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## USAID Human Capital (HC) Accountability System Roles and Responsibilities Tables by Phase

1. Planning
2. Implementation
3. Evaluation
4. Continuous Improvement

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**Phase 1: Planning - Develop, document, and resource HC Accountability System**

Who	Roles and Responsibilities
<b>Administrator (USAID/A)</b>	<ul style="list-style-type: none"> <li>◆ Responsible for the overarching management of strategic human capital planning throughout USAID.</li> <li>◆ Oversee Senior Level Review of BPPs</li> </ul>
<b>Director of Human Resources (M/HR) and Chief Human Capital Officer (CHCO)</b>	<ul style="list-style-type: none"> <li>◆ Develop/Issue USAID’s Strategic Human Capital Plan</li> <li>◆ Develop/Issue 5 Year Workforce Plan</li> <li>◆ Provide leadership, guidance, and direction for the USAID’s Human Capital Management Program (including the HC Accountability System and PMA)</li> <li>◆ Ensure necessary resources are directed towards sustaining an accountability system that measures and assesses HC results</li> <li>◆ Make HC recommendations based on Senior Strategic Planning reviews.</li> </ul>
<b>Office of the General Counsel (GC)</b>	<ul style="list-style-type: none"> <li>◆ Provide legal advice on personnel laws and compliance issues as well as the Foreign Assistance Act and other laws and regulations pertaining to the extended workforce</li> </ul>
<b>M/HR/PPIM/PP, lead, and all M/HR Division Chiefs &amp; Senior Advisors</b>	<ul style="list-style-type: none"> <li>◆ Maintain and update HC goals, objectives, policies, and plans, including the HC Strategic Plan, Workforce Plan, HC Accountability Plan</li> <li>◆ Monitor to ensure PMA coordination with all ongoing HC efforts</li> <li>◆ Develop and implement HC policies and HC strategies</li> <li>◆ Development of HC performance measures</li> </ul>
<b>HC Accountability Program Manager (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Manage/Oversee the USAID’s HC Accountability System and Activities</li> <li>◆ Develop HC Accountability Plan to include measures/metrics, 5-year audit implementation schedule, timeframes of audits, and reporting responsibilities</li> </ul>
<b>Bureau and Independent Office Senior Management</b>	<ul style="list-style-type: none"> <li>◆ Participate in the development of human capital initiatives</li> <li>◆ Integrate HC goals and strategies into strategic budget planning documents</li> </ul>
<b>HC Program Compliance &amp; Assessment Lead (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Develop Annual Audit Plans (to include type of audit, HC coverage areas/scope, resources, and reporting requirements) to assess efficiency, effectiveness, and compliance with merit system principles.</li> <li>◆ Coordinate all HC Survey efforts</li> <li>◆ Provide HC metrics data used to develop the 5-year Workforce Plan</li> <li>◆ Help M/HR Program Divisions document HC accountability activities and process controls</li> </ul>

**Phase 2: Implementation – Conduct HC Accountability System Activities**

Who	Roles and Responsibilities
<p align="center"><b>HC Accountability Program Manager (M/HR/PPIM/PP)</b></p>	<ul style="list-style-type: none"> <li>◆ Manage/Oversee the USAID’s HC Accountability System and Activities</li> <li>◆ Ensure that the USAID’s HC goals are being met through effective, efficient HRM programs and processes that are conducted in accordance with merit system principles and other personnel regulations for the Foreign Service and Civil Service</li> <li>◆ Provide implementation guidance on all HC accountability activities</li> </ul>
<p align="center"><b>M/HR Division Chiefs and Senior Advisors leads with all M/HR Specialists</b></p>	<ul style="list-style-type: none"> <li>◆ Execute HC Workforce Planning strategies</li> <li>◆ Collaborate with USAID managers and supervisors to implement human capital plans, actions, and resource priorities</li> <li>◆ Ensure that HC goals are being met through effective, efficient HRM programs and processes that are conducted in accordance with merit system principles and other personnel regulations for the Foreign Service and Civil Service</li> </ul>
<p align="center"><b>Bureau and Independent Office Senior Management and Lead AMS</b></p>	<ul style="list-style-type: none"> <li>◆ Ensure that HC decisions are producing mission results effectively, efficiently, and within merit system principles and other personnel regulations for the Foreign Service and Civil Service (in accordance with Executive Performance Plans)</li> <li>◆ Implement human capital goals and strategies as set forth in strategic budget and performance plans, and Agency human capital and accountability plans designed to achieve established goals</li> <li>◆ Provide appropriate resources from Bureau HR offices to augment the matrix compliance audit teams</li> <li>◆ Ensure managers, supervisors, and employees participate in Bureau audits (as appropriate)</li> </ul>
<p align="center"><b>HC Program Compliance and Assessment Lead (M/HR/PPIM/PP)</b></p>	<ul style="list-style-type: none"> <li>◆ Oversee annual audits to include audits and reviews of HC programs and activities to ensure compliance with merit system principles and other personnel regulations for the Foreign Service and Civil Service</li> <li>◆ Ensure that final audit reports are prepared</li> <li>◆ Request audit team members from HR Program offices and Bureaus</li> <li>◆ Coordinate with lead on annual employee surveys</li> <li>◆ Monitor and collect HC metrics data</li> <li>◆ Oversee annual program assessment of M/HR Program Divisions’ HC accountability activities and process controls</li> </ul>

**Phase 3: Evaluation - Analyze and report HC Accountability Results**

<b>Who</b>	<b>Roles and Responsibilities</b>
<b>Director of Human Resources (MHR) and Chief Human Capital Officer (CHCO)</b>	<ul style="list-style-type: none"> <li>◆ Communicate human capital progress to the USAID senior management and OPM</li> <li>◆ Approve annual HC Accountability Report and communicate human capital progress and action items to the CHCO</li> </ul>
<b>HC Accountability Program Manager (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Assess progress in implementing HC action strategies</li> <li>◆ Assess progress towards meeting workforce planning goals</li> <li>◆ Review annual HC program assessment reports/compliance audit reports and develop annual HC Accountability Report to senior management</li> </ul>
<b>M/HR Division Chiefs and Senior Advisors</b>	<ul style="list-style-type: none"> <li>◆ Monitor performance data to ensure progress towards meeting Agency goals/objectives and compliance with merit systems principles and regulations</li> <li>◆ Develop annual HC program assessment report and provide to the HC Accountability Program Manager</li> <li>◆ Manage internal Boards/Panels that ensure continuous HR improvement (e.g., Assignments Panels, Performance Boards, Annual Employee Evaluation Review Committees, and the Tenure Boards)</li> </ul>
<b>Bureau/Independent Office Senior Management and AMS Lead</b>	<ul style="list-style-type: none"> <li>◆ Assess, implement, and report on findings from compliance audit report</li> <li>◆ Develop recommendations to address HC issues identified through the Agency on accountability activities</li> </ul>
<b>HC Program Compliance &amp; Assessment Lead (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Coordinate compilation of compliance audit reports, to include audit activities, results, recommendations, and follow-up actions</li> <li>◆ Assist in the development of the annual HC Accountability Report, to include data analyses, report on key performance indicators, survey results, recommendations, and follow-up actions</li> </ul>

**Phase 4 : Continuous Improvement – Implement improvement and corrective actions**

Who	Roles and Responsibilities
<b>Administrator</b>	<ul style="list-style-type: none"> <li>◆ Approves and provides senior level support to all Department-wide strategic human capital improvements plans</li> </ul>
<b>Director of Human Resources (M/HR) and Chief Human Capital Officer (CHCO)</b>	<ul style="list-style-type: none"> <li>◆ Responsible for ensuring all strategic HC improvement plans are effectively implemented</li> <li>◆ Lead the sharing of HC best practices and recognize accomplishments</li> <li>◆ Ensure appropriate corrective actions are implemented to address all adverse findings</li> </ul>
<b>Office of the General Counsel (GC)</b>	<ul style="list-style-type: none"> <li>◆ Provide advice on personnel laws and compliance issues as well as the Foreign Assistance Act and other laws and regulations pertaining to the extended workforce</li> </ul>
<b>HC Accountability Program Manager (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Assess Accountability System Activities and make recommendations for improvement</li> <li>◆ Ensure timely responses to all adverse findings, and corrective actions are developed and implemented</li> </ul>
<b>M/HR Division Chiefs and Senior Advisors</b>	<ul style="list-style-type: none"> <li>◆ Ensure timely responses to all adverse findings, and corrective actions are developed and implemented</li> </ul>
<b>Bureaus &amp; Independent Offices Senior Management and Lead AMS</b>	<ul style="list-style-type: none"> <li>◆ Ensure timely responses to all adverse findings, and corrective actions are developed</li> </ul>
<b>HC Program Compliance &amp; Assessment Lead (M/HR/PPIM/PP)</b>	<ul style="list-style-type: none"> <li>◆ Monitor and follow-up on all responses to all adverse findings, and ensure corrective actions are implemented</li> <li>◆ Review Five-Year Audit, and Annual Audit Plan; Adjust as required to reflect changes to HC coverage areas/scope, resources, and reporting requirements</li> <li>◆ Monitor and follow-up on all HC metrics to identify improvement needs</li> <li>◆ Maintain data systems used to monitor HC program results, including workforce analysis and employee surveys</li> </ul>