

MS 123 Office of the Director: Organization, Mission, and Functions

Effective Date: March 20, 2012

Supersedes: 06/23/11; 08/27/08; 11/18/03; 09/16/94; 06/19/85; 07/25/84

Responsible Office: D/Chief of Staff

[Issuance Memo](#) (August 27, 2008)

[Issuance Memo](#) Partial Revision November 18, 2003

[Issuance Memo](#) (June 23, 2011)

[Issuance Memo](#) (March 20, 2012)

Table of Contents

1.0 [Authority](#)

2.0 [Purpose](#)

3.0 [Organization](#)

4.0 [Office Missions](#)

4.1 [Office of the Director](#)

4.2 [Office of Strategic Information, Research, and Planning](#)

4.3 [Office of the General Counsel](#)

4.4 [Office of Congressional Relations](#)

4.5 [Office of Communications](#)

4.6 [Office of Civil Rights and Diversity](#)

4.7 [Office of the Chief Compliance Officer](#)

4.8 [Office of Strategic Partnerships](#)

4.9 [Office of Innovation](#)

4.10 [Office of Victim Advocacy](#)

4.11 Office of Third Goal and Returned Volunteer Services

5.0 Office Functions

5.1 Office of the Director

5.2 Office of Strategic Information, Research, and Planning

5.3 Office of the General Counsel

5.4 Office of Congressional Relations

5.5 Office of Communications

5.6 Office of Civil Rights and Diversity

5.7 Office of the Chief Compliance Officer

5.8 Office of Strategic Partnerships

5.9 Office of Innovation

5.10 Office of Victim Advocacy

5.11 Office of Third Goal and Returned Volunteer Services

6.0 Effective Date

1.0 Authority

Peace Corps Act, 22 USC 2503

2.0 Purpose

The purpose of this manual section is to describe the organization, mission, and functions of the Office of the Director.

3.0 Organization

The Office of the Director is headed by the Director of the Peace Corps (D). The Office of the Director includes: the Office of Strategic Information, Research, and Planning; the Office of the General Counsel; the Office of Congressional Relations; the Office of Communications; the Office of Civil Rights and Diversity; the Office of the Chief Compliance Officer; the Office of Strategic Partnerships; the Office of Innovation; the Office of Victim Advocacy; and the Office of Third Goal and Returned Volunteer Services. Each sub-unit is headed by an A Delegate.

4.0 Office Missions

4.1 Office of the Director

It is the mission of the Office of the Director to provide executive-level direction to the Peace Corps, overseeing its programs and activities and establishing Peace Corps policy and its congruence to the three goals of the Peace Corps, as well as ensuring compliance with the Peace Corps Act.

4.2 Office of Strategic Information, Research, and Planning

It is the mission of the Office of Strategic Information, Research, and Planning (OSIRP) to advance evidence-based management at Peace Corps by guiding agency planning, enhancing the stewardship and governance of agency data, strengthening measurement and evaluation of agency performance and programs, and helping shape agency engagement on certain high-level, government-wide initiatives.

4.3 Office of the General Counsel

It is the mission of the Office of the General Counsel to provide legal advice and services to the Director and overseas and domestic staff.

4.4 Office of Congressional Relations

It is the mission of the Office of Congressional Relations to develop the Peace Corps' legislative strategy, coordinate activities related to all legislative issues and interests, and serve as the official liaison between the Peace Corps Director and members of Congress and congressional staff.

4.5 Office of Communications

It is the mission of the Office of Communications to increase the awareness and understanding of the Peace Corps and the work of Volunteers.

4.6 Office of Civil Rights and Diversity

It is the mission of the Office of Civil Rights and Diversity (OCD) 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. OCD encourages management, employees, and Volunteers to value diversity in order to build and maintain a culture that values inclusion of all employees and Volunteers. OCD ensures that EEO principles and diversity management initiatives are fully integrated into the Human Resources and organizational data systems.

4.7 Office of the Chief Compliance Officer

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

4.8 Office of Strategic Partnerships

It is the mission of the Office of Strategic Partnerships to coordinate and oversee the development and implementation of strategic partnerships to support the agency's three goals and enhance programs through every stage of the Volunteer life cycle.

4.9 Office of Innovation

It is the mission of the Office of Innovation to work closely with senior management of the Peace Corps to better deliver on its mission.

4.10 Office of Victim Advocacy

It is the mission of the Office of Victim Advocacy 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, to facilitate access of Volunteers to such services and to help develop and update the Peace Corps' sexual assault policy and the sexual assault risk-reduction and response training program. The Office of Victim Advocacy will give priority to cases involving serious crimes, including sexual assault and stalking.

4.11 Office of Third Goal and Returned Volunteer Services

It is the mission of the Office of Third Goal and Returned Volunteer Services to fulfill the Peace Corps' Third Goal – to promote a better understanding of other peoples on the part of Americans – and to counsel returned Peace Corps Volunteers (RPCVs) about opportunities for further education and employment.

5.0 Office Functions

5.1 Office of the Director

The Director of the Peace Corps:

- (a) Reports to the President of the United States on Peace Corps programs and operations.
- (b) Directs the implementation of the Peace Corps Act.
- (c) Provides executive direction to the Peace Corps, overseeing its programs and activities and establishing Peace Corps policy.

- (d) Represents the Peace Corps before Congress.
- (e) Consults with representatives of foreign governments and international organizations in furtherance of the Peace Corps mission.
- (f) 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 to coordinate Peace Corps programs and activities with those of other agencies of the Executive Branch.
- (g) Articulates Peace Corps policy, plans, goals, and accomplishments to the people of the United States.

5.2 Office of Strategic Information, Research, and Planning

- (a) Ensures that tools, information, and processes meet the agency's performance planning and reporting needs.
- (b) Coordinates the collection, analysis and articulation of goals, measures, and performance indicators on behalf of the Peace Corps.
- (c) Incorporates performance information into the planning and reporting documents that include the Integrated Planning and Budget System (IPBS) guidance for overseas posts and headquarters offices, the Peace Corps' Strategic Plan, Performance Plan, and Performance and Accountability Report (PAR).
- (d) Conducts agency-level (cross-functional) evaluations for the Peace Corps, either through external contracts and services or through staff analysts.
- (e) Leads the agency-level performance measurement efforts, convenes Strategic Plan Quarterly Performance Reviews, coordinates the evaluation and measurement guidance for all agency elements, and represents the Peace Corps on the inter-agency Performance Improvement Council.
- (f) Assists the agency in meeting federal reporting requirements and effectively articulating the impact of the work of the Peace Corps.
- (g) Conducts the Annual Volunteer Survey (AVS), constructs and manages the Country Portfolio Review Tool, and authors Early Termination (ET) and Resignation Reasons reports.
- (h) Oversees data governance, establishes data standards, and provides oversight regarding data methodology and collection.

- (i) Ensures the consistency, currency, completeness, relevance, reliability, and validity of data shared with the public via Congressional Relations, Communications, Press Relations, and other agency offices.

5.3 Office of the General Counsel

- (a) Provides legal advice and assistance concerning Peace Corps programs and activities to the Director, agency officials, Volunteers, and others.
- (b) Provides legal interpretation of the Peace Corps Act, as amended; related statutes; Executive Orders; delegations of authority; and other directives, regulations, or administrative issuances that affect the implementation of Peace Corps programs.
- (c) Reviews policy information and regulations affecting the Peace Corps' relationship with Volunteers, staff, the Congress, host governments, and federal agencies; participates in congressional presentations; and reviews all agency publications for legal sufficiency and policy consistency.
- (d) Acts as the liaison with other federal agencies and reviews and comments on proposed legislation, rules, regulations, policies, or other legal matters, which affect the Peace Corps, its programs, and its personnel.
- (e) Prepares draft legislation and assists in the preparation for presentation thereof to OMB and Congress.
- (f) Assists in the preparation of delegations of authority, directives, regulations, notifications under the Vacancies Reform Act, and administrative issuances.
- (g) Assists in the preparation of interagency agreements and agreements with other parties pertaining to Peace Corps programs, prepares all Peace Corps country agreements, renders legal interpretations, and participates in the negotiation of such agreements.
- (h) Reviews administrative determinations involving claims by or against Peace Corps, conflicts of interest, financial disclosure reports, delegations of authority, Freedom of Information/Privacy Act matters, the Peace Corps administrative issuance system, and the observance of the Peace Corps' policies against involvement in intelligence operations.
- (i) Reviews and comments on administrative determinations, including the authority to expend funds, enroll Volunteers, terminate Volunteers and staff; personnel procedures; standards of conduct; use of foreign currencies; contractual matters; personnel security; and other matters as appropriate.
- (j) Has oversight responsibility for the manual revision process.

- (k) Where required by law or otherwise deemed appropriate, refers cases to the Department of Justice for prosecution.
- (l) Reviews any other matter as requested by the Director or other appropriate Peace Corps officials.

5.4 Office of Congressional Relations

- (a) Develops and implements strategies for legislative and other congressional activities, including the tracking of the authorization and appropriations process for the Peace Corps' annual budget.
- (b) In coordination with the Office of the Chief Financial Officer, oversees the production of the agency's annual Congressional Budget Justification document.
- (c) Handles constituent cases involving Peace Corps Volunteers (i.e. a Volunteer or relative of a Volunteer who writes his or her Member of Congress about a particular issue).
- (d) Involves members of Congress and their staff in special events related to the Peace Corps.
- (e) Provides information about and enhances the visits of congressional delegations (CODELS) and staff delegations (Staffdels) to Peace Corps countries.
- (f) Represents the Peace Corps Director as the exclusive and official agency liaison with Congress.

5.5 Office of Communications

- (a) Advises the Director concerning the effectiveness of all agency communications functions.
- (b) Advises the Director and agency managers regarding appropriate public affairs support of Peace Corps programs, internationally and domestically.
- (c) Prepares speeches and remarks for the Director.
- (d) Represents the Peace Corps to public and other agencies in the planning and administration of communications functions.
- (e) Produces agency publications and periodicals, in cooperation and consultation with program offices.
- (f) Establishes and maintains rapport with media, reporters, free-lance writers, editors, and researchers.

- (g) Prepares and disseminates news releases, feature stories and other such information to print and broadcast media.
- (h) Provides graphic design assistance and expertise to the entire agency.
- (i) Provides video programs and photographic services to the entire agency and produces video programs in cooperation and consultation with program offices.
- (j) Advises agency management and field staff on photography and video production, purpose, and potential equipment expenses. Provides direction, programmatic objective information, conceptual approaches, and technical assistance to contractors.
- (k) Manages and administers the agency printing program and provides technical guidance to assure that program requirements are met. Advises on the utilization of the Government Printing Office (GPO) and General Services Administration (GSA), as well as Peace Corps' printing authority.
- (l) Manages the agency's photographic library and digital archives.
- (m) Handles information requests from the public. Develops and implements the agency marketing plan, emphasizing the agency's recruitment requirements.
- (n) Manages design, production, and delivery of all recruitment and other promotional products, including national advertisements and all collateral materials.
- (o) In close coordination with VRS, works with the public affairs specialists in the regional recruitment offices, as well as with other headquarters departments.

5.6 Office of Civil Rights and Diversity

- (a) 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;
- (b) Prepares and proposes policies and procedures and applies laws, regulations, and executive orders to ensure equal opportunity for applicants for Volunteer Service, Trainees, Volunteers, employees, and applicants for employment;
- (c) 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 the Peace Corps' equal opportunity and affirmative employment plans for the employment and advancement of minorities, women, and persons with disabilities, including disabled veterans; monitors implementation of these plans; and works with Peace Corps managers to ensure progress;

- (d) In accordance with protective legislation, Executive Orders, Equal Employment Opportunity Commission directives, and Peace Corps regulations and policies, 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;
- (e) 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, and the Hispanic Employment Program, and programs for disabled persons, including disabled veterans;
- (f) Establishes and provides mandatory EEO compliance training. Collaborates with HRM and other departments to develop and implement diversity and diversity management training and mentoring;
- (g) Designates agency EEO counselors and investigators, develops training for counselors and investigators, and serves as their coordinator; and
- (h) Communicates and promotes the Peace Corps' Diversity and EEO program to employees, trainees, and volunteers, as required by 29 CFR 1614.

5.7 Office of the Chief Compliance Officer

- (a) Manages the agency's response to Inspector General's financial audits, programmatic evaluations, and, where appropriate, investigative reports.
- (b) Coordinates with agency offices and posts to track and bring to closure outstanding recommendations from the reports of the Office of Inspector General (OIG).
- (c) Produces reports on the status of Peace Corps compliance with OIG recommendations.
- (d) Coordinates and prepares mandated accompanying information for the transmittal of the Inspector General's Semi-Annual Reports to Congress (SARC).
- (e) Identifies trends that emerge from compliance challenges and works to address the underlying issues.
- (f) Verifies compliance with applicable policies and regulations
- (g) Provides training to overseas staff and HQ offices.

5.8 Office of Strategic Partnerships

- (a) Develops the agency's policy and strategy for strategic partnerships.

- (b) Identifies potential strategic partners and establishes the agency's strategic partnership development priorities in close collaboration with other relevant offices.
- (c) Coordinates the development and approval of memoranda of understanding and strategic partnership agreements pursuant to Peace Corps policies.
- (d) Issues guidance and procedures on strategic partnership development and implementation.
- (e) Supports the implementation of active agency strategic partnerships, including the management of funds received by the agency through strategic partnerships.
- (f) Supports overseas posts to effectively utilize global strategic partnerships to support programming and training at posts.
- (g) Serves as a primary agency liaison with U.S. government agencies, non-governmental organizations, international organizations, universities, and other private sector strategic partners.
- (h) Administers the Small Project Assistance (SPA) Program and the Peace Corps Partnership Program, and establishes standards and policies all small grants programs directly administered by the Peace Corps.
- (i) Collects and analyzes data on strategic partnership activity from Peace Corps posts, regional recruiting offices, and headquarters offices.
- (j) Monitors, evaluates, and reports on the effectiveness of agency strategic partnerships.
- (k) Establishes and maintains collaborative relationships with domestic organizations that can help promote all of Peace Corps' volunteer, career, and educational opportunities in communities all across the United States.
- (l) Establishes and maintains collaborative relationships with colleges and universities that offer individuals the opportunity to combine studies toward master's degrees with Peace Corps service through the Master's International program.
- (m) Establishes and maintains collaborative relationships with colleges and universities that provide financial support to RPCVs and combine U.S. community internships with degree studies through the Paul D. Coverdell Fellows program.
- (n) Provides technical support and advice to colleges and universities to ensure the development of successful strategic partnerships which include the active participation of prospective, current and returned Volunteers.
- (o) Maintains donor relations and seeks to broaden donor base for small grants programs.

- (p) Oversees and manages the solicitation and acceptance of monetary gifts for the Peace Corps Partnership Program (PCPP) and other authorized purposes.

5.9 Office of Innovation

- (a) Analyzes, synthesizes and presents ideas to catalyze substantial positive change including:
 - 1. undertaking studies of agency operations and key issues
 - 2. process and procedural improvements that enable the agency to operate more efficiently and effectively
- (b) Creates a culture of innovation to generate new practices and share best practices for the continuous improvement of all aspects of the Peace Corps.
- (c) Works with senior management to examine other government-wide efforts to implement “smarter government” initiatives at the Peace Corps. This may include actively seeking the agency participation in federal government “pilot” innovation projects.

5.10 Office of Victim Advocacy

- (a) 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.
- (b) 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 to them and receive full and open access to such services.
- (c) Facilitates access of Volunteers who are victims of sexual assault, stalking and other crimes to the support services to which they are entitled under applicable law and Peace Corps policy.
- (d) 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.
- (e) May assist a Volunteer who is the victim of a sexual assault, stalking or other crime in dealing with the local legal system.
- (f) May, in carrying out the responsibilities of the Office of Victim Advocacy, communicate with outside parties on behalf of a Volunteer who is the victim of a sexual assault, stalking or other crime.
- (g) 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.

- (h) 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.

5.11 Office of Third Goal and Returned Volunteer Services

- (a) Develops and implements an agency-wide strategy to promote the Third Goal through increased engagement with RPCVs and other key stakeholders
- (b) Connects American classroom teachers and their students with current and returned Peace Corps Volunteers through matching programs, web-based curriculum publications, and instructional resources
- (c) Helps Americans learn about the world's diverse people, cultures, and geography through the Peace Corps Volunteer experience
- (d) Maintains databases of RPCVs and educators and encourages their interactions to foster cross-cultural understanding
- (e) Provides ongoing support and resources to teachers, Volunteers, RPCVs and staff in the promotion of Peace Corps's Third Goal
- (f) Develops and implements the agency's career and transition support services for RPCVs
- (g) Works directly with current Volunteers, returned Volunteers, Peace Corps staff, and public and private sector leaders to help facilitate Volunteers' transition back to the United States
- (h) Maintains the Agency's database of RPCV contact information to engage them meaningfully in post-service activities and ensure their ongoing connection with the Peace Corps

6.0 Effective Date

The effective date is the date of issuance.