



**USAID**  
FROM THE AMERICAN PEOPLE



# USAID Human Capital Strategic Plan FY 2009 - FY 2013



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# **USAID HUMAN CAPITAL STRATEGIC PLAN FY 2009 - FY 2013**

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## Section I: Introduction



**Nicaragua: Delivery of USAID-Donated Relief Supplies**

A U.S. Navy Helicopter from USS Wasp delivers relief supplies to waiting Nicaraguan citizens on Sept. 7, as part of U.S. Southern Command's Hurricane Felix relief effort here. U.S. Southern Command directed a Joint Task Force Bravo team from Soto Cano Air Base in Honduras along with the helicopter carrier USS Wasp to provide disaster aid in the immediate aftermath of Hurricane Felix.



**Bangladesh: Medical Aid for Tornado Victim**

Dr. Barkat Ullah, senior research physician of the JiVitA project, is assisted by Alain Labrique, Johns Hopkins University project scientist, and Mohammad Akteruzzaman, chief administrative officer, in providing emergency first aid to an injured victim of the Naldanga tornado.



**Eritrea: Newly Constructed Market**

USAID has provided support in building a new market to house food vendors to sell their produce to improve their incomes.

# Introduction

This USAID Human Capital Strategic Plan (HCSP) outlines USAID's five-year strategic plan for the management of human capital. This Plan focuses on achieving USAID's goal to "advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system." To achieve this, USAID is committed to "getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests abroad." The intersection of these goals drives USAID human capital activities on all fronts, including talent management, succession planning, diversity, and accountability.

The figure below represents the integrated and strategic nature of USAID's human capital lifecycle in its entirety. Note that the Joint Strategic Plan and the Foreign Assistance Framework provide the stimulus and direction for the other efforts.

The USAID Human Capital Strategic Plan, FY 2009-2013 addresses the Human Capital Assessment and Accountability Framework (HCAAF) five standards of success:

1. Strategic alignment
2. Leadership and knowledge management
3. Performance culture
4. Talent management
5. Accountability

The HCSP for FY 2009-2013 builds upon the previous multi-year HCSP of FY 2004-2008.

This plan discusses future steps needed to meet emerging challenges and acknowledges areas that still require improvement. Given changes since the FY 2004 plan was written, in the international environment, development community, and USAID's organizational and operational initiatives, priorities have changed. These changes have prompted the reorganization of Strategic Objectives (SOs) based upon new priorities and needs. The new SOs are as follows:

1. *Strategically align staff with agency priorities:* Align workforce size, competencies, and talent pipeline with evolving USAID mission.
2. *Increase staff mobility and readiness to rapidly meet emerging priorities:* Hire and train highly qualified FS and CS personnel and ensure they can be easily deployed to provide support quickly in areas of highest need.
3. *Ensure a diverse workforce and a culture of inclusiveness:* Sustain a diverse workforce and culture of inclusiveness by monitoring and continually strengthening diversity-

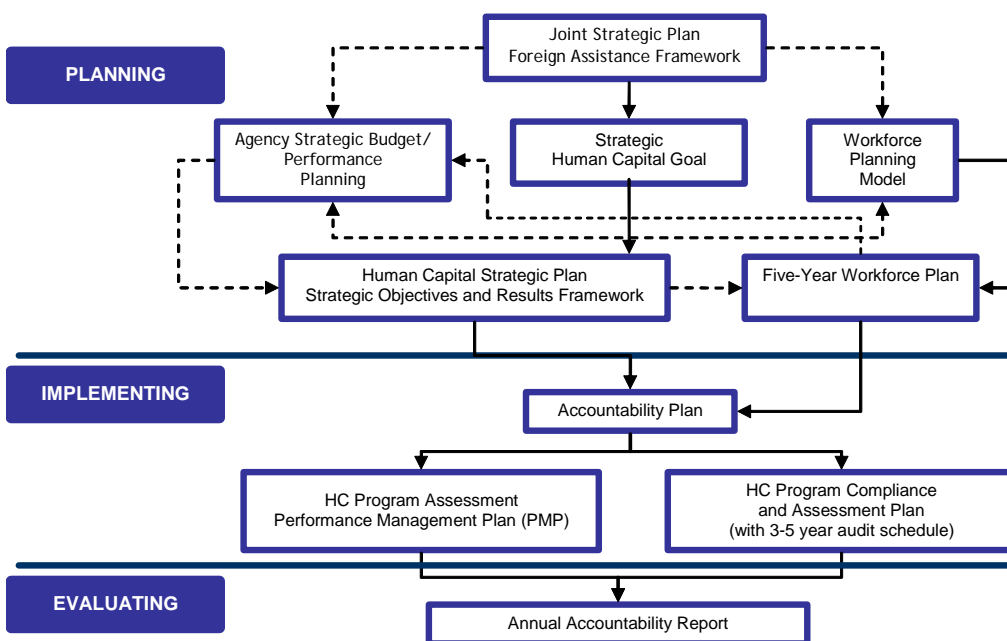


Figure 1: USAID's Human Capital Strategic Life Cycle

enhancing policies and programs - focusing on diversity beyond compliance, and looking at the subject through leadership, retention, recruitment, as well as the tools that help promote its goals.

4. *Ensure employee high performance through continual development and performance management:* Improve training, skills development and career development programs, and bolster high-performance incentives.
5. *Provide first rate HR services and tools to support USAID's mission and increase efficiencies:* Increase OHR capacity and efficiency through hiring, planning, and enhancing use of technology.

These new SOs were created to align with the five HCAAF standards. More information on the SOs is available in Section II, and the HCAAF standards are mapped to each SO in the Action Tables in Addendum C.

The 2004-2008 HCSP contained five SOs, identified as the human capital priorities USAID needed to achieve in order to ensure the viability and success of USAID's mission. The 2004-2008 SOs were:

1. Achieve a high-performing workforce
2. Strategically align staff with agency priorities
3. Establish a more flexible workforce
4. Create a more diverse workforce
5. Increase HR's capacity

to support USAID's mission and to implement the agency's human capital strategy.

Addendum C of this document summarizes the strategic objectives, intermediate results

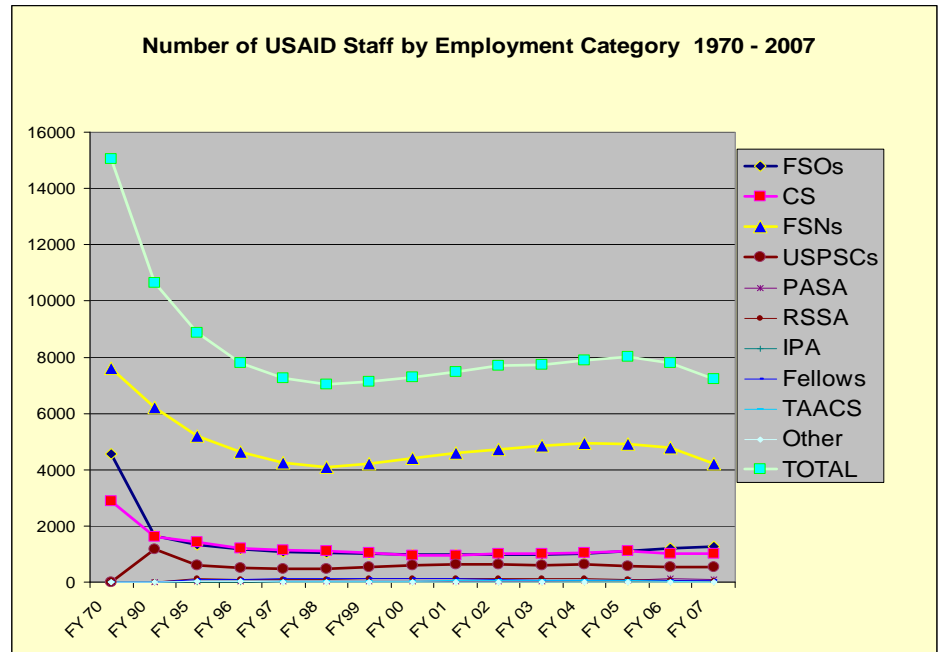


Figure 2: Number of USAID Staff by Employment Category 1970 - 2007

USAID has shown significant progress in achieving the goals set by the previous HCSP (see Addendum A, "HCSP FY 2004 – 2008 Accomplishments"). Progress is measured by indicators, which are tracked in the Performance Management Plan (PMP). The PMP establishes an information management system for monitoring SO implementation. Progress in HCM has been impressive over the last year as reflected in the PMA and PTB scoring.

The PMP also illustrates areas needing improvement. The 2009-2013 HCSP PMP is more rigorous and has more specific milestones, metrics and actionable tasks than in the past. The PMP is a USAID internal document published separately from this HCSP document. (See Addendum C for an explanation of the PMP.) The Action Tables also in

and describes actions and tactics to be used to accomplish this plan's objectives.

In 2007, USAID completed the first annual Human Capital Management Report (HCMR), which systematically analyzed, assessed, and reported on the human capital management initiatives in the Agency. OPM mandates that agencies implement HC accountability systems that include annual assessments of agency's progress. USAID's HCMR met all requirements and OPM applauded it as a "model" for other Agencies to follow.

## USAID Operational Overview

The ever-increasing importance of international development in national security cannot be overstated. Development, along with diplomacy and defense are the principal dimensions in

achieving the national security objectives of the United States. USAID is the leading US Government agency that addresses international poverty, inequity, and loss of hope, the root causes of crisis, conflict and terrorism. In addressing these issues, USAID is supporting the US national security goal of “keeping America secure and prosperous.”

USAID is strengthening its human capital with recruiting, training and other initiatives to ensure the maintenance and development of an efficient and effective workforce. Recently USAID has increased its focus on planning and activity with an organizational movement towards focusing increasingly on the future and proactive responses to crises and developmental opportunities.

Even among the changes in the international development community and evolving operational priorities, USAID’s mission remains particularly and urgently relevant. It is: “to create a more secure, prosperous and democratic world for the benefit of the American people and international community.” USAID also “accelerates the development of countries, and their people, by investing resources, transferring knowledge, creating opportunities, and advocating reforms to build a more secure, prosperous, and democratic world for the benefit of the American people and the international community.”

## The New Shape of USAID

The international development environment has changed

significantly and incorporates a more diverse group of partners and stakeholders. International resource flows have changed significantly over the past three decades, with the private sector playing a more dominant role, as opposed to development assistance, in emerging and many developing countries. Within the USG framework, there is an increased involvement of many more USG agencies in international development work, such as the Departments of Treasury, Energy and HHS. USAID’s role in international development has also changed and expanded. These new roles and responsibilities in international development have challenged USAID to constantly evolve. USAID must have the right staff placed across the globe and wide-reaching partnerships to leverage resources effectively. This demands highly qualified staff, high levels of planning and interagency collaboration. In order to accomplish our mission, USAID will focus on the following three activities:

1. **Acquire** a larger workforce with appropriate skill sets to meet the increasing demands of the international community.
2. **Develop** current talent and invest in the current and future workforce.
3. **Retain** the current workforce and talent through training programs, mentoring programs and compensation or other incentives.

As part of these three activities, USAID is employing a new strategic initiative: increasing the size of USAID’s permanent

Foreign Service Officer Corps. USAID’s increased staffing levels and new Consolidated Workforce Planning Model (CWPM) will also enable the Agency to deploy resources and staff to areas that need it the most. The Consolidated Workforce Planning Model uses a complex set of premises, scenarios and assumptions about USAID’s future state. In 2008, USAID is creating its first 5-year workforce plan for Foreign Service and Civil Service and will update the plan annually.

The new focus of USAID, in addition to its responsibility for strategic and accountable management of over \$10 billion of appropriated funds annually, will be on fostering private sector and development partner relationships. This will lead to increased partnerships and leveraging of non-US Government resources for international development priorities, and will require metrics and planning models that are not based predominantly on program size and amounts of aid delivered. With this new focus comes a new set of skills needed for Foreign Service Officers (FSO). In addition to being highly technical, the FSO role also requires social and negotiation skills, as USAID plays a crucial role linking foreign governments and many organizations doing business in foreign countries. USAID will further develop strategic partnerships and global alliances to help foster increased private and public sector partnerships and to enable the leveraging of resources among agencies working towards a common goal. Interagency partnerships will also allow for the sharing of ideas, ensuring that USAID is

employing best-practice techniques.

Obstacles to achieving an increased FSO workforce include USAID's infrastructure capacity and long range capital planning for New Embassy Compounds in collaboration with the Department of State. This will ultimately determine the size of any overseas mission and the availability of

physical space in our field missions for the placement of an expanded workforce. Throughout this HCSP, strategies and tools designed to bolster USAID's status as a high performing, results-oriented organization are described and actionable milestones are established. The plan places a strong emphasis on accountability and

sustainability to ensure that the strategic goals are given high priority and are achieved at agreed-upon points during the five-year period. This HCSP will support human capital that is aligned with key organizational goals, prepared for emerging priorities, and motivated to advance the Agency's mission.

## Section II: Strategic Objectives (SO) and Intermediate Results (IR)



**Administrator Fore Visits Darfur, Sudan**

Fore stands in a U.N. World Food Program warehouse in front of 10,000 metric tons of USAID-donated food aid that is delivered throughout North Darfur to conflict-affected populations.



**Nepal: Meeting Community Health Needs**

A trained counselor provides family planning advice to women at a Sun Quality Health clinic .



**Macedonia: Helping Small Business Find Market and Clients**

Some small business owners, who had already opened bed and breakfasts, had an idea: they would all make a brochure together. Working with the local USAID-funded Economic Development Center, the Macedonian group produced and distributed a simple booklet promoting all of their businesses.



## Strategic Objective 1:

# Strategically Align Staff with Agency Priorities

USAID will more effectively use competency management, workforce planning, and succession strategies to align staff with Agency priorities. Assigning, retaining, and developing talent to match USAID's changing needs requires workforce planning that is both focused and flexible.

Workforce planning objectives are driven by USAID strategic and human capital goals, as outlined in the Framework for Foreign Assistance, Joint Strategic Plan FY 2007–2012, and the 2008 Leadership Succession Management Plan.

## IR 1 – Agency right size is maintained through integrated workforce planning

The Agency uses workforce planning to accurately project its staffing requirements and develop targeted initiatives to meet those requirements. In 2008 USAID is creating its first 5-year workforce plan for Foreign Service and Civil Service. The plan will be updated annually. USAID, with the support of a Consolidated Workforce Planning Model (CWPM) and consultation with senior management, is conducting demand analyses for each Mission, Bureau, and Independent Office and is

computing how many staff are needed by position type. Gap analyses are then conducted based on estimated attrition rates and net onboard staff. After identifying gaps to be filled, USAID will review available options to fill the gaps, which may include training, promotion, and/or recruitment.

- *Establish a 5-year Workforce Plan that is updated yearly. (FY 08-13)* The workforce plan will be based on results of the CWPM process, the known and projected attrition, competency assessment, gap analysis, and solution analysis. This workforce plan will yield an

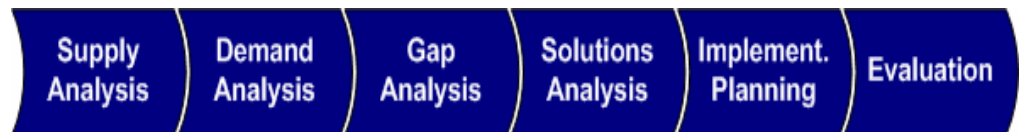


Figure 3: Workforce Planning Process

The Consolidated Workforce Planning Model uses a complex set of premises, scenarios and assumptions about USAID's future state. The Model considers the entire workforce including all levels of Civil Service, Foreign Service Officers, Foreign Service Nationals, and Personal Service Contractors, to define the core staff needed at any mission of any given size. The tool projects future staffing needs and offers flexibility in response to changing circumstances including changes in country difficulty and funding. The Model is effective because it works in concert with consultations with Washington-based senior management. The Model is currently being promoted throughout the Agency to ensure buy-in and greater understanding outside of OHR.

implementation plan with its own monitoring system (FY 08-13). Based on the Consolidated Workforce Planning Model process, the Office of Human Resources (OHR) predicts and works towards filling emerging staffing needs using the 6 workforce planning steps below:

- Supply Analysis
  - Demand Analysis
  - Gap Analysis
  - Solution Analysis
  - Implementation Planning
  - Evaluation
- USAID is also using the CWPM to establish a structure for new Missions.

This is because to significantly increase its FS, the Agency must closely reexamine its organizational structure. The challenge is for Missions not to “staff up” according to their existing structures, but to realign in preparation for future needs.

- Vet Model with all Regional Bureaus to ensure accuracy of data and assumptions (FY 08-09)
- Use the CWPM process to propose optimum structure for Missions (FY 09-13)
- USAID will analyze Workload Drivers Survey results and interview findings for each Washington Bureau and Office to refine the CWPM. The outcome will be updated workload drivers for Washington offices, plus a protocol for updating workload drivers in the future.
  - Vet Washington component of the Model with all Washington Bureaus to ensure accuracy of data and assumptions (FY 08-09)
  - Produce updated workload drivers for CS and FS positions in Washington (FY 09)
  - Use CWPM process to propose optimum structure for HQ (FY 09-13)
  - Increase use of paid interns through the Federal Career Intern program and expand career ladder positions (FY 09-13)
- *Align annual budget requests with output of the Model process and subsequent analyses. (FY 08-13) USAID*

will cascade workforce planning needs into budget priorities through the annual Agency budget formulation process. OHR will identify optimum workforce solutions in collaboration with the Offices and Bureaus and seek appropriate resources to support required solutions. The culmination of each workforce planning process will drive the beginning of the annual Agency budget formulation process. The Operating Expense account Budget computation will capture the proportional results of the Consolidated Workforce Planning Model (which looks several years out), adjusted by requests from Missions, and in line with the Foreign Assistance Framework. Staffing requirements and thus budget formulation will become more precise each year, as refinements to the Model enable greater specificity and consistency in unit costs.

- Develop more accurate computation of costs based on staff (FY 09-10)
- Provide vetted Model projections by end of each calendar year (FY 09-13)
- The Regional and Pillar Bureaus, as the most knowledgeable units concerning their Missions, will be consulted over final staffing allocation and organizational structure of the Missions, and will have the OHR’s Mission-level recommendations to inform their determinations. Deviations from recommendations should be explained. They will also have to justify any differences with the overall Regional

projections of OHR, as will all Washington Bureaus and Offices because OHR represents USAID’s corporate interests in HR management.<sup>1</sup>

- Regional and Pillar Bureaus use Model generated organizations to justify staffing requirements. (FY 09-13)
- By the end of this strategy, it will be the exception rather than the rule that Mission, Bureau and Office structures will not comply with the standard templates. (FY 13)

## **IR 2 – Competencies are aligned with current and future USAID mission**

This alignment ensures training and recruitment dollars are directly aligned with USAID’s mission, and ensures that USAID hires and develops talent with a future-looking focus. USAID is committed to closing skill and knowledge gaps, particularly in mission-critical occupations, and recognizes that the foundation of this effort is creating competency models for all positions. To accomplish this, USAID will use the new competency component of Learning Management System (LMS), which it began populating in FY 2007. The LMS competency management module will link to trainings, position descriptions, and career path development plans within the system for all USDH by the end of FY 2013. The

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<sup>1</sup>USAID will continue to refine our overseas structures including development of regional platforms.

module will enable employees and managers to assess their competencies, determine gaps, and identify appropriate learning activities necessary to fill competency gaps. Competency models and competency-based assessments, training, and position descriptions are developed via partnership between OHR and the organizational unit(s) which host the job series or backstop.

- *Complete competency models for entire workforce. (FY 13)*
  - Finalize IT competency model (FY 08)
  - Complete competency models for all FS positions (FY 10)
  - Complete competency models for remaining CS positions (FY 11)
  - Complete competency models for FSNs and US PSCs (FY 13)
  - Link competency model to IDPs for FS (FY 11) and CS (FY 12)
- *Conduct successive competency assessments to close gaps. (FY 08-13)* Human Resources (HR), GS-201 competencies, was the first USAID office to participate in a full competency assessment through the LMS in late FY 2007. USAID loaded the OPM-identified Series 201 human resources competencies into the LMS and used them to assess HR workforce competencies. The system connected these competencies with formal and informal training and

developmental assignments. USAID, in FY 2008, conducted similar competency assessments for IT and Acquisition,. The Agency is also conducting leadership gap analysis at least yearly, but they are not yet in the automated system.

- *Increase each year the proportion of competency-linked training. (FY 08-13)* One strategy used to link competencies to specific training is solution analysis. USAID employs a solution analysis to propose remedies for addressing knowledge gaps. The analyses demonstrate how gaps should be filled and include defining the skills needed and then identifying or developing specific training to effectively close the gaps.
  - The Agency aims to have a training float of 7% to ensure that the workforce has the skills needed now and in the future. The WFP Model factors in the training float in its computations.
- *Increase the proportion of competency-based position descriptions for recruitment. (FY 10-13)* Over the next five years, the Agency will more accurately integrate new competencies into position descriptions and align announcements and outreach materials with competencies. Classifiers and HR staffers will be thoroughly trained to support these efforts. The strategies will be evaluated and results will be captured yearly in the Workforce Plan.

### **IR 3 – Succession of requisite talent and**

### **effective leadership is ensured**

Retention and succession are critical to ensuring a continuous pipeline of capable leaders and a deep pool of talent with USAID-specific knowledge.

- *Create a working environment that fosters commitment and strengthens employee retention.* The Agency is striving to become the employer of choice for many employees because it recognizes the critical need to retain its valued employees and reduce voluntary turnover. Employees are more likely to remain with an organization that offers collaborative working environments, honest and open communication between leadership and staff, flexible work arrangements, and opportunities for career growth and advancement. Targeted retention efforts are important for all USAID staff but especially for CS positions where attrition is often due to staff retiring and leaving for other Federal agencies or private sector positions during mid-career. Conversely, attrition in FS is most attributed to retirements. The Agency is re-launching an exit interview tool which will help provide insights into the reasons why employees leave that will lead to the development of tactics for keeping the on-board satisfied. USAID is also using hiring flexibilities such as retention allowances to more effectively increase retention in mission critical positions. The Agency is using workforce analysis to determine future needs and pinpoint the specific positions

where hiring flexibilities would be most valuable. The use of the flexibilities will also allow USAID to close gaps more effectively in the future and will help to stem the flow of critical knowledge leaving the Agency. Some other retention strategies in use to motivate and encourage commitment of employees include:

- Offer more foreign language training opportunities
- Provide greater funding and support for the Student Loan Repayment Program (SLRP). This program reduces the extent of loan debt accrued by employees and is celebrated for enhancing attraction and retention of employees.
- Support informal and formal mentoring throughout the Agency (see SO 4 for more details)
- Support the Presidential Management Fellowship program (PMF). This program has proven very successful as employees have been more likely to stay with the Agency as a result of participation.
- Use other incentives and competitive benefits to retain high quality staff
- Provide middle and senior level development opportunities
- *Improve leadership development programs that*

*are competency-driven and sufficiently funded. (FY 09-10)* Continual high-quality training, mentoring and coaching are essential to develop leadership skills throughout the Agency in all personnel categories. USAID has been successful in partnering with FEI to develop a suite of leadership courses for entry, mid-level and senior leaders.

- Standardize leadership training requirements for CS and FS (FY 09-13)
- Launch a CS Senior Executive Service Development Program (FY 09)
- Strengthen evaluation of FS and CS leadership programs (FY 13)
- Improve entry-level training positions for JOs to grow future FSOs
- *Use succession strategies to strengthen capacity to retain and transfer critical skills and knowledge. (FY 10)* In 2007, USAID revised its *Leadership Succession Management Plan*. The plan is aligned with OPM guidelines and is in harmony with the *Joint State-USAID Strategic Plan*. It includes quantitative (number of employees) and qualitative (skill mix) management targets and includes a talent pool analysis and a bench strength analysis. USAID is also adding the LMS Succession Module to its

current collection of succession planning interventions. The new succession module provides detailed information on succession planning by office by organizing the skills and capabilities of employees from its online skills inventory. The module allows managers access to both top-level and specific information regarding current skills and the projection of skills needs in the future. It graphically represents the potential bench strength for each individual position and can list employees that meet projected future requirements and the degree to which the employee matches the position's requirements. The competency libraries needed to make the module fully functional will be finalized by 2010. Succession planning actions include:

- Complete testing/piloting of Succession Planning/Skills Inventory (FY 09-10)
- Complete LMS/Succession Management Project for USDH (FY 13)
- Increase use of incentive strategies to reduce turnover among employees with critical skills and knowledge (FY 09-10)
- Strengthen career tracks for all employees and track the percent of USDH FS/CS workforce in mid-career ranks

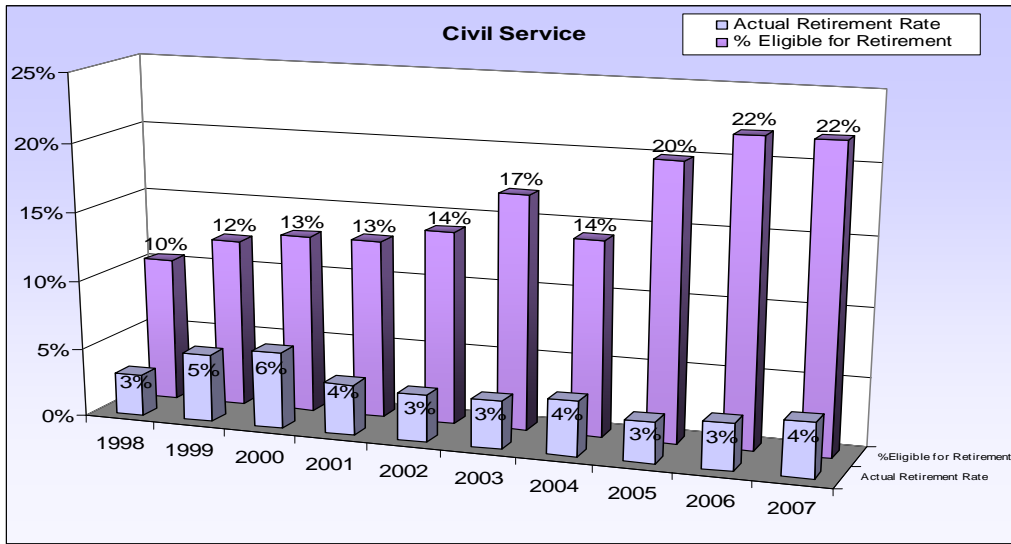


Figure 4: Civil Service Retirements

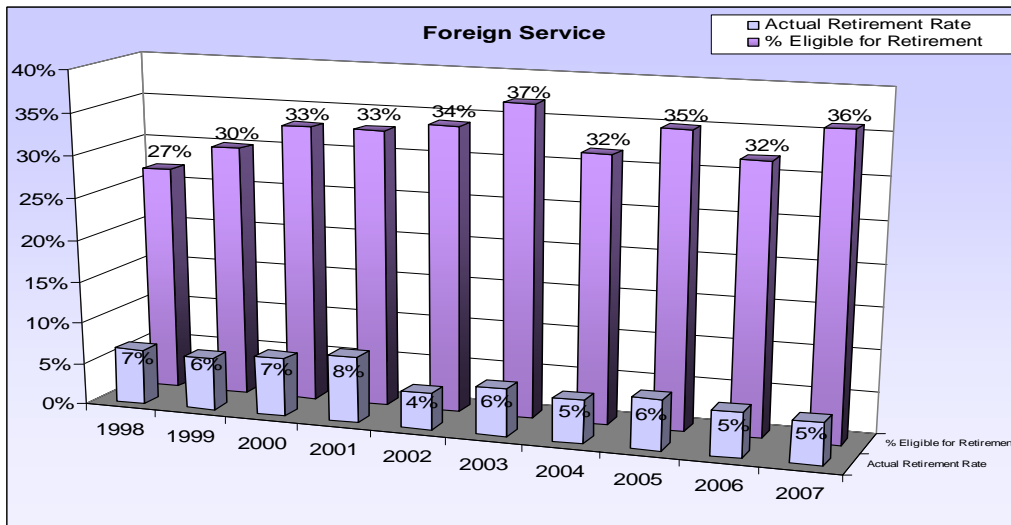


Figure 5: Foreign Service Retirements

- Establish and standardize knowledge management initiatives to retain institutional knowledge and speed skill transfer. (FY 09-10) USAID will continue to explore opportunities to increase knowledge sharing and collaboration across the Agency by employing various tactics. For example, *shadowing* is a knowledge capture strategy in which a less experienced employee would follow and learn from a more seasoned employee to gain and document technical, tacit, and organizational

knowledge. Shadowing is most useful in situations where retirement-eligible employees hold critical but rare skills that are essential for Agency functioning.

- Knowledge Management Program.** In FY 2007, USAID designated the emerging web-based Knowledge Management program as a responsibility of the Chief of Information (CIO) office. The Knowledge Management (KM) team has produced a KM Operational plan that is grounded on the CIO IT Strategic Plan for 2008-2015.

The KM Operational Plan supports 3 key KM strategic objectives to more systematically manage the Agency's knowledge (strong records/documents management, extended collaboration space and extended expertise locator system). One of the key KM initiatives is to attempt to capture and organize tacit knowledge, due to the large number of impending retirements of its senior staff. OHR especially, will be using knowledge capture strategies, such as documenting institutional knowledge.

## Strategic Objective 2:

# Increase Staff Mobility and Readiness to Rapidly Meet Emerging Priorities

Highly qualified FS and CS personnel must be hired, retained, trained, and easily deployed to provide support quickly in areas of highest need. USAID will create a 21<sup>st</sup> Century workforce by ensuring employees are qualified not just for the current position occupied, but for the future job roles.

## IR 1 – Staff readiness state is increased

The FY 2009 budget request includes the largest personnel increase ever proposed for USAID. The goal is to significantly increase USAID's permanent Foreign Service Officer Corps, strengthening the Agency's capacity to effectively deliver U.S. foreign assistance with increased technical expertise in the field and to engage more broadly with development partners. The larger, better-trained workforce will be ready to quickly meet routine and surge demands.

- *Increase the size of the Foreign Service. (FY 2012) Beginning in 2009, the Agency will engage in an effort to strengthen its overseas workforce. The focus is primarily on*

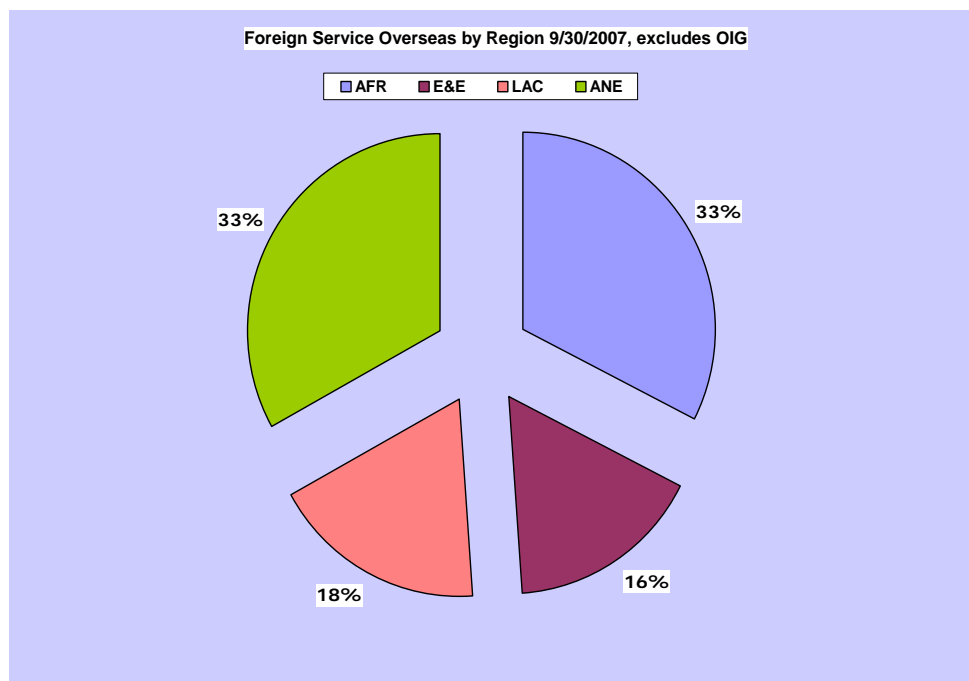


Figure 6: Foreign Service Overseas by Region 9/30/2007, excludes OIG

increasing the size of USAID's permanent Foreign Service Officer corps. The strategy will build a strong corps of professionals to meet challenges of the future and further the national strategic goals of bringing peace, prosperity, and security to the developing world.

- Establish a Surge Corps. Develop and deliver specialized training to qualify FSOs to serve in case of a surge. This training would be optional

for current and new FSOs, to provide them with skills necessary to serve in case of a surge.

- Rapidly and adequately staff Critical Priority Countries (CPCs).
- *Increase number of language-designated positions and increase pool of language-proficient FSOs. When mission directors and executive officers validate their lists of positions, they will identify additional language-designated positions. Language training*

of current FSOs as well as recruitment of new language-proficient FSOs will increase the pool of language-proficient FSOs.

- *Ensure CS staff is in place and equipped to support increased FS size.* GS employees play a critical role in supporting the delivery of overseas assistance. The Agency will seek to establish a balance of CS job series and FS backstop employees to ensure institutional memory and programmatic continuity, as well as the requisite staff mobility to address sector-specific development issues as they emerge across the globe.

## **IR 2 – Continuous, targeted recruitment is maintained**

In order to respond quickly to any need, it is necessary to always have a pipeline of qualified applicants. This can be achieved through open and continuous, targeted recruitment. Because of its constant recruitment efforts, USAID is experiencing greater applicant interest and is attracting larger numbers of qualified candidates throughout the year.

- *Increase targeted marketing and outreach to attract high-quality, diverse applicants.*
- Enhance recruitment through the JO Program and CS shortage or high turnover positions (such as Contracts Officers) by announcing vacancies on an open and continuous basis. Previously, there

were certain application periods with set start and end dates to hire. USAID established a continuous recruitment concept and processes to accept applications throughout the year in order to maintain a current pool of qualified applicants. USAID will continue and improve this continuous recruitment system for FS and CS.

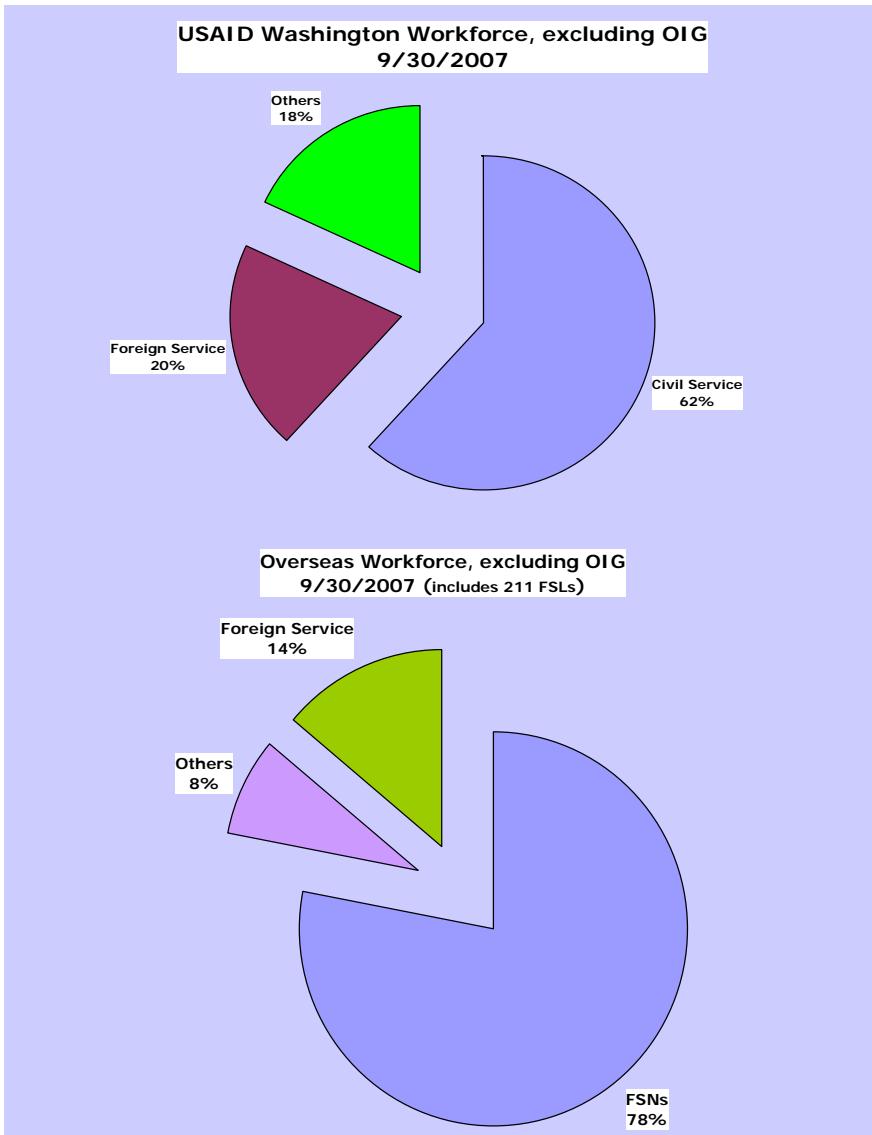
- Use an aggressive assortment of marketing options such as college visits, career fairs, advertising, and other special programs to provide the widest possible outreach to underrepresented populations within the Agency. Involve USAID senior leaders, managers, and subject matter experts from diverse backgrounds to augment the OHR recruitment staff. Establish strong relationships with colleges, universities, and trade organizations. Increase emphasis on, funding for, and use of intern programs by Offices and Bureaus.
- *Evaluate effectiveness of recruitment efforts.* Track success of programs and analyze return on investment (ROI) data including the automated recruitment referral function for announcements (Avue currently) which monitors where applicants heard about the Agency (FY 09-13). Develop procedures for evaluating recruitment events and activities in relation to the Agency's goals and objectives.

- *Maintain and improve time to hire from start of recruitment process to job offers, and security clearance process to entry on duty for both CS and FS.* The Agency will continue to improve on current time to hire in order to attract and retain highly qualified staff.

## **IR 3 – Policy flexibilities and incentives for CS and FS are fully utilized**

Policy flexibilities and incentive systems help fill critical skill gaps and ensure adequate staffing across USAID. Use of incentive programs are budget driven, but are essential for attracting and retaining the Agency's best employees, especially during times of surge.

- *Ensure maximum use of hiring flexibilities to close critical gaps for both CS and FS.*
- Increase use of special hiring flexibilities particularly for IT, OHR, contract officers, auditors, and accountants. If approved, use new direct hire authority for CS contracts and health officers to accelerate the pace of replacing key staff. Focus on closing gaps and reducing vacancies.
- Reexamine current incentive systems to encourage more strongly voluntary staffing of CPCs.
- To date, USAID has been successful in filling CPC vacancies through the special bidding opportunity process and the commitment to filling



**Figure 7:** USAID Washington and Overseas Workforce, excluding OIG

these positions first. Thus far, CPCs have been adequately staffed voluntarily, but the pool of possible FSOs to be sent to CPS is gradually dwindling. Over 300 FSOs have already served in CPCs and junior FSOs cannot be sent without sufficient experience.

- USAID will examine the current incentive system and make improvements to continue voluntary staffing. Additional family-friendly arrangements will also be identified. Current efforts include expanding opportunities for families

stationed overseas and wishing to remain (safe havened) at their existing post while the employee serves his/her CPC assignment. The Agency is also expanding the use of the Eligible Family Member (EFM) program, which provides opportunities for CPC employee spouses to accompany them to post.

### **IR 4 – Workforce and corporate strategy for direct and non-direct**

### **hire (NDH)<sup>2</sup> staff is systematically rationalized**

USAID recognizes that FSNs, FSLs and PSCs are all important pieces of the Agency's workforce. At the same time, greater rigor and discipline will be applied in future workforce planning and decisions will be made to ensure a more systematic corporate approach to staffing positions with fulltime permanent staff. In light of the initiative to increase the size of the permanent Foreign Service Officer corps, the Agency expects to reduce US NDH staff so that only temporary needs or highly specialized positions are filled. Note that Offices will still retain the ability to employ non-direct hires whenever there is high need, as the US-NDH staff are valued for their contributions to meeting Agency objectives.

- As FSO levels increase, gradually transition some US Personal Service Contractors (USPSC) into new roles. USPSC positions were designed to be filled by a person with a very specialized skill to meet a certain, short-term needs. Although the numbers of USPSCs are expected to decrease somewhat during the gradual increase of FSOs over the next three years, there will always be a continuing need for USPSCs to fill highly technical and specialized jobs. New FSOs may take on some of the work previously

<sup>2</sup> US Non-direct hire staff consists of USPSCs and several other types of contracts or other mechanisms such as the approximately 180 Institution Support Contractors who work in Global Health.



performed by USPSCs but many USPSCs have refined technical skills that are difficult to replace. It is also clear that some Washington-based operating units are heavily dependent on USPSCs and institutional contractors because of the nature of their work.

Examples of these are the Office of Transition Initiatives, Office of Foreign Disaster Assistance and Global Health. A prime example of specialized skills are those related to avian influenza in the Health sector.

- The Agency will also focus on improving career tracks for FSNs. One strategy is to expand their role in other countries and provide more opportunities for FSNs to fill Third Country National (TCN) positions. The OHR will provide a systemic policy approach to track FSNs who show the potential and desire to pursue TCN positions around the world, where available. Instead of using ad hoc approaches, the new policies will allow the Agency

to have the systems, people, information, and guidelines in place, through OHR, to make this one potential career track that FSNs can aspire to, in a similar ways that the FSOs often aspire to a career that leads to SFS. To accomplish this, OHR organization and Agency systems will be developed.

- *Establish system to use USPSCs as mentors to help strengthen JO job competencies.* USPSCs have valuable knowledge and experience that could be lost if they abruptly left the Agency. USAID will establish a system to keep USPSCs as mentors during the replacement FSO's first months, to facilitate a smooth transition.
- *FSNs serve as mentors to JOs in field.* FSNs have valuable mission-specific knowledge and will be utilized more broadly to aid JOs in quickly transitioning to their new post.

- *Prepare for FSL term expirations.* A number of options to address the completion of the FSL term appointments are under consideration. For example, it may be necessary to quickly staff CS and FS positions to replace key FSL staff whose terms are expiring or employ more mid-level hiring in the FS to permit opportunities for the existing FSLs to compete for these positions. Upon meeting performance requirements, some competitive FSLs may become eligible for conversion to career candidate status. However, one emerging concern is that a large number of FSL terms are expiring in the very near future. Although some of the competitive positions will be converted to FSOs in the field, the Washington FSLs are non-competitive and thus their departure will create voids that may be difficult to fill. This is especially troubling for programs such as Global Health and the Africa Bureau where FSLs play critical roles.

## Strategic Objective 3:

# Ensure a Diverse Workforce and a Culture of Inclusiveness

USAID will sustain a diverse workforce by monitoring and continually strengthening equal employment opportunity and diversity-enhancing policies and programs, while being in full compliance with EEO statutes, regulations, policies, and other written instructions. The Agency adopts a broad vision of diversity that extends beyond compliance and embraces two proactive goals. The first is to build and retain a direct hire workforce that reflects the diversity of America. The second is to foster an inclusive work culture where every employee is valued, respected and has the opportunity to reach his or her highest potential, where management practices are inclusive rather than exclusive, and where differences are accepted and used to strengthen Agency performance.

Analysis of 2007 survey results indicates that overall, the Agency has made significant strides towards ensuring that USAID remains a high-performing, results-oriented organization where top caliber people want to work. The strength of human capital is necessary to advance the mission and to serve as a model Agency for fostering a diverse, respectful, and efficient workforce that is conducive to advancing diversity and inclusiveness. At the same

time, it is clear that significant work remains to be done.

## **IR 1 – Leadership commitment to diversity demonstrated and modeled**

The Agency seeks to strengthen the role of USAID's leaders as champions of diversity by demonstrating a firm commitment to equality of opportunity for all employees and applicants for employment and ensuring that these principles are a fundamental part of Agency culture. Currently, the Office of Equal Opportunity Programs and the USAID Executive Diversity Council develop and support the implementation of diversity-enhancing initiatives that are backed by USAID affinity groups and the Agency's topmost levels of management.

- *Ensure Agency leaders model best practices for managing diversity.* All leaders and managers will be held accountable to set the tone for embracing diversity and inclusion; communicate this commitment; model these practices; and expect adherence to EEO principles from all employees.
- Incorporate diversity accountability

elements/standards in the performance plans of all SES and SFS members. (FY 10)

- All managers and supervisors will complete required EEO and Diversity Awareness Training Workshop. Thereafter, they will complete refresher training bi-annually. (FY 09-13)
- Establish timeframes for taking leadership courses. Courses such as "Management Skills for the Diverse Workforce," and "Management: Managing Workforce Diversity" will not only create better leaders in the organization, but help build an environment that facilitates diversity. (FY 10)

The following initiatives in particular require support from Agency leadership:

- Perform workforce demographic analysis (FY 09-13)
- Conduct diversity and inclusiveness survey to be used in the development of the annual action agency (FY 09-13)
- Implement diversity communication and outreach strategy

- Ensure adequate funding for EEO program and initiatives. (FY 08-13)
- Demonstrate that leaders expect all USAID employees to be partners in achieving diversity and inclusion goals.

- Bureaus and Independent Offices will prepare an annual Affirmative Employment Plan and submit yearly accomplishment reports to EOP. (FY 08-13)
- Leaders and managers will support affirmative employment and special emphasis programs. (FY 08-13)

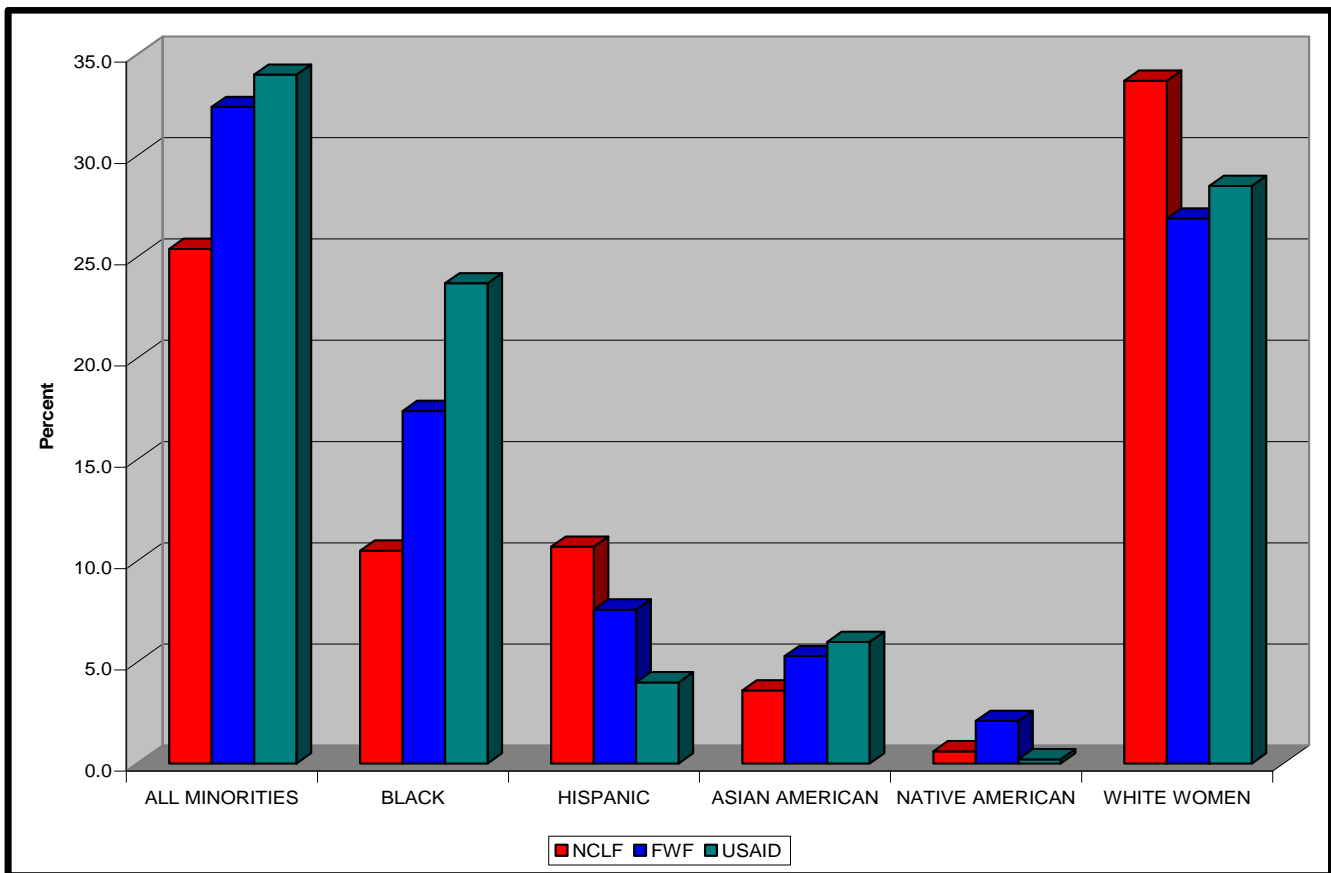
## IR 2 – Diverse workforce retained and developed

The Agency seeks to ensure that all USAID staff have the tools to plan for and pursue a career that promises successively more challenging and rewarding assignments—to create the work environment that attracts the best and the brightest and fosters their success. A particular goal is to ensure that minorities and females are appropriately represented within the top ranks of USAID management.

- Increase career opportunities so all employees can realize their fullest potential.

- Increase number of participants in the Upward Mobility Program. (FY 12)
- USAID developed this program to allow GS employees that are underutilized in their current position to apply for training positions in which they have the opportunity to develop, train, and grow in the Agency.
- Utilize dual announcement process. (FY 09-13)
- Applicants are sought from external and internal sources, though CS employees are given first consideration prior to referral of applicants from outside of USAID.

**USAID On-Board Compared to Federal Workforce (FWF) and National Civilian Labor Force (NCLF) Percentages**



**Figure 8:** USAID On-Board Compared to Federal Workforce (FWF) and National Civilian Labor Force (NCLF) Percentages

- *Increase participation in mentoring programs. (FY 12)* Mentoring allows employees to both serve as role models for one another and to provide advice to their colleagues. Both CS and FS employees are encouraged to participate in these programs.
- *Continue Tuition Assistance Program. (FY 09-13)* The Tuition Assistant Program encourages employees to continue to gain knowledge that will help them in their current position, as well as future positions at the Agency.
- *Implement online Individual Development Plans (IDPs).* Online IDPs allow the plans to be more easily followed and updated. The Learning Management System (LMS) enables employees to access and track learning opportunities, allowing employees to complete training that is essential to their personal growth.
- Supervisors and employees will consult and agree on IDPs and annually report on progress in the AEF, document reasons for incomplete actions, and update IDPs. (FY 09-13)
- *Increase career development opportunities for FSNs*
  - Convene FSN Advisory Council and launch FSN Exec Corps (FY 09-10)
  - Conduct FSN Retention Survey for FSN Grades 10-13 (FY 09)
  - Begin to roll out Expertise Locator functionality of the LMS. (FY 09) This is a
- multi-year project and is a succession planning tool with skills inventory that is used for all USAID employees.
- *Ensure advancement opportunities foster a diverse leadership pipeline in order to obtain and maintain an appropriately diverse SES and SFS cadre.*
  - Ensure that all employees have the opportunity to be mentored (FY 08-13)
  - Increase transparency and ease of application and promotion processes (FY 10)
  - Establish SES Candidate Development Program (FY09)
  - Identify and implement processes that will increase diversity representation in SFS and SES (FY 10)
  - Create clear career paths yielded from competency management efforts (FY 11)
- Continue to apply affirmative employment principles to the FS promotion process, as agreed upon by the American Foreign Service Association (AFSA), management, and EOP. (FY08-13)
- Change the automated directives systems (ADS) language for considering SMG appointments to strengthen the language on the desirability that at least one member of an underrepresented group be listed as a candidate for all SMG appointments, and include similar language (as legally possible) for SES assignments. Currently for SMG positions, nominating bureaus must submit three names and, whenever possible, one should be from an underrepresented group (ADS 110.3.4.2). (FY09)

### **IR 3 – Diverse workforce is consistently recruited**

The Agency will improve strategies and initiatives that make USAID an employer of choice for all applicants and ensure that the direct hire workforce is appropriately diverse. A particular goal is to attract and hire individuals from underrepresented EO groups in all occupations and grade levels throughout the Agency.

- *Increase diversity of candidate applicant pool.* As stated in the Agency's Strategic Action Plan for Outreach and Recruitment for 2007 through 2009, USAID has committed to making diverse hiring a "cornerstone of future USAID recruitment practices." While many of the steps in that plan have already been taken, there are other initiatives that must take place to attract and hire diverse candidates.
- *Continue choosing recruitment sites and events likely to yield diverse candidates. (FY 09-13)* This will include expanding outreach and recruitment activities at local universities to benefit from the high concentration of minorities in the DC metro area, Minority Serving Institutions, and minority and targeted

professional organizations and conferences.

- *Institute annual travel budgets to help facilitate recruiting trips. (FY 09)*  
There needs to be a consolidated budget that: 1) supports geographically diverse recruitment that is managed by OHR in collaboration with and participation by Offices and Bureaus, and 2) help funds applicants travel necessary for interviews.
- *Increase recruitment visibility in media predominately viewed/visited by targeted populations. (FY 11)*  
Advertising and marketing for recruiting efforts will be done through a variety of publications, some with a distribution that focuses on key minority groups.
- *Establish formal partnerships with minority serving institutions (Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities) and minority and targeted professional associations.*
- *Require managers and supervisors to review their individualized organization diversity workforce profile prior to advertising a vacant position.* In order to receive approval of the announcement, management must certify in Avue that the review was conducted.
- *Require each Bureau and Office to proactively consult with EOP to provide advice and consultation regarding diversity needs prior to*

*posting of job vacancies and issuing selection certificates.*

- *Create centrally-managed intern program to include diversity candidates. (FY 10).* Internships are decentralized with each Bureau/ Office in the Agency managing its own program. A new Recruitment Coordinator will help manage these programs so they can be used as a strategy to help fill critical shortages in key backstops, as well as to meet some of its diversity targets.
- *Increase diversity within intern population. (FY 12)* The number of interns from the Hispanic Association of Colleges and Universities (HACU), the Washington Internships for Native Students (WINS), and the National Association for Equal Opportunity in Higher Education (NAFEO) is increasing. The Agency should utilize the Historically Black Colleges and Universities more to recruit and hire interns. These resources should continue going forward by the Agency strengthening its partnerships with minority-serving colleges, institutions, and professional associations.
- *Create internship program for people with disabilities. (FY 09)* The Agency will participate in the Workforce Recruitment Program (WRP) for College Students with Disabilities. This program will help support the diversity initiatives by employing people with disabilities.
- *Create entry level and career ladder positions using Federal*

*Career Intern Program.* Seek to retain high performing minority interns.

## **IR 4 – Systems and tools that promote diversity, inclusiveness, transparency, and accountability strengthened**

USAID processes and policies that advance diversity goals will be improved and better monitored. This includes leveraging HR LoB government-wide activities.

- *Mandate the use of 360° Diversity Feedback Survey Tool in performance management*
- Clarify rules and regulations for its usage and instate a 360° review process. (FY 09-13)
- Create and maintain adequate and accurate information collection systems of employment data related to all management actions affecting employment status, identified by race, national origin, sex and disability in accordance with Management Directive 715.
- Complete applicant flow data system. (FY 08)
- Create and maintain a tracking system of recruitment activities and analyze efforts for effectiveness and barriers to equality of opportunity. (FY 09-13)
- Create and maintain a system that will track all

personnel transactions, including awards, promotions (Civil and Foreign Service), tenuring, Senior Management Group assignments, training, and

disciplinary and adverse actions. (FY09)

- All data collection will be accessible to EOP. (FY08)

- Monitor data for issues or problems with hiring minority groups.

# Ensure Employee High Performance through Continual Development and Performance Management

USAID will use training and development, career development initiatives, and performance management to ensure high performance while fostering a culture of continuous learning. To address its future competency needs, USAID has initiated a multi-functional Learning Management System (LMS). The LMS has produced a virtual USAID University complete with competency management and career development features as well as a multitude of e-learning options. USAID will also continually use its performance appraisal programs to differentiate between levels of performance, hold employees accountable for results, and reward talent for performance that helps the Agency meet its goals.

## IR 1 – Training and development program offerings enhanced Agency-wide

USAID is using cutting-edge technology to more quickly and effectively offer its staff the essential training and development it needs. Through

the LMS, USAID is able to enroll, deliver, and track training for every employee. The LMS complements USAID's current suite of developmental opportunities, which includes over 2,500 on-line training courses on both technical and "soft skill" topics; 8,000 training seats through an InterAgency Agreement with OPM GoLearn Division; and the USAID Tuition Assistance Program (TAP), which promotes development and retention by encouraging employees to pursue continuous education at accredited colleges and universities. For the next five years, the Agency must ensure adequate budgets to support its thriving training program.

- *Offer best-in-class, targeted employee development programs that close competency gaps and enhance performance. (FY 09-13)* USAID will support technical training in the pillar bureaus to improve critical skills and increase the

number of key courses offered through alternative delivery modes. Training needs will also be better prioritized by supporting and collaborating with the Training

Quality Assurance Council (TQAC).

- In addition to enhancing technical offerings, we will begin enrolling staff in specialized training on partnering and interpersonal skills for aiding in negotiations, facilitating strategic relationships, interfacing between foreign governments and charitable organizations, and recognizing leveraging opportunities.
- Hold Mission Directors accountable for JO training, rotations and mentoring. Missions often need to deploy new field staff immediately, especially during times of surge. Thus, the desperately needed JOs are sometimes quickly assigned to new projects without fully completing all of the necessary training and rotations. Although rare, this problem can have detrimental effects on the mission. Accordingly, it is imperative that the Mission Directors are making certain that the JOs receive all of their critical training prior to assigning them to mission duties. To hold Mission

Directors accountable, this will be a requirement in their performance plan. In addition, JOs will be surveyed to ensure that they are receiving necessary training.

- *Support continuance of Agency-wide LMS to increase learning and employee development capabilities. (FY 09)* Several basic features of the LMS have been launched successfully in 2007 and 2008. To increase LMS functionality, the Agency is continuously introducing additional features like the succession management module and the 360 multi-rater feedback system. The additional features are being configured, tested and piloted throughout separate offices in the Agency. To encourage greater participation from staff, OHR/TE has initiated change management activities including LMS training and demonstrations at all new employee orientations. The result is more satisfied staff that increasingly relies on the LMS to accomplish all their training needs.

## **IR 2 – Career development initiatives maximized throughout USAID**

Career development is key to ensuring that USAID staff are continuously challenged and stretched in ways that enhance and stimulate their careers. The Agency is using technology and dedicated staff to make sure career development remains a high priority. In the future, the competency tool in

the LMS will enable managers to see current and required skills for their employees and, most importantly, it will enable employees to see competencies required for their career growth.

- *Reinstate an in-house OHR Career Development staff that offers and coordinates career counseling for all staff who desire it. (FY 09-13)* It is important that staff understand what career opportunities and paths are available to them and what steps they should take to achieve their career goals at USAID. Career development counseling at the Agency helps to steer employees towards activities and projects that best fit their skills and interests. Currently, the career development office is under staffed and under funded and many employees are unaware of the services provided. The Agency is planning to reestablish the CDO staff, better define the services, and market Agency-wide. Professional Career Development Officers (CDOs) will be reinstated to ensure the longevity and success of the services.
- *Complete career tracks for all employees: FS, CS and FS Nationals. (FY 09-13)* Survey feedback indicates that a powerful work attractor is training and career development opportunities. Career tracks enable all employees to identify and work towards progressively more challenging and rewarding opportunities, promoting motivation and commitment—and making USAID employer of choice.

- *Initiate electronic IDP function that allows all staff to set and monitor career goals. (FY 10)* This LMS function enables employees to prepare and store their IDPs electronically in the system as opposed to in an MSWord document. Once fully functional, this feature will allow employees to link their IDPs with relevant training courses and will facilitate their ability to create learning plans and locate and complete key training. Compiled IDP information will be analyzed at the bureau and organizational level to inform of training needs and budgets.
- *Successively configure, pilot and launch FS 360/Multi-rater Feedback System for career development purposes. (FY 10-13)* The 360 tool provides employees the opportunity to receive anonymous performance feedback from their supervisors, peers, and subordinates and allows each individual to understand how his/her effectiveness as an employee, coworker, or staff member is viewed by others. The 360 Module in the LMS has been piloted for FS Senior Management Group selection and assignments. Ultimately, the tool will be available to broader groups of staff and will be used for career development purposes.
- *Encourage and support formal and informal mentoring.*
  - *Encourage informal mentoring of less experienced staff.* Mentoring has been shown to enhance retention and satisfaction of employees



and is a cost-efficient way to train staff on important skills. During mentoring, the more experienced employee provides useful feedback, advice on career and interpersonal development, role modeling and suggestions for challenging assignments. Mentoring is being encouraged throughout the Agency and will prove especially valuable for the new FS JOs and CS interns or trainees hired as part of the effort to increase the size of the Agency's workforce.

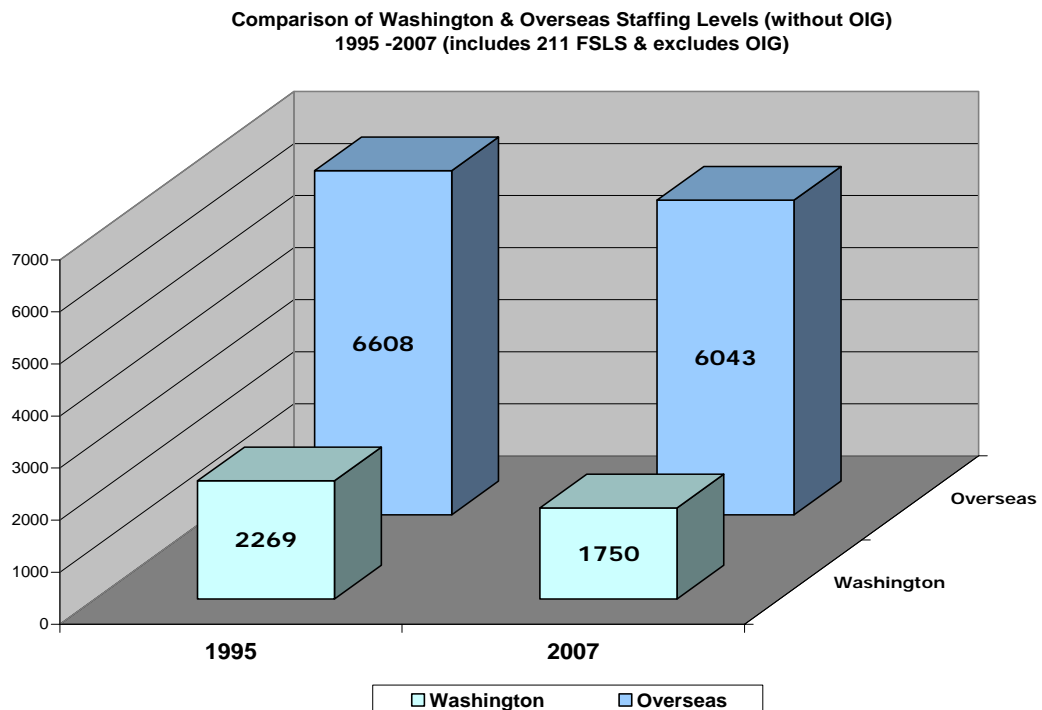
- *Improve formal mentoring/coaching programs by having additional on-site staff dedicated to managing the programs. (FY 09)* The Agency seeks to employ Mentoring Coordinators who would be responsible for monitoring mentorships, addressing mismatches, and helping dyads make the most of their mentoring relationships. USAID offers a "Mentoring Matters" program in the Agency's Training and Education resources, and has linked a Civil Service Mentoring Program to the mentoring program of the Department of State. This one-year mentoring program is designed to help mentees grow in their careers. In the first year, USAID enrolled 15 active mentoring pairs. For the FY 2007-2008 program, participation more than doubled: 25 USAID employees are participating as mentors, and 32 employees will be mentees. In addition, over 20 additional employees worldwide have signed up

for situational mentoring, which is one-time ad hoc mentoring used to solve a problem or learn a new skill or behavior.

### IR 3 – Systems that support and reward performance are improved

USAID's performance appraisal program, through its varied systems, differentiates on the basis of performance, in compliance with the Merit System Principle of fair and equitable treatment based purely on professional criteria. Further, USAID ensures that employees are retained on the basis of their performance; that inadequate performance is corrected; that equal pay is provided for work of equal value; and that appropriate recognition is forthcoming for excellence in performance.

- *Enhance USAID's existing performance management systems. (FY 09-13)* USAID has established performance appraisal programs for its Civil Service, Foreign Service, and Senior Executive Service; for each, it continually works to ensure cascaded organizational objectives and meaningful, objectively verifiable measures. It is imperative that managers be held accountable for clear and timely performance appraisals, feedback and counseling for all employees.
- *Ensure sufficient funds for performance pay pools and awards and strengthen the process for distributing available awards. (FY 09-10)* USAID formally recognizes achievement in several ways. It grants numerous types of recognition awards, honor awards and has a performance cash bonus program. USAID is tightening



**Figure 9:** Comparison of Washington & Overseas Staffing Levels (without OIG) 1995-2007

the linkage between performance achievements and monetary and non-monetary recognition. To improve the use of current reward systems, the following actions will be taken:

- Pay out CS performance pay bonuses close to end of appraisal period, no later than May following the end

of the cycle (currently it is 9 months after, in September) (FY 09-10)

- Establish cash award funds for each organization at the beginning of fiscal year and encourage better use of Special Act Awards program and Time-Off Awards

- Establish and market an improved and more effective Incentive Awards Program that is inclusive of the non-monetary awards and recognition options (FY 09-10)
- Educate managers on Incentive Awards program and streamline the process

Strategic Objective 5:

# Provide First Rate OHR Services and Tools to Support USAID’s Mission and Increase Efficiencies

Providing first rate OHR services and tools entails strengthening and sustaining OHR capacity, as well as increasing use of technology and automated systems in order to ensure efficiency and alignment with USAID’s overall mission requirements. USAID will accomplish this through an analysis of the current OHR workforce and processes, and implementation of capacity building initiatives. The utilization of new technological innovations and knowledge management initiatives will ensure the sustainment of OHR capacity, and allow OHR to move to a more consultant-oriented role.

## IR 1 – HR staffing aligned to mission needs

In order to fully support critical USAID mission needs, OHR staff must be aligned to the mission, and OHR capacity must be increased and sustained. This will be accomplished through performing the following functions:

- *Establish a hiring contract as necessary to perform administrative and logistical tasks involved in the increased FS hiring and on boarding process. (FY 09)*  
Due to the intense process for hiring FSOs, a hiring contract is needed to ensure that OHR has adequate capacity to address other pressing concerns.
- *Refine OHR competencies, conduct gap analysis, and develop a plan to close gaps. (FY 10)* OHR has conducted gap analyses for HR

specialists, but now needs to refine and also conduct analyses for the rest of the OHR workforce (HR IT specialists, and program and management analysts). The need for experienced OHR staff in the coming years necessitates continued training and skill building of current staff. Courses to build capacity, such as Job Analysis (combined with Qualifications Analysis) offered to junior OHR staff in FY 08 and will repeat in FY 09.

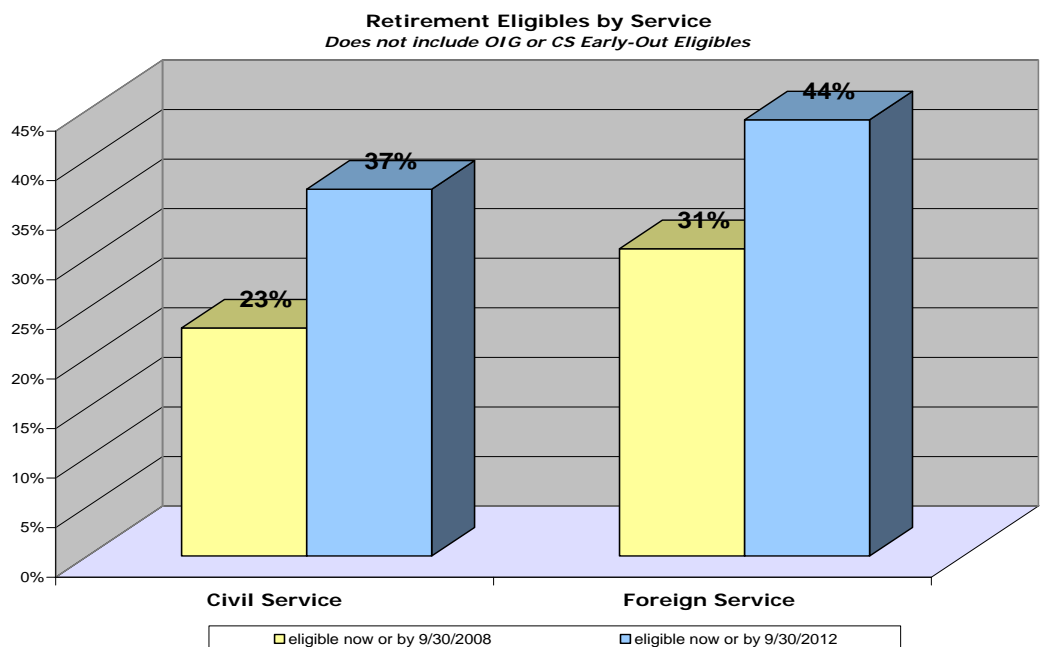


Figure 10: Retirement Eligibles by Service

- Increase OHR staff levels

- Increase staff dedicated to Foreign Service and Civil Service recruitment, classification, and position management. Due to the

intense process for hiring FSOs mentioned previously, more dedicated and specialized FS recruitment staff is needed. Similarly, the increase in CS hiring, focus on high

turnover and skill gaps for mission critical occupations will necessitate different skills sets by the OHR staff to effectively advice and consult with managers

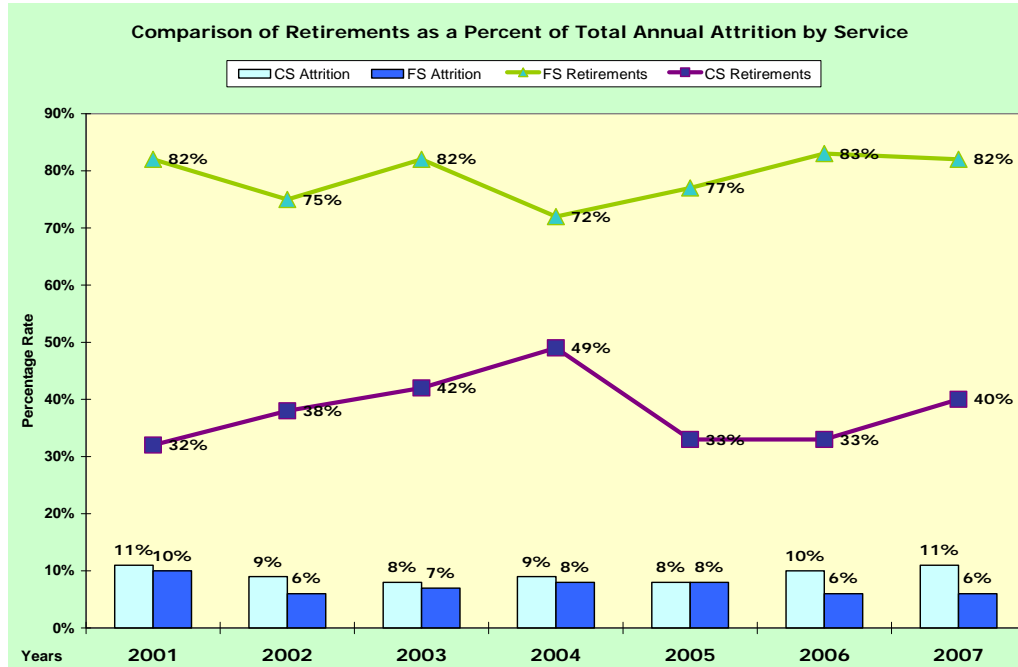


Figure 11: Comparison of Retirements as a Percent of Total Annual Attrition by Service

- Increase recruitment levels for junior and career-ladder level HR Specialists, including HR Information Management Specialists, Staffing Specialists, Labor and Employee Relations Specialists, Employee Development Specialists, and Workforce Planning Analysts. Particular focus should be placed on lowering their current turnover rates. One strategy will be consideration for using hiring and retention incentives where appropriate. Others will be more effective utilization of intern programs, and use of OHR rotation programs to cross-train current staff into other lines of HR work.

- Ensure the maintenance and continuation of OHR expertise by targeted knowledge management initiatives. (FY08) OHR institutional knowledge is at a risk as many experienced HR professionals will soon be eligible for retirement. To address this issue, USAID will institute “shadowing” for all key OHR personnel eligible to retire. Shadowing will consist of new employees learning from the person previously holding their position by following the daily activities of the individual they are replacing. Ideally, this requires filling the position before it is vacated.

## IR 2 – HR technology is expanded, improved and integrated

USAID will continually analyze and benchmark current technological practices to ensure systems are developed, implemented and utilized to maximize efficiency, integration, and cost-effectiveness. To ensure full-integration of systems, agency-wide training will be developed. To ensure the utilization of technological best practices, systems will be benchmarked against other federal government standards. Internal OHR IT capacity will also be built through strategic planning. Maximum use of technology and expected results can only be realized if sufficient funding supports these initiatives and goals for

FY 2009-2013. This will all be accomplished through completing the following tasks:

- *Deploy, implement, and integrate critical technological innovations.* The following table displays the timing of

major internal technological changes and implementations:

FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
	Implement Avue PAR for CS				
		Implement Avue PAR for FS			
	Integrate Avue PAR with NFC for CS				
				Integrate Avue PAR with NFC for FS	
	Implement EIMS/ Performance Pool sheet				
		Upgrade EIMS Emergency. Locator			
Complete/use e-IDP					
	Implement webTA for FSNs & USPSCs				
Rollout eCompetency					
Implement EAPS					
	Implement new components of e-OPF				
	Implement RetireEZ				
		Implement WebPASS			

Figure 12: Timeline of HR Technological Implementations

- *Deploy all functions of the Avue system related to classification and staffing.* (FY09) Avue PAR is currently in its fourth phase of implementation, and has been rolled out to approximately 50% of the civil service within the agency. CS has been the main users of the systems, but as it is fully expanded, it will be greater utilized by the FS. The tool was originally used for position description (PD) classifications and for recruitment, but now it is being used for the majority of personnel actions.
- *Integrate Avue PAR with NFC.* (FY09-12) Integration of Avue PAR transactions to NFC, OHR will reduce

double data entry of personnel actions, providing more efficient processes and reducing errors. The newly integrated Avue PAR/NFC will also be used to implement E-Gov transmissions to the payroll system.

- *Continue electronic process improvements for Web Pass Personnel* (WebPASS Web-based Post Administrative System Suite). The information in this system will be integrated into one database for ad-hoc reporting. (FY10)<sup>3</sup>

<sup>3</sup> The USAID/Department of State Joint Management Council decided in 2005 that USAID and DOS would share the DOS WebPASS Post Personnel system. In August 2007, USAID successfully completed

- *Serve as custodians and implement new components of OPM's e-OPF project, and complete timely scanning, indexing, and maintenance of FS and CS OPFs.* (FY09-13)
- *Implement OPM's RetireEZ for civil service employees.* (FY 1-12) This is an OPM EHRI initiative to implement a Defined Benefit Technology Solutions that administers and pays all civil service retirees. USAID will deploy the OPM RetireEZ software tool to provide timely, accurate retirement benefits payments and more efficient processes using proven technology rather than manual, paper-based

implementation of WebPASS Post Personnel to the USAID missions.

processes. Benefits of using this tool include: prompt payment to retirees, reduction of delays, enhanced customer service to current federal employees through planning, and improved service to annuitants.

- *Finish development and utilize e-IDP. (FY10)* The e-IDP system is now being built by OHR/TE. Staff are currently creating their IDPs using a word document template that is not linked to any automated features; this initiative will decrease paper-usage and increase efficiency.
- *Implement Web TA for FSNs and USPSCs. (FY09-10)* Web TA is the new time and attendance system.
- *Develop OHR IT strategy and enterprise architecture. (FY09-10)*
  - OHR IT is moving towards a greater customer self-service role, but will still be involved in the start-up and support of programs and initiatives. Adopting a strategy will help move OHR IT from a reactionary mode to a more proactive stance in dealing with IT specific needs.
- *Develop and implement agency-wide training program on technology systems. (FY10)* In order to integrate technological innovations, staff needs to be trained on how to use the new systems. Technology training will also promote the use of new tools.

### **IR 3 – OHR processes are streamlined and improved**

USAID is committed to continuous improvement of OHR processes in an effort to provide better, cost-effective services. OHR has identified, and will continue to identify areas where processes can be improved. OHR is currently going through a major transition, focusing upon developing themselves as consultants to the rest of the workforce in utilizing OHR services and technological functions. Considerations are being given to innovations to maximize contributions to USAID achieving its objectives. Processes will be improved by:

- *Further establish OHR's role as a consultant and strategic partner. (FY 08)* In order to move towards a more consultant-oriented operation, OHR has offered training such as the HR Consultancy course. OHR will continue to improve consulting skills by offering a 'Leadership for Non-supervisors' course and continue to deliver trainings to increase internal capacity.
- *Establish a culture of continuous process improvement via annual evaluation activities, implementation of new technologies and establishment of process metrics and surveys. (FY 09-13)* Continue and improve annual audit and evaluation process consisting of advance review of information/data, on site-reviews, post-site visit reports, and monitor and follow-up of corrective

improvement actions. These plans assess and monitor the effectiveness, efficiency, and legal compliance of the agency's Human Capital Management program, processes, procedures, and policies in support of its mission.

- An annual review of all reports generated by OHR will be conducted in order to determine which can be combined, eliminated, and automated.
- *Create an on-line library of current and historical basic data (FY09-10).* Ad hoc reporting and requests for information from outside the agency occur often and often require a time consuming process of finding and analyzing hard copy documents. Historic hard-copy documents will be converted into electronic files to decrease time spent on responding to ad hoc inquiries.
- *Establish an OHR technical "backup" approach that expands beyond "one deep" to allow technical coverage and service for functions and responsibilities when primary staff is absent for short periods of time.*

## Section III: Addendums



### **Kenya: Food Aid for School Children**

This woman is delivering a box USAID-donated food in Mathare to feed the children at Little Bees School.



#### **USAID-Donated Medical Supplies in Iraq**

A part of USAID-relief efforts for Iraq - USAID provided the necessary medical supplies to assist with the medical needs of the Iraqi people.



#### **Cambodia: Women Take Their Place in Government**

With Cambodia's male population decimated by the violence of the Khmer Rouge regime, currently fifty-six percent of the population is female, and 28 percent of those women are widows. To help women assume new roles in business and in the family, Women for Prosperity, with USAID's support, is training women to participate in local governing councils and lobby for more representation of women in National Party lists.



## Addendum A:

# Accomplishments First HC Strategic Plan

## Strategic Objective 1: Achieving a High-Performing Workforce

### Intermediate Result (IR) 1: Leadership Developed

1. *Identified key qualities for senior leaders. Incorporated in the SFS precepts and SMG assignment process. Done and process in place to continually evaluate and refine.*
2. *Support new mid-level and senior managers with continuing training, mentoring and coaching. Leadership Training Suite created with the Federal Executive Institute. Some mentoring and coaching for CS available.*
3. *Focus leadership, management and supervisory training. In place and funded.*
4. *Reestablish career counseling. Lack of funding has delayed the reestablishment of a bona fide career counseling function. Individual Development Plans (IDPs) reinstated and OHR has begun roll out of automated IDP for all USDH.*

### Intermediate Result (IR) 2: Employee Training and Certification Programs Established

1. *Identify joint training opportunities with the Department of State. Done and ongoing.*
2. *Establish an orientation training program. Done and delivering regularly.*
3. *Establish Training and reassignment float. Done and incorporated into the Consolidated Workforce Planning Model.*
4. *Establish a full range of technical, program management and job skills training program. Done and ongoing as new needs are identified.*

### Intermediate Result (IR) 3: Systems that Support and Reward Performance Established

1. *Hold supervisors accountable for clear and timely performance appraisals, feedback and counseling. Major revisions completed to SES, CS and FS performance appraisals systems, did two major refinements to skills checklist (feedback) for CS and FS; and established penalties for later ratings. Also, eliminated the practice of “partial/interim” ratings.*
2. *Encourage greater respect for all elements of USAID’s diverse workforce. Ensured that leadership training addresses this and is open to CS, FS and FSNs.*

### Intermediate Result (IR) 4: High-quality Workforce Recruited

See SO2 and SO 4.

## Strategic Objective (SO) 2: Strategically Align Staff with Agency Priorities

### Intermediate Result (IR) 1: Integrated Workforce Planning Capability Established

1. *Identify key competencies and mission –critical gaps through workforce analysis. Initial competency work led to corporate decision that Agency’s greatest need was to create a workforce planning model to define total workforce need, i.e., Agency needed to determine the quantitative gap. Consolidated Workforce Planning Model developed and work begun to roll out automated competency management tool to all major occupational groups/backstops. This tool resides in the*

greater Learning Management System (LMS) management tool. Competencies identified, defined, and loaded into the tool for IT, HR, Contract officers, and leadership. Assessment completed for IT, HR, and Contract Officers, gaps identified, and improvement plans created and implemented.

2. *Assess current workforce competency requirements.* Acquired automated competency management tool as part of the automated LMS and have assessed competencies for HR, IT, and Contract officers using this tool.
3. *Conduct an annual update of the overseas workforce template.* Consolidated Workforce Planning Model replaced template.
4. *Implement decisions of the IBMR study and other rightsizing analysis.* Rightsizing analysis integrated into Consolidated Workforce Planning Model and updated annually.

#### Intermediate Result (IR) 2: Agency Recruitment and Deployment Targets Achieved

1. *Establish hiring targets and recruit staff.* Implemented workforce planning process using newly created Consolidated Workforce Planning Model; improved the time to hire for FS and CS; reestablished Junior Officer Program with two-year training positions overseas; and laid ground work for a robust language training program.
2. *Fill critical gaps using existing authorities.* Done and ongoing.
3. *Established training positions for new FS employees.* Done and expansion underway.
4. *Improved supervisor-to-staff ratio.* With the creation of the new Junior Officer Program in FY 2008 and CS entry-level programs including student interns, ratio should improve.

#### Intermediate Result (IR) 3: Agency Right Size Attained

1. *Determine appropriate headquarters-to-field staffing ratios.* Instead of ratios, Consolidated Workforce Planning Model uses workload drivers and other criteria to set Washington levels.
2. *Conduct periodic reviews of pillar bureau staff and programs.* With the creation of the Bureau for Foreign Assistance, major review conducted as to what should be done in Washington and what should be done overseas. Program Budget Allocation process does annual review.

### **Strategic Objective 3: Establish a More Flexible Workforce**

#### Intermediate Result (IR) 1: Surge Capacity Established

1. *Create a comprehensive personnel database.* Acquired Learning Management System with skills inventory tool (part of Succession Planning Module). Populating the skills inventory tool will begin in FY 2009.
2. *Fill critical skills and staff gaps.* Made temporary changes to Senior Foreign Service time-in-class limitations to slow attrition (successful); streamlined GS to FS conversion process; made ample use of FS recall authority; and secured authority for program funded Foreign Service Limited (FSL) staff to fill critical gaps on a time limited basis. Based on Consolidated Workforce Planning Model results, Agency in FY 2008 put in place recruitment infrastructure to increase the size of the FS through FY 2012 and had three JO classes start (May, July, and September). Task force created to help M/OAA acquire and retain contracting officers resulting in a multi-prong recruitment program that is yielding good results.

#### Intermediate Result (IR) 2: Workforce Flexibility Enables through Agency Policies

1. *Increase mobility within the civil service.* Agency decided against pursuing pay banding. Streamlined GS to FS conversion; significantly increased the numbers of Presidential Management Fellows and encouraged them to apply for JO slots; joined the Department of State CS mentoring program; and recreated the CS Upward Mobility Program.

2. *Focus backstops, categories of work and hiring mechanisms.* Now referred to as rationalizing the workforce. Supported by the Consolidated Workforce Planning Model results and FSL authority, Agency reduced the types and number of non-USDH hiring mechanisms for US citizens.
3. *Competitive Sourcing.* Agency is on course with its Green Plan to achieve Green Status in FY 2009.

#### Intermediate Result (IR) 3: Use of Statutory and Regulatory Authorities Maximized

1. *Seek new legislative authorities.* Agency acquired FSL authority that allows the use of program funds for time-limited non-career FS employees as part of our workforce rationalization efforts, i.e., using USDH for continuing positions rather than temporary non-USDH mechanisms for employing US citizens.

### **Strategic Objective 4: Create a diverse workforce.**

#### Intermediate Result (IR) 1: Leadership commitment to diversity demonstrated.

1. *Conduct a diagnostic of key diversity issues.* Completed and resulted in the creation of the Executive Diversity Council. In 2008, results of the follow up survey showed improvement.
2. *Establish a workforce plan to narrow gaps.* OHR established full-time recruitment outreach staff with targeted action plan. Obtained funding in FY 2008.

#### Intermediate Result (IR) 2: Personnel Policies and Systems that Promote Inclusiveness and Equity Established

1. *Implement processes to hold managers accountable for meeting diversity objectives.* Done via several EDC initiatives (e.g., skills worksheets, data provided to organizations, 360 data).
2. *Increase representation of underrepresented groups at senior levels (SES and SFS).* Continued to apply Affirmative Action Promotion Policy for Foreign Service promotions; created a full suite of Leadership courses with Federal Executive Institute to prepare staff for leadership positions at all levels; revamped the Senior Management Group assignment process to include 360 multi-rater feedback; and overhauled the entire SES recruitment process resulting in dramatic reduction in time to hire. As a result, made modest gains, sustaining representation even with high levels of retirements from the Senior Foreign Service.
3. *Develop a transparent assignment process that promotes equal access to challenging assignments.* FS assignment process redesign included modified bidding process that allows all FS to bid on Critical Priority Countries (i.e., our most challenging assignments). Rules established to allow Civil Service employees to also bid. OHR led a major overhaul of the Senior Management Group (SMG) assignment process that now includes use of the LMS 360 Feedback tool.
4. *Review and propose solutions to perceived inequities between USDH and non-USDH.* FSN Working Group (FSNWG) was revitalized and re-named the FSN Advisory Council (FSN AC). Goals of the FSN AC are a) to represent prevailing views, ideas, and concerns of the FSNs to the Agency top management, both in Washington and at our overseas missions in field, to ensure better understanding of operational and programmatic policy; b) to gain the confidence and trust of the larger FSN community by engaging with FSNs about their concerns and questions, and successfully advocating for their interests; c) to stimulate dialogue within the mission, other agencies, and local communities through organizing workshops, social and public outreach events, and contributing to the Mission Operational Plan agendas; and d) to develop an effective system of regular communication between all FSNs and Mission Management.

#### Intermediate Result (IR) 3: Diverse Workforce Recruited

1. *Incorporate affirmative employment programs in outreach, recruitment, screening, and selection process.* Reestablished, staffed, and funded recruitment outreach activities with educational

institutions, organizations, and associations that may be able to refer candidates of underrepresented groups; created Hispanic Internship Program; implemented practice of paying transportation costs for travel to FS selection interviews; and revamped the FS selection process to ensure no artificial barriers.

#### Intermediate Result (IR) 4: Diverse Workforce Retained

1. *Establish training, supplemented by coaching and mentoring, programs that develop, advance the careers of, and retain all members of a diverse workforce.* Implemented revised New Entry Orientation (NEO) Training and continued participation in the Department of State's Civil Service Mentoring Program. Mentoring and coaching included as topics in supervisory and leadership training.
2. *Reshape and enhance the Agency's work environment, in Washington and the field, to be friendlier to and valuing of diversity.* Building on the foundation established in 2006, the Executive Diversity Council, with input from the Agency affinity groups and the workforce at large, identified priority diversity action item activity areas to be implemented in 2007. Within these activity areas, 30 discrete action items were identified, with timelines and responsible action agents assigned. Of these 30 action items, the Council and the Offices of Human Resources and Equal Opportunity Programs were successful in completing 25, or 83%, of its 2007 agenda. The remaining five items were carried over as priority action items to be completed in calendar year 2008.

### **Strategic Objective 5: Increased OHR capacity to support USAID's mission**

#### Intermediate Result (IR) 1: OHR staff competencies demonstrated

1. *Identify and fill OHR competency and skill gaps.* OHR has assessed staff against OPM's government-wide HR core competencies and established action plans for closing identified gaps. OHR has augmented staff to close some competency gaps, in addition to carrying out specially designed training and traditional HR training. All OHR employees have IDPs.
2. *Create a performance-oriented organizational culture in OHR and enable OHR to strengthen the overall performance culture in USAID.* OHR has in place a result-oriented organization plan that cascades down to each employee's performance plan. The Deputy Director of OHR reviews all performance plans to ensure they are result-oriented and reflect OHR Organization Plan.

#### Intermediate Result (IR) 2: OHR Processes Improved

1. *Assess and streamline OHR processes.* After the Administrator elevated the OHR to a direct report, OHR reorganized in a way to support process improvements. Some major process improvements include e-OPF; e- FS performance files; the Learning Management System for enrolling in courses; revamped SMG; and reduction in the time to hire for CS and FS.
2. *Integrate current OHR management information systems.* Though limited by IT funding cuts, integrated two systems, Incentive Awards and AEF Tracking systems, into EIMS. Integrated SF-50s into OPM's eOPF. Electronically posted monthly HR production reports on HR Website for more efficient distribution.

#### Intermediate Result (IR) 3: OHR resources effectively utilized.

1. *Build specialized teams within OHR with specialized functions.* Accomplished in 2007 reorganization.
2. *Identify and estimate the costs of new information technology support requirements.* Process underway on procurement to Assess-Define-Select phase for OHR Line of Business (LOB) Shared Service Center (SSC) provider.

3. *Design new information technology vision and system requirements.* OHR is proceeding on Assess-Define-Select phase of HR LOB procurement, as well as working with CIO in developing the OHR IT Strategy.

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## Addendum B:

# Linkages between USAID's Human Capital Strategic Plan and the Human Capital Assessment and Accountability Framework (HCAAF) Standards

## HCAAF #1 Strategic Alignment

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Agency human capital management strategies are aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

The USAID Human Capital Strategic Plan addresses this first HCAAF human capital standard as follows:

- **SO 1: Strategically align staff with agency priorities**
  - IR 1: Agency right size is maintained through integrated workforce planning
  - IR 2: Competencies are aligned with current and future USAID mission
- **SO 2: Increase staff mobility and readiness to rapidly meet emerging priorities**
  - IR 1: Staff readiness state is increased
  - IR 4: Workforce and corporate strategy for direct and non-direct hire (NDH) staff is systematically rationalized
- **SO 5: Provide first rate HR services and tools to support USAID's mission and increase efficiencies**
  - IR 1: HR staffing aligned to mission needs
  - IR 2: HR technology is expanded, improved and integrated
  - IR 3: HR processes are streamlined and improved

## HCAAF #2 Leadership and Knowledge Management

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Agency leaders effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization.

The USAID Human Capital Strategic Plan addresses this second HCAAF human capital standard as follows:

- **SO 1: Strategically align staff with agency priorities**
  - IR 3: Succession of requisite talent and effective leadership is ensured
- **SO 2: Increase staff mobility and readiness to rapidly meet emerging priorities**
  - IR 4: Workforce and corporate strategy for direct and non-direct hire (NDH) staff is systematically rationalized
- **SO 3: Ensure a Diverse Workforce and a Culture of Inclusiveness**
  - IR 1: Leadership commitment to diversity demonstrated and modeled
- **SO 4: Ensure employee high performance through continual development and performance management**
  - IR 1: Training and development program offerings enhanced Agency-wide
  - IR 2: Career development initiatives maximized throughout USAID
  - IR 3: Systems that support and reward performance are improved Use Multi-rater Feedback System
- **SO 5: Provide first rate HR services and tools to support USAID's mission and increase efficiencies**
  - IR 1: HR staffing aligned to mission needs

## HCAAF #3 Results-Oriented Performance Culture

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Agency has a diverse, results-oriented, high-performing workforce and a performance management system that differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals.

The USAID Human Capital Strategic Plan addresses this third HCAAF human capital standard as follows:

- **SO 1: Strategically align staff with agency priorities**
  - IR 3: Succession of requisite talent and effective leadership is ensured
- **SO 2: Increase staff mobility and readiness to rapidly meet emerging priorities**
  - IR 3: Policy flexibilities and incentives for CS and FS are fully utilized
- **SO 3: Ensure a Diverse Workforce and a Culture of Inclusiveness**



- IR 1: Leadership commitment to diversity demonstrated and modeled
- IR 2: Diverse workforce retained and developed
- IR 3: Diverse workforce is consistently recruited
- IR 4: Systems and tools that promote diversity, inclusiveness, transparency, and accountability strengthened
- **SO 4: Ensure employee high performance through continual development and performance management**
  - IR 2: Career development initiatives maximized throughout USAID
  - IR 3: Systems that support and reward performance are improved Use Multi-rater Feedback System

## HCAAF #4 Talent Management

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Agency has closed skills, knowledge, and competency gaps/deficiencies in mission-critical occupations, and has made meaningful progress toward closing all gaps.

The USAID Human Capital Strategic Plan addresses this fourth HCAAF human capital standard as follows:

- **SO 1: Strategically align staff with agency priorities**
  - IR 1: Agency right size is maintained through integrated workforce planning
  - IR 2: Competencies are aligned with current and future USAID mission
  - IR 3: Succession of requisite talent and effective leadership is ensured
- **SO 2: Increase staff mobility and readiness to rapidly meet emerging priorities**
  - IR 1: Staff readiness state is increased
  - IR 2: Continuous, targeted recruitment is maintained
  - IR 3: Policy flexibilities and incentives for CS and FS are fully utilized
- **SO 3: Ensure a Diverse Workforce and a Culture of Inclusiveness**
  - IR 2: Diverse workforce retained and developed
  - IR 3: Diverse workforce is consistently recruited
- **SO 4: Ensure employee high performance through continual development and performance management**
  - IR 1: Training and development program offerings enhanced Agency-wide
  - IR 2: Career development initiatives maximized throughout USAID

- **SO 5: Provide first rate HR services and tools to support USAID’s mission and increase efficiencies**
  - IR 1: HR staffing aligned to mission needs

## **HCAAF #5 Accountability**

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Human capital management decisions are guided by a data-driven, results-oriented planning and accountability system.

The USAID Human Capital Strategic Plan addresses this fifth HCAAF human capital standard as follows:

- **SO 2: Increase staff mobility and readiness to rapidly meet emerging priorities**
  - IR 2: Continuous, targeted recruitment is maintained
- **SO 3: Ensure a Diverse Workforce and a Culture of Inclusiveness**
  - IR 4: Systems and tools that promote diversity, inclusiveness, transparency, and accountability strengthened
- **SO 4: Ensure employee high performance through continual development and performance management**
  - IR 3: Systems that support and reward performance are improved
- **SO 5: Provide first rate HR services and tools to support USAID’s mission and increase efficiencies**
  - IR 2: HR technology is expanded, improved and integrated
  - IR 3: HR processes are streamlined and improved

HCAAF Standard	HCSP SO #1	HSCP SO #2	HCSP SO #3	HCSP SO #4	HCSP SO #5
<p><b>#1 Strategic Alignment</b>  Agency human capital management strategies are aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.</p>	√	√			√
<p><b>#2 – Leadership and Knowledge Management</b>  Agency leaders effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization.</p>	√	√	√	√	√
<p><b>#3 – Results-Oriented Performance Culture</b>  Agency has a diverse, results-oriented, high-performing workforce and a performance management system that differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals.</p>	√	√	√	√	
<p><b>#4 – Talent Management</b>  Agency has closed skills, knowledge, and competency gaps/deficiencies in mission-critical occupations, and has made meaningful progress toward closing all gaps.</p>	√	√	√	√	√
<p><b>#5 – Accountability</b>  Human capital management decisions are guided by a data-driven, results-oriented planning and accountability system.</p>		√	√	√	√

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# Performance Management Plan for the USAID Human Capital Strategic Plan and Action Tables

*Creating a more effective government depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels. Sound investment in human capital is essential if agencies are to achieve their missions.*  
(OMB website)

## BACKGROUND

USAID's Human Capital Strategic Plan for FY 2009-2013 acknowledges the Agency's many human capital challenges and articulates a set of objectives and activities for meeting them. The Plan focuses on USAID's goal to "advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system." To achieve this, USAID is committed to "getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests abroad."

USAID's Human Capital Strategic Plan has multiple drivers, including human resources; demographic changes in USAID's workforce that require immediate attention, combined with longer term, phased solutions; and increased demands for USAID's programs in post-conflict environments. This PMP emanates from the need to make data-informed decisions about human resource management.

## PURPOSE AND GUIDING PRINCIPLES OF THE PMP

This PMP is the product of an OHR team with contractor support. The team identified and completed the following tasks:

1. Conducting interviews of OHR Division Chiefs to capture their goals and metrics for the period FY2009-2013.
2. Examining the PMP from the Human Capital Strategic Plan FY2003-2008 and determining goals and performance metrics that remained relevant.
3. Reviewing documents including OPM's End-to-End (E2E) Hiring Initiative, the Federal Human Capital Survey, and USAID's Administrator's Survey to incorporate relevant metrics.
4. Identifying human capital data sources, systems, and existing deadlines
5. Assessing data quality, validation, and verification sources and procedures
6. Developing an implementation plan for an accountability system

## 7. Consulting with USAID's BTEC Subcommittee on Human Capital

As tools for decision making and accountability, the Human Capital Strategic Plan and PMP reflect USAID's human capital objectives and priorities—especially recruiting and retaining skilled staff. The PMP also endeavors to provide OHR with useful performance metrics and data-capture procedures to help them assess progress without imposing an excessive management burden on already strained staff. Finally—and of central importance—the Human Capital Strategic Plan and PMP are aligned with the OPM's HCAAF and the following Human Capital Standards for Success:

- Strategic Alignment
- Leadership and Knowledge Management
- Performance Culture
- Talent Management
- Accountability

## MANAGING FOR RESULTS

### *Roles and Responsibilities for the Performance Management Plan*

OHR management will continue to track and update the PMP in order to monitor progress towards goals and maximize the value of the PMP for decision making. OHR will conduct quarterly reviews and will update the PMP with data and results for each indicator. They will post the updated PMP on the USAID intranet site regularly and ensure timely reporting. Specific individuals in OHR are explicitly tasked with ownership and maintenance of the PMP. They will enter data into the indicator reference sheets in the PMP and seek additional information to complete the sheets whenever necessary.

### *Plan for Data Collection*

Although the PMP will be reviewed quarterly, data associated with the SO-level indicators are collected with varying frequency. For example, the Federal Human Capital Survey is biannual while other staffing data are collected monthly or quarterly. To monitor progress on the Human Capital Strategic Plan, support the budget formulation process, and prepare for milestone reporting, it is suggested that the PMP be formally updated twice yearly: in mid- to late October when end of fiscal year data are available to support the congressional budget justification, and again, six months later, in mid-April.

## Action Tables

Action tables provide an overview of strategies and tactics to be used to achieve the goals described in the HCSP. The Performance Management Plan (PMP) provides greater detail on baseline data and specific performance metrics.

Strategic Objective 1: Strategically Align Staff with Agency Priorities	Measurable Performance Indicators
<p>Intermediate Result 1</p> <p>Agency right size maintained through integrated workforce planning  <b>HCAAF: Strategic Alignment, Talent Management</b></p> <p>Tactic A: Establish 5-year Workforce Plan that is updated yearly.</p> <p>Tactic B: Align budget requests with output of workforce planning model.</p>	<p>Actions</p> <p>Develop implementation plan with monitoring system (FY 09, OHR/PPIM)  Produce updated workload drivers for CS and FS positions in Washington (FY 09)  Use CWFP model to align Mission, Bureau, and Independent Office needs with USAID priorities yearly (FY 09-13)  Use model to propose optimum structure for Missions and HQ yearly (FY 09-13)</p> <p>Assumptions confirmed by Missions/Bureaus /Offices each year  Distribution of updated plan</p> <p>Yearly Budget Formulation  % increase in precision of unit costs each year</p>
<p>Intermediate Result 2</p> <p>Competencies aligned with current and future USAID mission  <b>HCAAF: Strategic Alignment, Talent Management</b></p> <p>Tactic A: Complete competency models for entire workforce.</p> <p>Tactic B: Conduct successive competency assessments to close gaps.</p> <p>Tactic C: Increase each year the proportion of competency-linked training. (FY 08-13).</p> <p>Tactic D: Increase proportion of competency-based descriptions for recruitment.</p>	<p>Actions</p> <p>Finalize IT competency model (FY 08, OHR /TE )  Complete competency models for all FS positions (FY 10)  Complete competency models for remaining CS positions (FY 11)  Complete competency models for FSNs and US PSCs (FY 13)</p> <p>Conduct competency analyses for mission critical occupations (e.g., OHR , IT, Acquisition, Global Health) yearly, compiling gap analysis reports (FY 09-13, OHR /TE &amp; PPIM)  Conduct leadership gap analyses at least yearly and report leadership competency gap closure in HC Accountability Report (FY 09-13)  Deploy competency assessment online tool (currently in production)  Capture results yearly in Five-Year Workforce Plan (FY 10-13)</p> <p>Convene electronic Individual Development Plan working group (OHR /TE)  Launch Individual Development Plan (IDP) module in LMS  Link competency models to IDPs for FS (FY 11) and CS (FY 12)  Collaborate with State on training efficiencies  Via LMS, link competencies to trainings and career path development plans for all USDH (FY 2013)</p> <p>Integrate new competencies into CS position descriptions (OHR /CSP) (FY10-13)  Align vacancy announcements/outreach materials with competencies (OHR/CSP &amp; FSP ) (FY10-13)  Capture results yearly in Five-Year Workforce Plan (FY 10-13)</p> <p>Roll-out of models  Distribution of explanatory materials</p> <p>Identified gaps reduced or closed</p> <p>Distribution of explanatory materials on IDP feature in LMS  % training that is competency-linked  % of employees whose records are up-to-date in LMS</p> <p>% of competency-based recruitment announcements</p>

Intermediate Result 3	<p style="text-align: center;">Succession of requisite talent and effective leadership is ensured  <b>HCAAF: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management</b></p>		
Tactic A: Improve leadership development programs that are competency-driven and sufficiently funded.	<p>Continue to fund training, mentoring and coaching throughout the Agency in all personnel categories (FY 09-13, OHR /TE, OHR /FSP/SP)          Launch a CS Executive Development Program (FY 09)          Standardize leadership training requirements for FS (FY 09-13)          Strengthen evaluation of FS and CS leadership programs (FY 13)          Improve entry-level training positions for JOs to grow future FSOs</p>	# of participants in CS Exec. Develop. Program % positive feedback	
Tactic B: Use succession strategies to strengthen capacity to retain and transfer critical skills and knowledge.	<p>Complete testing/piloting of Succession Planning/Skills Inventory (FY 09-10, OHR /TE with FSP &amp; PPIM)          Increase use of incentive strategies to reduce turnover among employees with critical skills and knowledge (FY 09-10)          Strengthen career tracks for all employees and track the percent of USDH FS/OS workforce in mid-career ranks (DATE)          Complete LMS/Succession Management Project for USDH (FY 13)</p>	Roll out of new tool Distribution of explanatory materials % attrition in employees with critical skills and knowledge	
Tactic C: Establish and standardize knowledge management initiatives to retain institutional knowledge and speed skill transfer.	<p>Utilize Knowledge for Development (CIO)          Initiate OHR knowledge capture strategies, such as documenting tacit knowledge</p>	# of critical processes documented and retained # number of OHR knowledge capture strategies implemented	



SO2: Increase Staff Mobility and Readiness to Rapidly Meet Emerging Priorities	Measurable Performance Indicators	Actions	Measurable Performance Indicators
Intermediate Result 1	<p>Staff readiness state is increased  <b>HCAAF: Strategic Alignment, Talent Management</b></p> <p>Tactic A: Increase the size of the permanent Foreign Service Officer corps.</p> <p>Tactic B: Increase number of language designated positions to increase pool of language-proficient FSOs.</p> <p>Tactic C: Ensure CS staff is in place and equipped to support increased FS size.</p>	<p>Recruit, hire and train at least 300 new FSOs in FY 2009  Establish a surge corps. (OHR /FSP)  Develop/deliver specialized surge training. (OHR /FSP; HR/TE)  Rapidly and adequately staff CPCs. (OHR /FSP, FY12)</p> <p>Mission directors/executive officers identify additional language-designated positions when validating list of positions. (OHR /FSP/FSS)  USAID will request more funding for language training. (OHR)</p> <p>(OHR/OD) Decisions will be made by OHR/OD first. Subsequently CSP and FSP will submit their actions.</p>	<p># of FSOs hired  Average length of vacancy in CPC positions</p> <p>% increase of language-designated positions  %increase in language-proficient FSOs</p> <p>Program offices</p>
Intermediate Result 2	<p>Continuous, targeted recruitment is maintained  <b>HCAAF: Talent Management, Accountability</b></p> <p>Tactic A: Increase targeted marketing and outreach to attract high-quality, diverse candidates.</p> <p>Tactic B: Evaluate effectiveness of recruitment efforts.</p> <p>Tactic C: Maintain and improve time to hire from start of recruitment process to job offers, and security clearance process to entry on duty for both CS and FS.</p>	<p>Recruit qualified applicants for shortage skill areas. (OHR/FSP)  Solicit advice from technical experts for recruitment. (OHR/OD)  Target college visits, career fairs, advertisements to provide widest outreach. (OHR/FSP)  Increase emphasis on and funding for intern programs. (OHR/OD)  Note: OHR/OD has created a specific office to accomplish marketing and outreach activities.</p> <p>Develop procedures for rating recruitment events. (OHR/OD, FY13)  Use AVUE referral function to analyze ROI of recruitment efforts. (OHR/OD)</p> <p>(OHR/CSP; OHR/FSP)</p>	<p># of shortage skill area vacancies  Time to hire in shortage skill areas  Diversity targets  # of full time hires coming out of intern programs  # of applications from targeted recruitment venues</p> <p>AVUE referral function activated  Consistent rating of recruitment events established</p> <p>Average time to hire (E2E) CS goals met  FS time to hire goals met</p>
Intermediate Result 3	<p>Policy flexibilities and incentives for CS and are FS fully utilized  <b>HCAAF: Results-Oriented Performance Culture, Talent Management</b></p> <p>Tactic A: Ensure maximum use hiring flexibilities to close critical skill gaps for both CS and FS.</p>	<p>Increase use of hiring flexibilities, especially for IT, OHR, contract officers, auditors, and accountants (OHR/PPIM). Note: this action has policy implications  Reexamine current incentive system to more strongly encourage voluntary staffing of CPCs. (OHR/FSP)</p>	<p>% of time hiring flexibilities used  # of vacancy and duration of vacancy for IR, OHR, contracts officers, auditors, accountants  % of voluntary staffing of CPC, # of incentives used</p>

Intermediate Result 4	Workforce and corporate strategy for direct and non-direct hire staff is systematically rationalized <b>HCAAF: Strategic Alignment, Leadership and Knowledge Management</b>		
	Tactic A: As FSO levels increase, transition some USPSCs into new roles.	As # of FSOs increase, create opportunity for USPSCs to apply permanent FSO positions. (OHR/FSP/SP)	% USPSCs hired into the permanent USAID workforce
	Tactic B: Establish system to use USPSCs as mentors to help strengthen JO job competencies.	(OHR/FSP)	% of JOs with USPSC mentors
	Tactic C: FSNs serve as mentors to JOs in the field.	(OHR/FSP)	% of JOs with FSN mentors
	Tactic D: Prepare for FSL term expirations.	Quickly staff CS and FS positions to replace key FSL staff whose terms are expiring. (OHR/FSP) Facilitate the conversion process for FSLs applying to permanent FSO positions. (OHR/FSP)	% FSL conversion to permanent FSO or CS positions.

Strategic Objective 3: Ensure a Diverse Workforce and a Culture of Inclusiveness	Intermediate Result	Actions	Measurable Performance Indicators
1	<p>Leadership commitment to diversity demonstrated and modeled  <b>HCAAF: Leadership and Knowledge Management, Results-Oriented Performance Culture</b></p> <p>Tactic A: Ensure Agency leaders model best practices for managing diversity.</p> <p>Tactic B: Ensure adequate funding for EEO program initiatives (FY08-13)</p> <p>Tactic C: Demonstrate that leaders expect all USAID employees to be partners in achieving diversity and inclusion goals.</p>	<p>Incorporate diversity accountability elements/standards for SES and SFS (FY 10, EDC, OHR/ELR, OHR/FSP)  All managers and supervisors will complete required EEO and Diversity Awareness Training Workshop (FY 09-13)  Establish timeframes for taking leadership courses (FY 10)  Perform workforce demographic analysis (FY 09-13)  Conduct diversity and inclusiveness survey to be used in the development of the annual action agenda (FY 09-13)  Implement diversity communication and outreach strategy</p> <p>Bureaus and Independent Offices will prepare an annual Affirmative Employment Plan and submit yearly accomplishment reports to EOP (FY 08-13, EOP)  Leaders and managers will support affirmative employment and special emphasis programs (FY 08-13)</p>	<p>% of senior leaders with diversity accountability elements/standards  % of diverse workforce  % of respondents to diversity and inclusiveness survey</p> <p>% of offices submitting annual Affirmative Employment Plan</p>
2	<p>Diverse workforce retained and developed  <b>HCAAF: Results-Oriented Performance Culture, Talent Management</b></p> <p>Tactic A: Increase career opportunities so all employees can realize their fullest potential.</p> <p>Tactic B: Increase career development opportunities for FSNs.</p> <p>Tactic C: Ensure advancement opportunities foster a diverse leadership pipeline in order to maintain an appropriately diverse SES and SFS cadre.</p>	<p>Increase number of participants in the Upward Mobility Program (FY 12, OHR/TE, OHR/CSP)  Utilize dual announcement process (FY 09-13)  Increase participation in mentoring programs (FY 12)  Continue Tuition Assistance Program (FY 09-13)  Implement online Individual Development Plans  Supervisors and employees will consult and agree on IDPs and annually report on progress in the AEF, document reasons for incomplete actions, and update IDPs (FY 09-13)</p> <p>Convene FSN Advisory Council and launch FSN Exec Corps (FY 09-10, OHR/FSP, OHR/TE)  Conduct FSN Retention Survey for FSN Grades 10-13 (FY 09)  Begin to roll out Expertise Locator functionality of the LMS (FY 09)</p> <p>Ensure that all employees have the opportunity to be mentored (FY 08-13, EOP, OHR/PPIM, OHR/TE)  Increase transparency and ease of application and promotion processes (FY 10)  Establish SES Candidate Development Program (EDC, OHR/TE, OHR/FSP)  Identify and implement process that will increase diversity representation in SFS and SCS (FY 10)  Create clear career paths yielded from competency management efforts (FY 11)</p>	<p># of participants in Upward Dev. Program  % of USDH minority staff at all career levels  # of participants in mentoring program  # of participants in tuition assistance programs  # of employees with online IDPs</p> <p># of explanatory materials  % of FSN responses in retention survey</p> <p>% of staff mentored  # of diversity applications and staff at higher levels  # of participants in SES Can. Develop. Program  % increase in diversity of SFS and CSC</p>

Intermediate Result 3	Diverse workforce is consistently recruited <b>HCAAF: Results-Oriented Performance Culture, Talent Management</b>			% of diversity candidates applying each year
	Tactic A: Increase diversity of applicant pool.		Institute annual travel budgets to help facilitate recruiting trips (FY 09) Increase recruitment visibility in media with minority readership (FY 11, OHR/CSP/RS, OHR/FSP/SP) Establish formal partnerships with minority serving institutions and minority and targeted professional associations Require managers and supervisors to review their individualized organization diversity workforce profile prior to advertising a vacant position. Require each Bureau and Office to proactively consult with EOP to provide advice and consultation regarding diversity needs.	# of formal partnerships % of managers and supervisors reviewing their diversity workforce profiles
	Tactic B: Continue choosing recruitment sites and events likely to yield diverse candidates. (FY 09-13, OHR/OD)		New recruitment manager will help manage program.	
	Tactic C: Create centrally-managed intern program to include diversity candidates. (FY 10)		Create internship program for people with disabilities (FY 09, OHR/CSP, OHR/OD)	# of full-time interns from these programs
	Tactic D: Increase diversity within intern population. (FY 12) Tactic E: Create entry level positions using Federal Career Intern Program.		Seek to retain high performing minority interns.	# of interns retained
Intermediate Result 4	Systems and tools that promote diversity, inclusiveness, transparency, and accountability strengthened <b>HCAAF: Results-Oriented Performance Culture, Accountability</b>			
	Tactic A: Mandate the use of 360° Diversity Feedback Survey Tool in performance management.		Clarify rules and regulations for its usage and instate a 360° review process (FY 09-13, EOP)	% increase in use
	Tactic B: Create and maintain adequate and accurate information collection systems of employment data.		Complete and maintain tracking system of recruitment activities and analyze efforts for effectiveness and barrier to equality of opportunity (FY 09-13) Create and maintain a system that will track all personnel transactions (FY 09) All data collection will be accessible to EOP (FY 08) Monitor data for issues or problems with hiring minority groups.	% complete % data accessible to EOP

Strategic Objective 4: Ensure Employee High Performance through Continual Development and Performance Management	Actions	Measurable Performance Indicators
Intermediate Result 1	<p>Training and development program offerings enhanced Agency-wide  <b>HCAAF: Leadership and Knowledge Management, Talent Management</b></p> <p>Tactic A: Offer best-in-class, targeted employee development programs that close competency gaps and enhance performance</p> <p>Tactic B: Support continuance of Agency-wide LMS to increase learning and employee development capabilities</p>	<p>Competency gaps closed for mission critical occupations  % of courses offered via e-learning  # of new 'partnering' courses established</p> <p># of functional features launched  % staff use</p>
Intermediate Result 2	<p>Career development initiatives maximized throughout USAID  <b>HCAAF: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management</b></p> <p>Tactic A: Reinstate an in-house OHR Career Development staff that offers and coordinated career counseling for all staff who desire it.</p> <p>Tactic B: Complete career tracks for all employees.</p> <p>Tactic C: Initiate electronic IDP function that allows all staff to set and monitor career goals.</p> <p>Tactic D: Successively configure, pilot and launch FS 360/Multi-rater Feedback System for career development purposes.</p> <p>Tactic E: Encourage and support formal and informal mentoring.</p>	<p># of dedicated staff assigned to roles  Marketing materials disseminated</p> <p>% career tracks completed</p> <p>% staff with electronic IDPs</p> <p>% staff participation in 360</p> <p>Evaluation results from mentoring survey</p>
Intermediate Result 3	<p>Systems that support and reward performance are improved  <b>HCAAF: Leadership and Knowledge Management, Results-Oriented Performance Culture, Accountability</b></p> <p>Tactic A: Enhance USAID's existing performance management systems.</p> <p>Tactic B: Ensure sufficient funds for performance pay pools and awards and strengthen process for distributing available awards (FY10, OHR/ELR)</p>	<p>Workforce performance appraisals aligned to mission, goals and outcomes  Responses to selected Federal Human Capital Survey questions</p> <p>% performance pay bonuses paid out</p>

SO5: Provide First Rate HR Services and Tools to Support USAID's Mission and Increase Efficiencies	Measurable Performance Indicators
<p>HR staffing aligned to mission needs  <b>HCAAF: Strategic Alignment, Leadership and Knowledge Management, Talent Management</b></p> <p>Tactic A: Establish a hiring contract to perform administrative and logistical tasks involved in the increased FS hiring and on boarding process.</p> <p>Tactic B: Refine OHR competencies, conduct gap analysis, and develop plan to close gaps.</p> <p>Tactic C: Increase OHR staff levels.</p> <p>Tactic D: Ensure the maintenance and continuation of HR expertise by targeted knowledge management initiatives.</p>	<p>% of logistical/administrative work performed by contractor</p> <p>% of HR competencies mapped and closed</p> <p>% increase in HR junior IT staff</p> <p>% increase of HR recruiters dedicated to FS</p> <p>% retirement eligible positions engaging in shadowing strategy</p>
<p>HR technology is expanded, improved and integrated  <b>HCAAF: Strategic Alignment, Accountability</b></p>	<p>Implement contract (FY09, OHR/PPIM, FSP)</p> <p>Conduct gap analysis for HR positions not analyzed (HR IT specialists, program and management analysts), and revise for those who have been (HR specialists) (FY10, OHR/TE/PPIM)</p> <p>Increase hiring incentives for junior HR IT specialists, staffing specialists, labor relations specialists, workforce planning specialists and Training and Education Division positions (OHR/PPIM).</p> <p>Re-allocate OHR personnel towards FS recruitment (OHR/OD)</p> <p>Implement shadowing processes for all positions soon to retire (FY08, OHR/CSP)</p>
<p>Intermediate Result 2</p>	<p>Avue/NFC</p> <p>Implement Avue/PAR for CS (FY08-09, OHR/PPIM, CSP)</p> <p>Implement Avue/PAR for FS (FY 10-11, OHR/PPIM, FSP)</p> <p>Integrate Avue PAR with NFC for CS(FY09-10, OHR/PPIM, CSP)</p> <p>Integrate Avue PAR with NFC for FS (FY11-12, OHR/PPIM, CSP)</p> <p>EIMS</p> <p>EIMS/Performance Poolsheet system implementation (FY09, OHR/PPIM, ELR)</p> <p>EIMS/Emergency Locator System upgrades for new Phone Directory (FY10, OHR/PPIM)</p> <p>EIMS/Emergency Locator System upgrades for contractor emrg contacts (FY10, OHR/PPIM)</p> <p>e-IDP</p> <p>Convene e-IDP workgroup (FY 09, OHR/TE)</p> <p>Finish development and utilize e-IDP (FY 10, OHR/TE)</p> <p>Other</p> <p>webTA implementation for FSNs &amp; USPOCs (FY09, -10, M/CFO, OHR/PPIM)</p> <p>eCompetency System implementation (FY08, OHR/PPIM)</p> <p>EPAS (Department of state program) implementation (FY08, OHR/PPIM)</p> <p>Implement new components of e-OPF (FY 09-13, OHR/PPIM, CSP, FSP)</p> <p>Implement OPM's RetireEZ application (Tentative FY13, OHR/ELR, OHR/PPIM)</p> <p>Integrate WebPASS system (FY10, OHR/PPIM)</p>
<p>Intermediate Result 1</p>	<p>% of systems implemented</p> <p>% workforce utilizing new systems</p>

	Tactic B: Develop OHR IT strategy and enterprise architecture.	Develop HR IT strategy (FY09-10, OHR/PPIM) Develop enterprise architecture (FY09-10, OHR/PPIM, M/CIO)	
	Tactic C: Develop and implement agency-wide training program on technology systems.	Identify technological training needs (OHR/TE) Develop and implement training program based on critical needs (FY10, OHR/TE)	# of employees utilizing technical training courses Responses to human resources services questions in the annual Administrator's Survey
Intermediate Result 3	HR processes are streamlined and improved <b>HCAAF: Strategic Alignment, Accountability</b>		
	Tactic A: Further establish OHR's role as a consultant and strategic partner.	Continue to offer training in consultancy skills. 'Leadership for Non-supervisors' course will be offered (FY08, OHR/TE)	Responses to human resources services questions in the annual Administrator's Survey # of HR staff participating in consultative capacity building trainings
	Tactic B: Establish a culture of continuous process improvement via annual evaluation activities, implementation of new technologies and establishment of process metrics and surveys.	Evaluate annual audit and evaluation process; implement potential improvements (FY 09-13). Conduct annual review of all reports generated by OHR to determine which can be combined, eliminated, or automated (FY09-13), OHR/PPIM)	% of reports combined % eliminated % automated
	Tactic C: Create an on-line library of current and historical basic data.	Analyze, based upon frequency of inquiry, which had-copy reports should be converted to on-line format for easy access (FY09-10, OHR/PPIM) Convert identified files, and upload into online database (FY09-10), OHR,PPIM)	% of hardcopy documents converted to online library % decrease in time needed to create reports