical Services
Finance & Resource Management Unit
Health Informatics Unit
Epidemiology Unit

Pre-Service Unit
Field Support Unit
Post-Service Unit
Chief of Staff Offices

- Office of Management (M)
- Office of External Affairs (EA)
- Office of the Chief Information Officer (CIO)**
- Executive Secretariat (Exec Sec)

*** Coordinates reporting through the Director
Mission Statement

The mission of the Office of Management (M) is to provide operational, professional development, administrative, and logistics support to the Peace Corps’ domestic and overseas activities and organizations.

Functions

- The Office of Human Resource Management: Conducts a range of personnel support functions, including federal staff recruitment and hiring, position classification, performance management, payroll/benefits services, and employee and labor relations.
- The Office of Administrative Services: Conducts facilities lease management, mail distribution, travel and transportation services, inventory/central receiving management, medical supplies acquisition/distribution, and Drug Enforcement Administration (DEA) controlled substance management, vehicle fleet procurement and management, sustainable energy/climate change/greenhouse gas reduction management, transit and parking benefit programs, federal occupational health coordination, warehouse logistics and fulfillment operations, and Occupational Safety and Health Administration (OSHA) compliance.
- The Office of Staff Learning and Development: Manages staff training and professional development activities in the areas of onboarding, leadership development, coaching and mentoring, federally-mandated job skills training, and off boarding for staff worldwide.
- The Freedom of Information Act (FOIA)/Privacy Act/Records Management Office: Provides support to the agency worldwide by providing guidance and assistance in the processing of FOIA and Privacy Act requests, and oversees the maintenance and legal disposition of records created or received by Peace Corps staff in the conduct of official business.

Budget and Human Resources Overview

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<tr>
<td>Office of Management</td>
<td>24.9 M</td>
<td>0.1 M</td>
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</tr>
</tbody>
</table>
Key Issues and Challenges

Legislative opportunities with regard to the Peace Corps Five-Year Rule and In and Out Rule:

Peace Corps Headquarters Office Lease:

Overseas Staffing:

Learning Management System (LMS):

Electronic Travel Service:

•

•

•

Electronic Records Management System:
Timeline of Major Reporting Requirement

<table>
<thead>
<tr>
<th>Report Name</th>
<th>Frequency</th>
<th>Final Due Date</th>
<th>Required by:</th>
<th>Final Report Due to</th>
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<tbody>
<tr>
<td>OMB A-11 Annual Motor</td>
<td>Annual</td>
<td>May 31</td>
<td>OMB A-11</td>
<td>OMB</td>
</tr>
<tr>
<td>- Vehicle Reports, Peace Corps</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Vehicle Fleet Budget Data</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Mail Management Report</td>
<td>Annual (only required if mail costs exceed $1 million per year)</td>
<td>March 31</td>
<td>FMR 102-192, Subpart B</td>
<td>GSA</td>
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<tr>
<td>- Data/ Vehicle Fleet Data</td>
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<tr>
<td>Federal Real Property Profile</td>
<td>Annual</td>
<td>December 15</td>
<td>EO 13327</td>
<td>GSA</td>
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</tr>
<tr>
<td>Premium Class Travel</td>
<td>Annual</td>
<td>November</td>
<td>Federal Travel Regulations 41 CFR Part 300-70</td>
<td>GSA</td>
</tr>
<tr>
<td>Controlled Substance Procurement Data (ARCOS)</td>
<td>Annual &amp; Quarterly</td>
<td>Annual inventory of each reportable controlled substance taken on December 31 of each year and filed with DEA (ARCOS) no later than January 15 of the following year. Increases and decreases in inventory of each reportable controlled substance must be reported on a monthly or quarterly basis and filed with DEA (ARCOS) no later than the 15 of the month following the end of the reporting period.</td>
<td>The Controlled Substances Act of 1970 (§ 827)</td>
<td>DEA</td>
</tr>
<tr>
<td>FOIA Quarterly Report</td>
<td>Quarterly</td>
<td>30 days at the end of each quarter posted on the Peace Corps' external website</td>
<td></td>
<td>DOJ OIP</td>
</tr>
<tr>
<td>Report of civilian employment/Employment Statistics (113A)</td>
<td>Monthly</td>
<td>Monthly (15th)</td>
<td>SF-113A; SF-113 Operating Manual (OPM); OPM Memo from Nancy Kichak September 27 2005</td>
<td>OPM</td>
</tr>
<tr>
<td>Official Time Data Submission</td>
<td>Annual</td>
<td>April 30</td>
<td>5 U.S.C. chapter 71</td>
<td>OPM</td>
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</tbody>
</table>
Mission Statement

The mission of the Office of External Affairs (EA) is to provide coordination and support for the Peace Corps external engagement with other agencies and partners, the media, and Congress. The Office of External Affairs is comprised of four functional sub-offices: the Office of Strategic Partnerships and Intergovernmental Affairs; the Office of Gifts and Grants Management; the Office of Communications; and the Office of Congressional Relations.

Functions

- Office of External Affairs: The Office of External Affairs provides coordination and support for the Peace Corps’ external engagement with other agencies and partners, the media and Congress through four functional sub-offices.
- Office of Strategic Partnerships and Intergovernmental Affairs: The Office of Strategic Partnerships and Intergovernmental Affairs promotes, develops, and manages the Peace Corps’ strategic partnerships and relationships with U.S. Government agencies, state and local governments, non-governmental organizations, multilateral institutions, and corporations.
- Office of Gifts and Grants Management (GGM): GGM develops and implements agency policies and strategy related to fundraising, and manages the solicitation and acceptance of both monetary and in-kind gifts to the agency.
- Office of Communications: The Office of Communications manages official agency communications, including press relations, social media, marketing, video production, photography, publications, design, printing, editorial support, and the public-facing website (peacecorps.gov).
- Office of Congressional Relations: The Office of Congressional Relations develops the Peace Corps’ legislative strategy, coordinates activities related to all legislative issues and interests, and serves as the official liaison between the Director of the Peace Corps and members of Congress and congressional staff.

Budget and Human Resources Overview

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<tbody>
<tr>
<td>Office of External Affairs</td>
<td>7.1 M</td>
<td>N/A</td>
<td>46</td>
</tr>
</tbody>
</table>
Key Issues and Challenges

Office of Strategic Partnerships and Intergovernmental Affairs:
•

Office of Gifts and Grants Management:
•

Office of Communications:
•

Office of Congressional Relations:
•
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•
•
Timeline of Major Reporting Requirements

Office of Strategic Partnerships and Intergovernmental Affairs:
- The partnerships and other agreements that OSP develops may contain evaluation requirements.

Office of Gifts and Grants Management:
- GGM is required to report on the number of private sector donors to PCPP and LGL to the Office of Management and Budget (OMB) through the Chief Financial Officer (CFO). GGM is also often asked to provide yearly reports to major donors.

Office of Communications:
- February: The office oversees the copy edit, graphic design/layout, and printing of the Congressional Budget Justification (CBJ). The final deliverables are due for distribution in February. A staff member has already been assigned to this project.
- March: The office provides printing production services on the Office of the Inspector General’s Semi Annual Report to Congress, which is a biannual publication distributed in March and October of every year.
- November: Agency Financial Report; transmitted to OMB. The office oversees the copy edit, graphic design/layout, and printing.
- November: Sexual Assault Advisory Council Annual Report; transmitted to Congress. The office oversees the copy edit, graphic design/layout, and printing.

Office of Congressional Relations:
- February: The CBJ is due to Capitol Hill in early to mid – February after the President submits his/her budget request for the following fiscal year. The CBJ is one of several reports that the agency produces which the Office of Congressional Relations annually transmits to Congress.
- On-going: the Office of Congressional Relations is responsible for notifying Congress when the agency plans to open, close, suspend, or substantially reduce operations in a country program or domestic office.
Mission Statement

The mission of the Office of the Chief Information Officer (OCIO) is:

- Provide advice and other assistance to the Director and senior management to ensure that information technology (IT) is acquired and information resources are managed in a manner that implements the policies, procedures and the priorities established by the Director.
- Develop, maintain, and facilitate the implementation of sound and integrated enterprise architecture.
- Promote the effective, efficient, and compliant design and operation of all of the agency’s major information resources management processes, including improvements to work processes.
- Monitor and evaluate the performance of all of the Peace Corps’ IT programs and systems.

Functions

Governance, strategic planning and IT agency program management: Designing and executing the agency IT strategic planning process and agency IT governance process; developing and enforcing agency and the OCIO internal IT policies and practices; applying OCIO internal methodologies and audits; providing management oversight for all agency IT programs and projects; maintaining a coherent enterprise architecture; and leadership for projects that affect agency-wide or cross office audiences.

Provision of business process design and software development services: Activities such as business consulting (process re-engineering, project definition, market research); database management and administration; legacy application maintenance; new application development and software package integration; software testing; and software quality assurance.

Management of IT production operations and infrastructure: Activities such as global network and infrastructure planning, engineering, deployment and maintenance; procuring IT professional services, hardware and licenses; managing and supporting telecommunications, telework, remote access, voice over internet protocols, portal device loaner program; performing preventative maintenance and operational continuity support; participating in business continuity of operations; and supporting electronic messaging, video and teleconferencing conferencing services.
Assurance of IT security and compliance: All activities under the agency’s information security program, such as: agency cyber security awareness training; conducting systems certification and accreditation; advising on IT security and risk management; testing systems security; assessing agency infrastructure and operations security vulnerability and patch management; monitoring and reporting enterprise information and systems breaches and incidents; cyber security policy and configuration development.

Delivery of IT customer support services: Activities such as managing customer relationships; procuring IT equipment and software procurement and logistics; providing Help Desk services, performance metrics, IT training and reference materials; managing the Specialist and Regional Recruiting Officer programs; and developing and executing Customer Service Level Agreements.

Administrative support: Activities such as managing the IT budget planning and execution; overseeing IT human resources staffing, appraisal process and professional development planning; and providing oversight for IT administrative practices and office management.

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<td>Office of the Chief Information Officer</td>
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<td>N/A</td>
<td>112</td>
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</tbody>
</table>

Key Issues and Challenges

Investment in Foundational IT: [0%-10%]

OCIO Staffing: [0%-10%]

Governance: [0%-10%]
Timeline of Major Reporting Requirements

Federal Information Security Management Act (FISMA) Annual Report: This report is submitted jointly with the Office of the Inspector General and the Office of Management Chief Privacy Officer on November 10, reporting the prior fiscal year, and requiring a transmittal letter signed by the Director.
Office of the Chief Information Officer

- Director
  - Chief of Staff
  - Deputy Chief of Staff
  - Office of the Chief Information Officer
    - Administrative Services
    - Enterprise Business & Software Services
    - Information Security, Policy & Governance
    - Production Operations and Infrastructure
    - Customer Support Services
Mission Statement

The mission of the Executive Secretariat (Exec Sec) is to coordinate, facilitate and expedite the Director’s correspondence, including responses to queries from the public, staff, Volunteers, external stakeholders and partners, Congress, and other U.S. Government agencies. Exec Sec receives, tracks, and processes executive correspondence, invitations and other requests for the Director and retains them for recordkeeping and retrieval. It is also the focal point for official communications within the agency and between the Peace Corps and the interagency community.

Functions

- Manages all incoming correspondence for the Director from external sources and coordinates replies via director@peacecorps.gov, execsec@peacecorps.gov, and for all incoming mail for the Director.
- Reviews and archives all incoming and outgoing correspondence according to standards consistent with Federal Records Act.
- Receives and disseminates official communications from other U.S. government agencies.
- Retains all relevant correspondence and policy documents for reference and retrieval.
- Serves as the agency’s protocol office and protocol trainer for CDs, senior leadership, and desk officers.

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<tr>
<td>Executive Secretariat</td>
<td>.3 M</td>
<td>N/A</td>
<td>2</td>
</tr>
</tbody>
</table>

Key Issues and Challenges

Serving the Director and Front Office:
Balancing Priorities:

Championing IT Innovation and Better Work Processes:

Timeline of Major Reporting Requirements
N/A
Executive Secretariat