## 2004 USAID Summer Seminar Series

**June 29: People—Our Greatest Asset: How the Human Capital and KfD Strategies Interact Session**
**Organizer:** Susan Wallace, PPC/DEI. **Presenter:** Ron Olsen, M/HR
**Materials**: Presentation (appended)

**Synopsis**

An organization's greatest asset is its people. Their knowledge, skills and expertise are the key to mission success. However, at 1.8 million employees, the federal civilian payroll has been reduced to its lowest level since 1950. Furthermore, this downsizing was accomplished through across–the–board staff reductions and hiring freezes, rather than targeted reductions aligned with agency's missions. Understanding this issue, the President Management's Agenda (PMA) identifies the "Strategic Management of Human Capital" as one of its initiatives. The Business Transformation Executive Committee (BTEC) tasked the Human Capital Subcommittee and the Knowledge for Development (KfD) Subcommittee to develop the plan that will allow USAID to "…effectively deploy the skilled, knowledgeable, diverse and high-performing workforce needed to meet the current and emerging needs of government and its citizens."

This seminar will provide a review of the key points of these two strategies, how they complement each other, and what we consider to be "success". HR initiatives and updates in recruiting will be discussed, and Knowledge for Development tools will be demonstrated. Presenters will provide updates on Joint Management Council initiatives with State in these two areas and the goals of these efforts. Audience participation, feedback and suggestions will be encouraged and used as the basis for the implementation phase of these activities.

**Notes**

**Ron Olsen**
How is human capital (HC) viewed? In the late 1990's, the federal government downsized. This was a period in which there was no recruitment. The result for USAID was that the Agency on a whole was reduced in size. The administration discovered that due to the downsizing, they were left with a shortage of qualified employees. With every cycle, there were an increasing number of vacancies. The result was a greater demand for skilled, knowledgeable employees, and not enough human capital to satisfy the need. As program money greatly increased, the human capital shortage worsened. With defense, diplomacy, and development defining U.S. foreign policy, it is increasing important to address the human capital crisis. Administrator Natsios is dedicated to rectifying the increasing problem of human capital. USAID is striving to solve the HC problem through the development of a Joint Strategic Plan, the President's Management Agenda, and Business Transformation.

The HC strategic plan was compiled by the Office of Human Resources (M/HR) and the Bureau for Policy and Program Coordination (PPC). The main goal of the HC strategy is to get the right people in the right place, doing the right work, at the right time (with the right knowledge, skills and experience) to fulfill USAID's mission. This plan is a joint endeavor between the State Department and USAID. The partnership is a natural one, since USAID and the State Department share specified areas of common interest upon which to collaborate, such as employee training and joint licensing, cross assignments, employment concerns, human resource systems and information technology applications, overseas employment, and performance evaluations.

The President's Management Agenda deals with the issues of workforce planning, the development readiness initiative (DRI) and other recruitment, the Overseas Template and HQ Re-alignment, as well as, an OMB/OPM scorecard for human capital. The goal is to achieve sufficient working programs by the 2nd quarter of 2005. The main objective is to increase the overall workforce contingent upon an increase in OE funds.The goal is more cumbersome, in that it makes allowances for differing, age groups, sexes, and races, in order to achieve a diversified, increased workforce. The DRI is seeking to aid in this endeavor by planning to increase the FSN by twenty percent, bringing in an estimated 250 new officers, from 2004-2006. Congress has recently made progress by passing FS85, allotting appropriations for 85 employees, to be brought back into the Agency under temporary status, over the next three years.

The Business Model will be addressed by Dave Eckerson next week.

**Susan Wallace**
Knowledge is a crucial resource. It is very important for the Agency to come up with an adequate means for managing our knowledge. The main problem of the human capital crisis is that the Agency is losing too many mature, knowledgeable employees, while at the same time they are gaining many new young employees. There are no people left to share the knowledge that they have garnered through their years of service. The question is how we are going to be able to gather all of the knowledge on its way out the door, and then share it throughout the Agency.

With many of the USAID employees scattered throughout the field, it is very difficult to retain much of the knowledge that does exist. What needs to occur is continued access to employees, even after retirement, which will enable accessibility to the valuable information they posses. In order to achieve this, the focus must be shifted from the field— USAID's "public face"—to the strategic and operational "faces" of USAID. These faces provide the governments view of the HC crisis, as well as, the administrative organizations and processes, which provide an invaluable support function the Agency. In effect, all facets of the Agency must be equally tapped for the information that they possess. An in-depth look at the strategic objectives that define the Human Capital Strategic Plan, addresses the need, and was in which the differing areas of the Agency can be utilized. Knowledge for Development plays an important role in the HC crisis, in that it provides many viable solutions. One can look to the USAID Portal as one example of a way in which technology can provide a gateway for information to be accessed and shared. The development of collaborative software will also aid in achieving the goal of knowledge accessibility. The development of an Agency "yellow pages," to be used an engine to locate specified expertise within the Agency, and its retirees. The end result is that we hope to achieve increased, accessible channels of communication, through which knowledge is inevitably attainable.

**Question and Answer Session**

**You have shown the OE levels as straight, but you were talking about increasing staff levels. How were you going to pay for that?**
- The advantage is the partnership with PPC is key. PPC is talking to the appropriators, we're expecting an increase in OMB—rather, we're hoping for an increase in our OMB. This will make an increase in new staff levels affordable.
- Our immediate short-term, stop-gap measure is the program-funded 85. This provides us with the staff that is needed most urgently. On the long-term, additional funds are required.
- Choices must be made in the budget. Perhaps there will be trade-offs, such as cuts to IT. Regardless, the Agency is committed to the overall increase in our personnel levels.

**What is an increase in OE funds contingent upon? If there is an increase in OE funds, how will that impact the "little" people? Who will benefit? In the past there seems to have been a loss in administrative and program staff vs. the technical. If there is an increase, will it only benefit the technical?**
- Care needs to be taken when forecasting an OE increase. The key lies in the choices that the Agency makes, and where it invests the money appropriated.
- We are all hoping for an increase in the OE. As the budget is constructed and the needs of the Agency are developing, the Agency will have to determine where it places its resources/interests.
- As for who is to benefit from an OE increase, it must be said that our technical capacity/expertise is one of the backbones of the Agency. Our ability to project our needs in the field makes us a very unique and capable agency.
- There is no plan to grow at the expense of the technical expertise. Our requirement by backstop is a developing question of what we need and where we need to hire people is a question that remains to be answered.

**Very interesting that the two strategies meet so nicely (Human Capital and KfD) around the point of the right skills and the right knowledge to people at the right time. What are the challenges around the new cadre of folks coming in? Are they going to have the right skills and the right knowledge because of the work going on? What's going to look different about that?**
- The visibility must be moved away from the field. We are trying to come up with tools to move quicker and faster in order to place emphasis on the knowledge side, and other less supported "faces." This is only providing access to the knowledge. It is not improving or looking to the future of the workforce.

**There seems to be a disconnect between retirees and new hires (IDIDs/NEPs/etc.). However, the Agency seems to have a good transition program for retirees (orientation/resume help/networking…). While you are trying to capture knowledge from all the experienced people (in term of lessons learned) leaving, nothing is being done to provide incentives to senior management (program officers/office directors), who were/are in the field, to stay. There are a lot of people who want to do more, if given adequate motivators. Some of these employees want to retire, while others enjoy working in their fields. Why not pair the old with the new in the fields? Stars will always come out of stars! What can be done to garner this knowledge?**
- Everything comes down to the Congress. We don't have the money. We have to continue regardless.
- We have a lot of old people leaving. We have a crisis. We are doing workforce planning.
- The biggest personnel problem 15 years ago was the secretaries. We got wise and got computers, now we have a problem with all the supervisors not wanting to do administrative work. There is not support, so we are forced to contract out for the admin work. Now we have no independent workforce.
- We have to figure out mechanisms to support our workforce. We need managers, not just PhD economists. We're starting to get resolve with the new flock of NEPs and IDIs.
- Always comes down to the issue of money. There is never enough, so program costs get cut.

- The current Administrator is taking actions to rectify the situation, by providing training to bridge HC with KfD. However, the new NEPs aren't able to take full advantage of the middle-level management and old folks; because the experienced folks think they know everything already and don't go to the training provided.
- The new trainees are bringing in innovative ideas on management and strategic objectives, especially with their knowledge of IT.

**There are old folks who are trying to be 21st century-oriented. On the flip side, there are new hires going out into the field, in high level positions, and do not posses the skills to navigate with host country counterparts.**
- There are many people who are IT-phobic. The new hires are not.
- We have a new mentor site, which will allow those who are retiring to post comments and give advice. We are also trying to get the portal up and running that will allow greater access to all employees, old and new.
- We can't help out on the incentives to stay up front, but we can help with sharing of knowledge.

**There has been talk of the cross-over between USAID and the State Department. There were five offices mentioned. Please elaborate on the rationale behind the crossover, as well as, what level the offices are.**
- The rationale is pretty straightforward. The more we know about State the better we are able to interface with them, as we look towards the future and our programming is increasing a collaborative matter.
- The new trend in the field is to integrate the USAID missions with State, as opposed to stand alone missions.
- State must also be sensitive to our corporate culture. Professional growth involvement must also be protected.

**Are there also civil service slots?**
- There is a program for civil service conversions to the Foreign Service.

**Are there plans to have civil service at USAID and State swap jobs?**
- Not that I have heard yet. The focus has been on Foreign Service assignments.
- This is increasingly difficult since the Foreign Service assignments are competitive as is.
- The reason why we are at these committees: the State/USAID joint strategic plan has set up two councils, the policy council and the management council. These were set up at the insistence of State. The councils were not well received by USAID. However, we wanted to take advantage of the notion that issues such as eye casts, training, and the workforce were going to be seen by senior/mid-level management at State. Now we have our issues addressed four times a year. We are making progress.
- Sounds as though the exchange is occurring at the senior management level, which is good, because this is where the impact will be felt. The cultural exchange is good, although change will only occur at the senior level.

# Welcome to Session 1

USAID 2004 SUMMER SEMINAR SERIES

# People—Our Greatest Asset:
## How the Human Capital and KfD Strategies Interact

Ron Olsen, HR &

Susan Wallace, PPC

Tuesday, June 29, 2004

# People—Our Greatest Asset

- Agenda:
  - Ron Olsen, Chief, M/HR
    - Human Capital Strategy overview
  - Susan Wallace, PPC/DEI
    - KfD Strategy overview
  - Discussion and Questions
  - Closing

# The HR Story

- The Human Capital (HC) Crisis in USAID
- Partnership with PPC
- The HC Strategy Approved by the Administrator
- Goals Under the President's Management Agenda

# Quantitative Information Regarding Agency HR

The Office of Human Resources (M/HR) and the Bureau for Policy and Program Coordination (PPC) have collaborated during the past year to produce analytical and quantitative information that presents the USAID human capital challenges empirically.

These data aim to show that USAID is serious about addressing its human capital (HC) challenges, and that, through an increased understanding of the workforce issues facing USAID, the need for urgent resources will be self evident. USAID is committed to take on its new role in the triumvirate of foreign policy (defense, diplomacy and ***development)***. A new Marshall plan is on the horizon in the Middle East and USAID is dedicated to having the human resources to successfully lead the way.

**David Eckerson**
**Director of the Office of Human Resources**

# USAID Human Capital

- Development of the Joint Strategic Plan with the Department of State, to be implemented through the Joint Management Council. HR issues are addressed through a HC working group.
- President's Management Agenda
  - Workforce Planning
  - Development Readiness Initiative (DRI) and Other Recruitment
  - Overseas Template & HQ Re-alignment
  - OMB/OPM Scorecard for HC

# USAID Human Capital

Business Transformation

- Presidential Management Agenda
  - Strategic Human Capital Management
    - Comprehensive Workforce Analysis and Workforce Planning
    - HC Strategy
  - Budget and Performance Integration
- Overseas Template
- Business Model Review
- Washington to Field Alignment

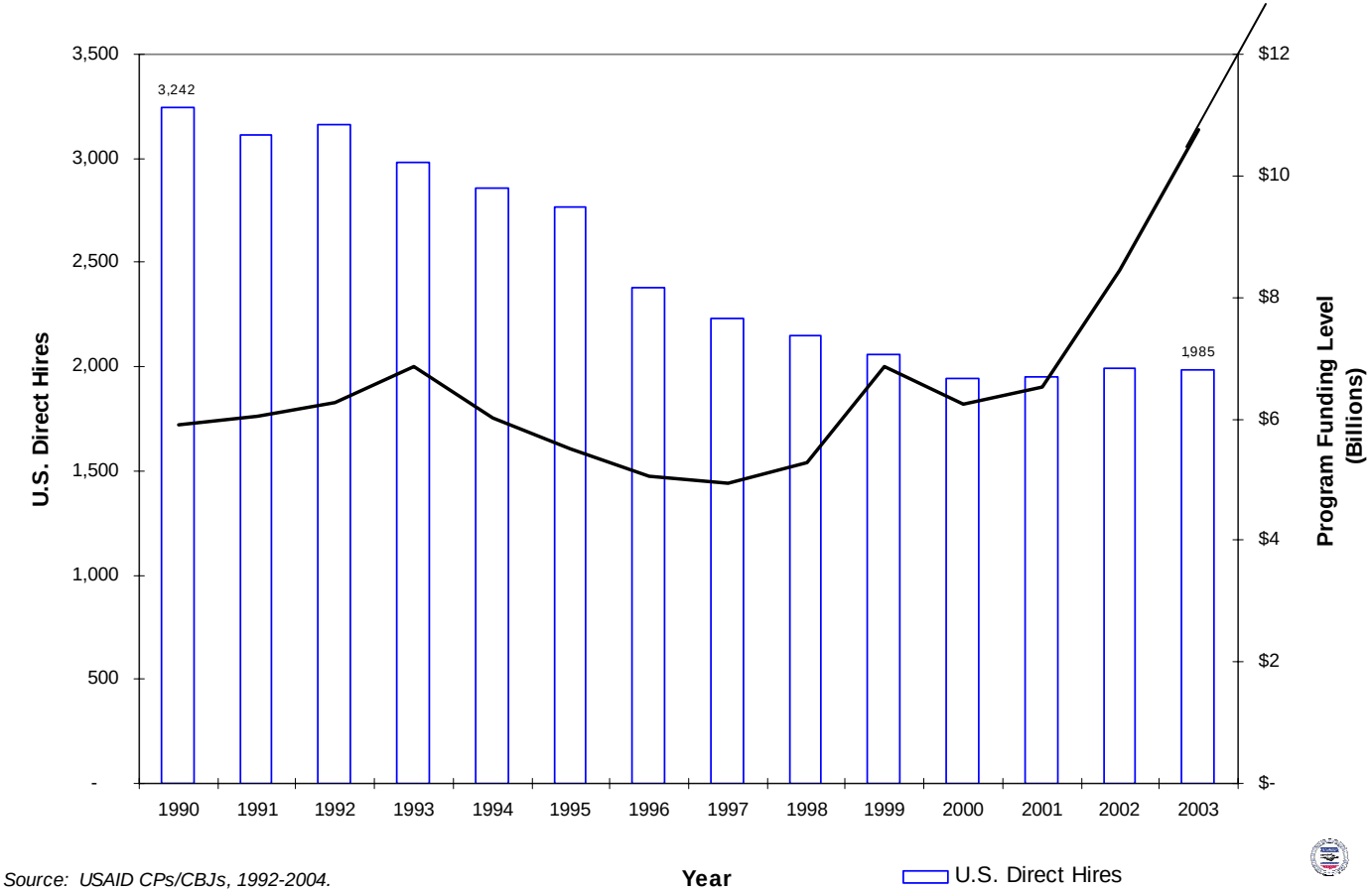
# JMC Working Group on Human Capital Third Quarter FY-2004

1) Employee Training: on schedule: training officials working on plan to develop a joint license for distance learning once USAID is on State's OpenNet.
2) Cross Assignments: on schedule: one State officer assigned to USAID and one USAID officer assigned to State.
3) Diplomatic and Development Readiness: on schedule: cross training of recruiters continuing and website links under development.
4) Overseas Employment: on schedule: joint policy on hiring and developing FSNs under discussion; 5 USAID FSNs participating in annual State FSN conference in June.
5) HR Systems and IT Applications: on schedule: USAID considering feasibility of adapting State's WebPASS for its Post Personnel module; ongoing discussions on adopting other State HR applications.
6) Performance Evaluation: completed for 2004, with similar cooperation planned for 2005.

# President's Management Agenda–USAID

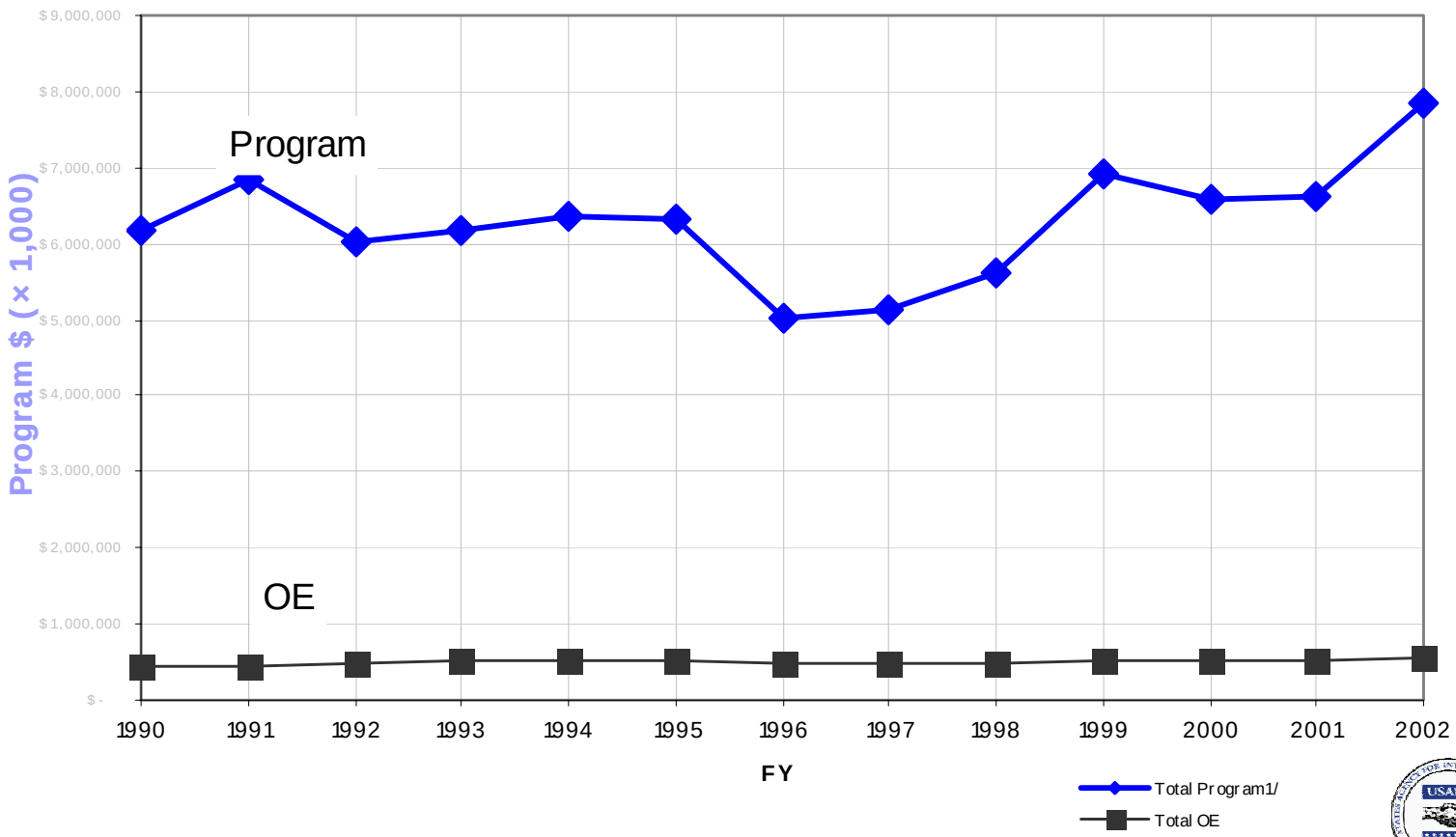
| | | Current Status (As of June 30, 2004) | | Progress in Implementing the President's Management Agenda | Comments |
|---|---|---|---|---|---|
| **Initiative** | | | | | |
| **Human Capital**<br><br>**Agency Lead: John Marshall**<br><br>**CHCO: Dave Eckerson**<br><br>**RMO Branch Chief : Michael Casella**<br><br>**OPM HC Officer: Roger Knadle** | Red<br><br>Next ↑ est. by FY 2005 | • Comprehensive human capital plan<br>3 developed on Q2 FY 04, __results analyzed&used Q3 FY 04.<br>• Organizational structures<br>✓ current structure analyzed and restructuring begun on Q1 FY 02, structures optimized & process in place to address future challenges on Q2 FY 2005.<br>• Succession strategies<br>3 implemented Q3 FY 04.<br>__ continuously updated talent pool assured on est. Q4 FY 05.<br>• Performance appraisal plans link, differentiate, and provide consequences for<br>✓ SES, SFS & mgrs Q2 FY 04.<br>__ 60%+ of agency est. Q3 FY 04.<br>• Under representation<br>__ implemented strategies to address on est. Q2 FY 05.<br>__ reduced & established process to sustain diversity on est. Q3 FY 05.<br>• Skill gaps_ workforce planning system implemented est. Q2 FY 05.<br>__ significant reduction in mission critical gaps est. Q3 FY 05.<br>• Accountability system _system developed est. Q4 FY 04, used to make decisions est. Q2 FY 05. | Green | Actions Taken Since March 31, 2004<br>•Developed draft agency accountability system using metrics to evaluate performance on HC standards.<br>•Conducted study to incorporate affirmative employment goals into recruitment strategies and designed strategies to address under representation.<br>•Initiated collection of workforce planning data as a basis to identify and address gaps in mission critical occupations and competencies.<br>•Developed draft succession strategies through Development Readiness Initiative (DRI) and workforce planning initiative to address skill gaps.<br>•Revised SFS promotion precepts policy and related regulations and guidance.<br>•Revised 'Proud to Be' document.<br>Planned Actions for Q4 FY 2004<br>•Finalize the HC accountability system using metrics to evaluate performance and initiate implementation strategy.<br>•Complete study to incorporate affirmative employment goals into recruitment strategies and develop ways to address under-representation.<br>•Collect and utilize initial mission critical workforce planning data and begin identifying and addressing gaps in mission critical occupations and competencies.<br>•Finalize revisions of 'Proud to Be' document. | USAID's progress score remains Green. USAID has moved up to yellow in succession strategy this quarter..<br>Due to ambitious targets set forth in their Proud to Be document, USAID has experienced slippage in meeting some of their goals and did not achieve a Yellow in status this quarter as originally intended.<br>After the retirement of the USAID Director of Human Resources and CHCO this quarter, Agency management took decisive action to quickly fill the vacant position.<br>Change to yellow status would require implementation of the following milestones the Agency has begun:<br>Completion of an initial workforce and skill gap analysis.<br>Implementation of agency strategies to address under representation.<br>Implementation of an accountability system. |

# USAID U.S. Direct-Hire Workforce and Program Funding Levels 1990–2003




*Source: USAID CPs/CBJs, 1992-2004.*
*Note: Program Funding Level includes all supplemental appropriations thru 2001.*
*Does NOT include aid to Israel (cash transfers) of approximately $1 billion annually.*

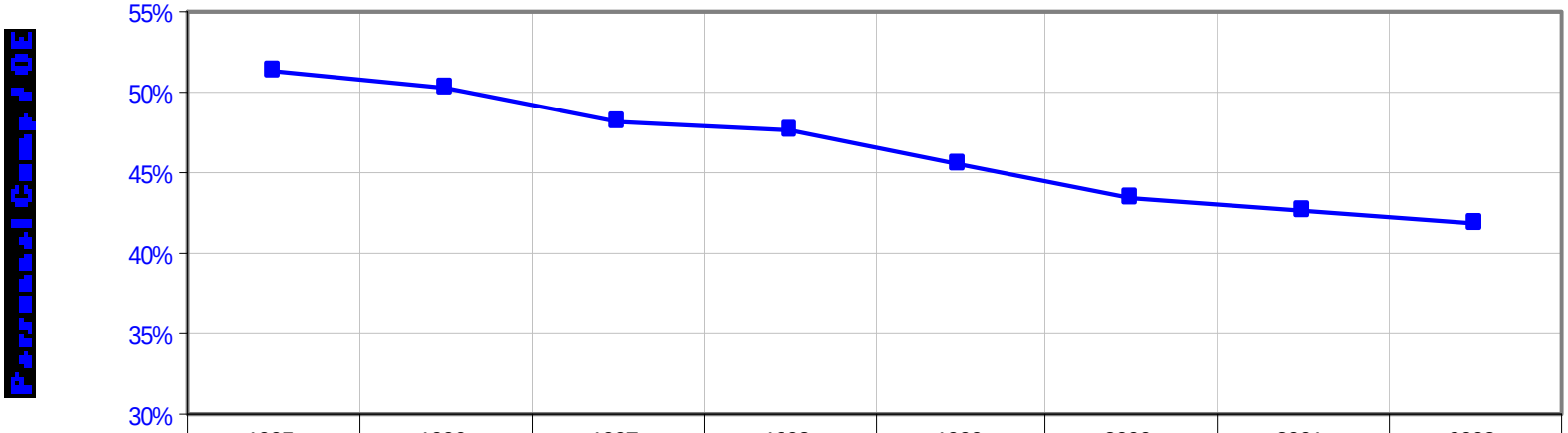
# 13-Yr USAID Program & OE Comparison Chart




Prepared by PPC/SPP/SPA
Source: USAID CBJs/CPs, 1976 - 2003

# Declining Amount of OE Dedicated to Personnel Salaries

USAID Personnel Compensation / OE
OCC 11x
(1995-2003)




| | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 |
|---|---|---|---|---|---|---|---|---|
| Personnel Comp / OE | 51% | 50% | 48% | 48% | 46% | 43% | 43% | 42% |

Year

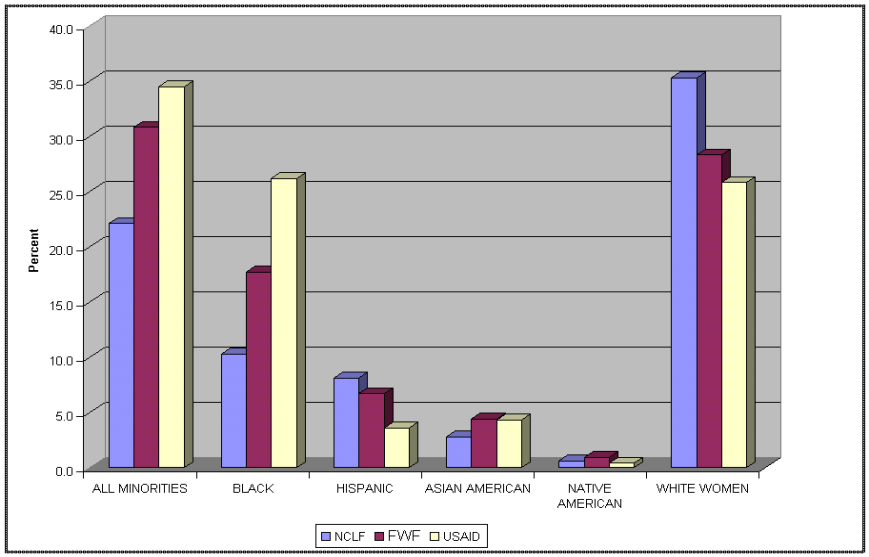
*Source: USAID CBJs/CPs, 1997 - 2004*

*Note: Data does NOT control for inflation in either the U.S. or in foreign countries.*

*Prepared by PPC*

# USAID Diversity Profile

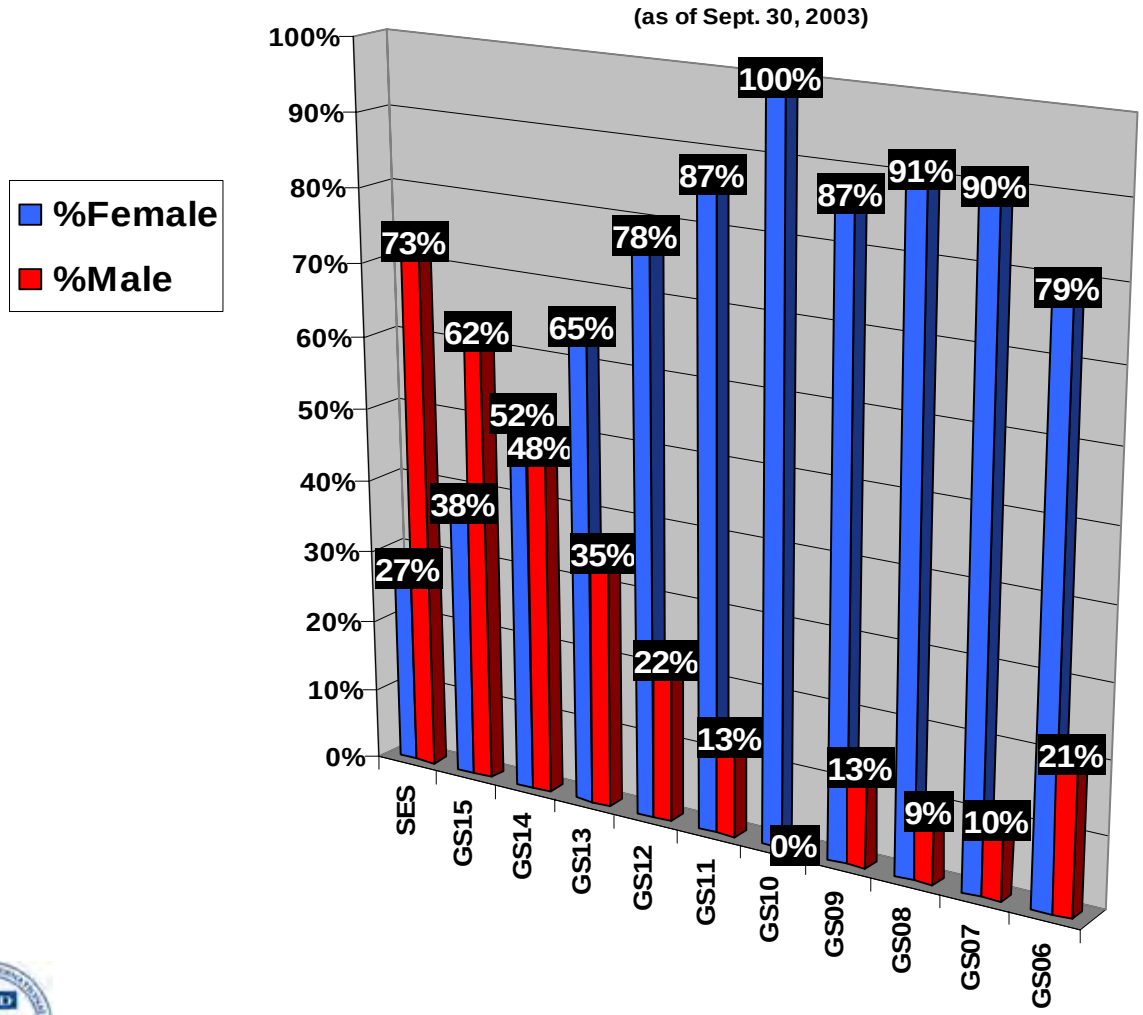
Chart: USAID On-Board Employment compared to Federal workforce (FWF) and National Civilian Labor Force (NCLF) Percentages




| | All Minorities | Black | Hispanic | Asian American | Native American | White Women |
|---|---|---|---|---|---|---|
| NCLF | 22.1 | 10.3 | 8.1 | 2.8 | 0.6 | 35.3 |
| FWF | 30.5 | 17.1 | 6.6 | 4.6 | 2.2 | 28.3 |
| USAID | 34.5 | 26.2 | 3.6 | 4.3 | 0.4 | 25.8 |

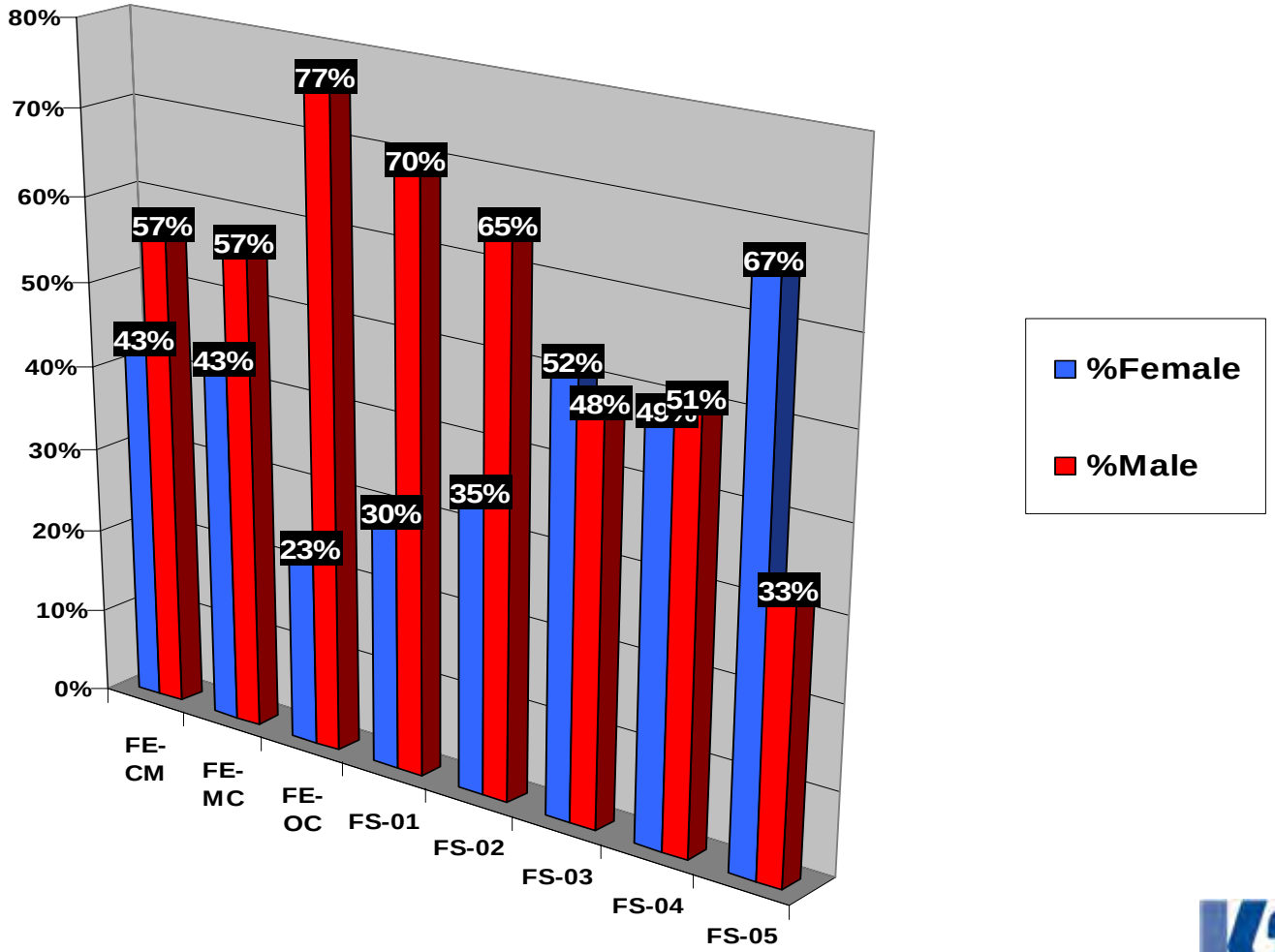
FWF: (as of 09/30/01)
NCLF: (1990 Census Data)
USAID: (as of 12/31/02)

# USAID Male/Female Distribution by Class Civil Service

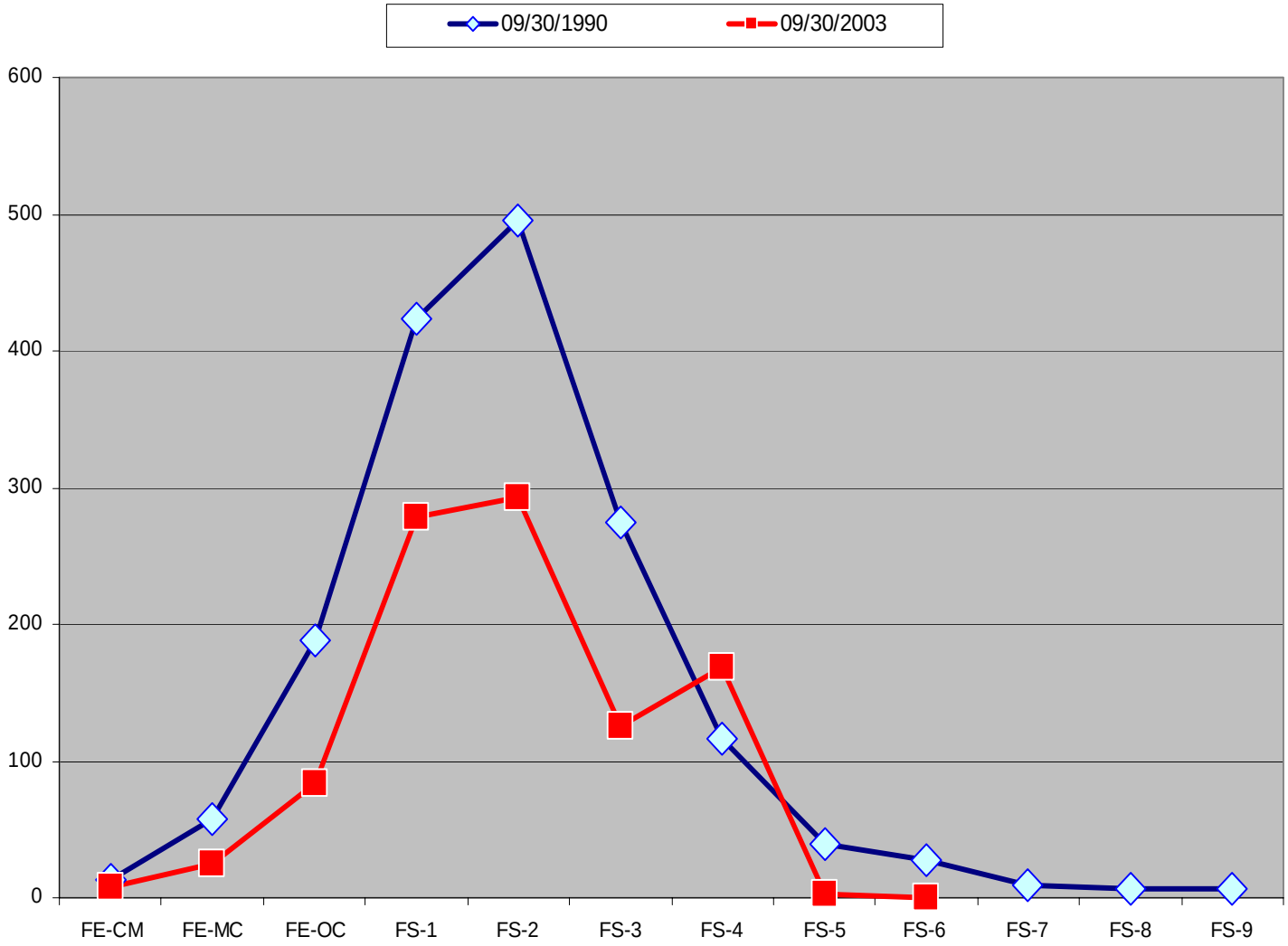


# USAID Male/Female Distribution by Class Foreign Service

(as of 30 Sept. 2003)

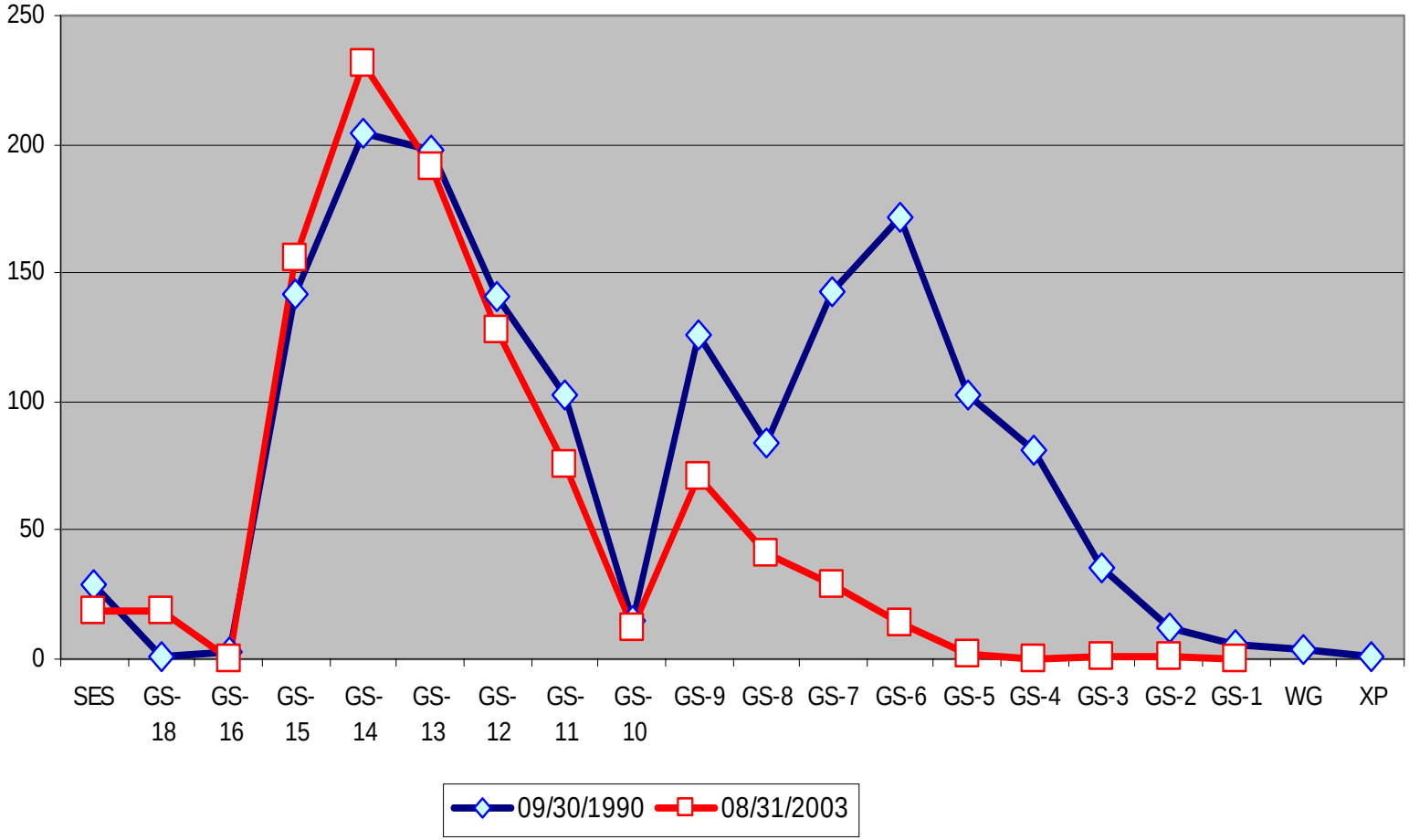


# Foreign Service by Grade

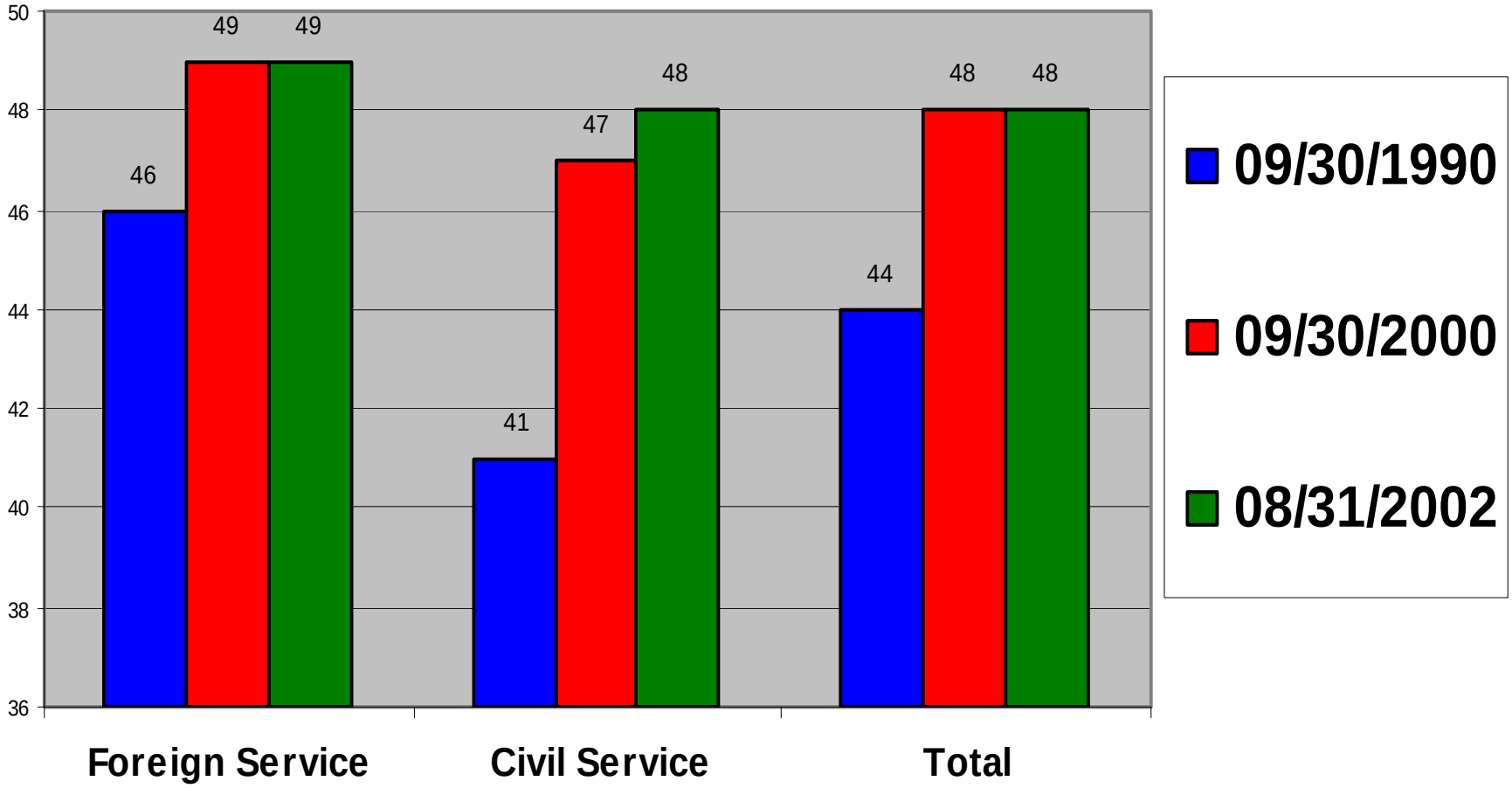


# Number CS by Grade

## 9/30/1990 and 9/30/2003, Excludes OIG

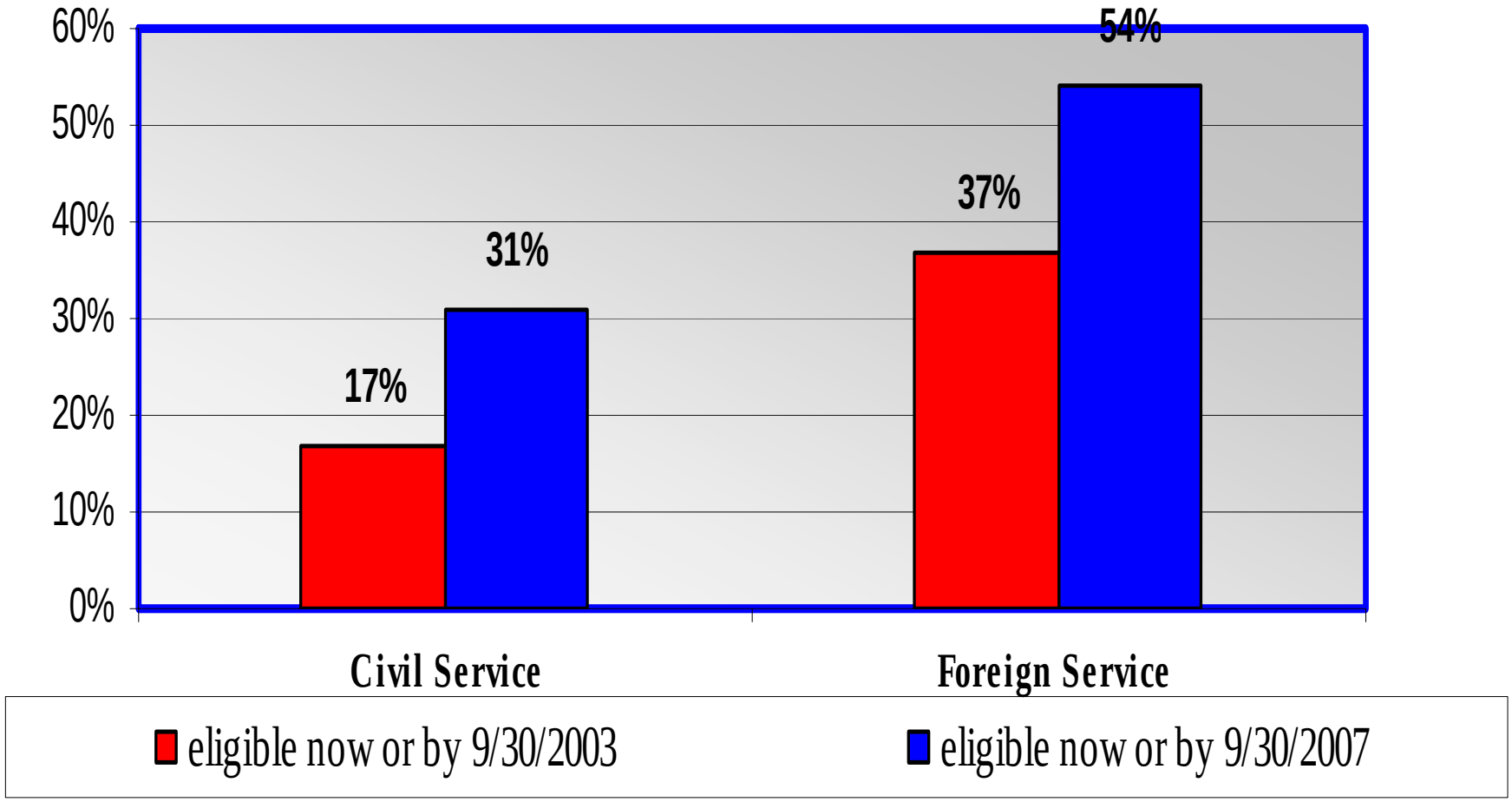


# USAID Age Demographics



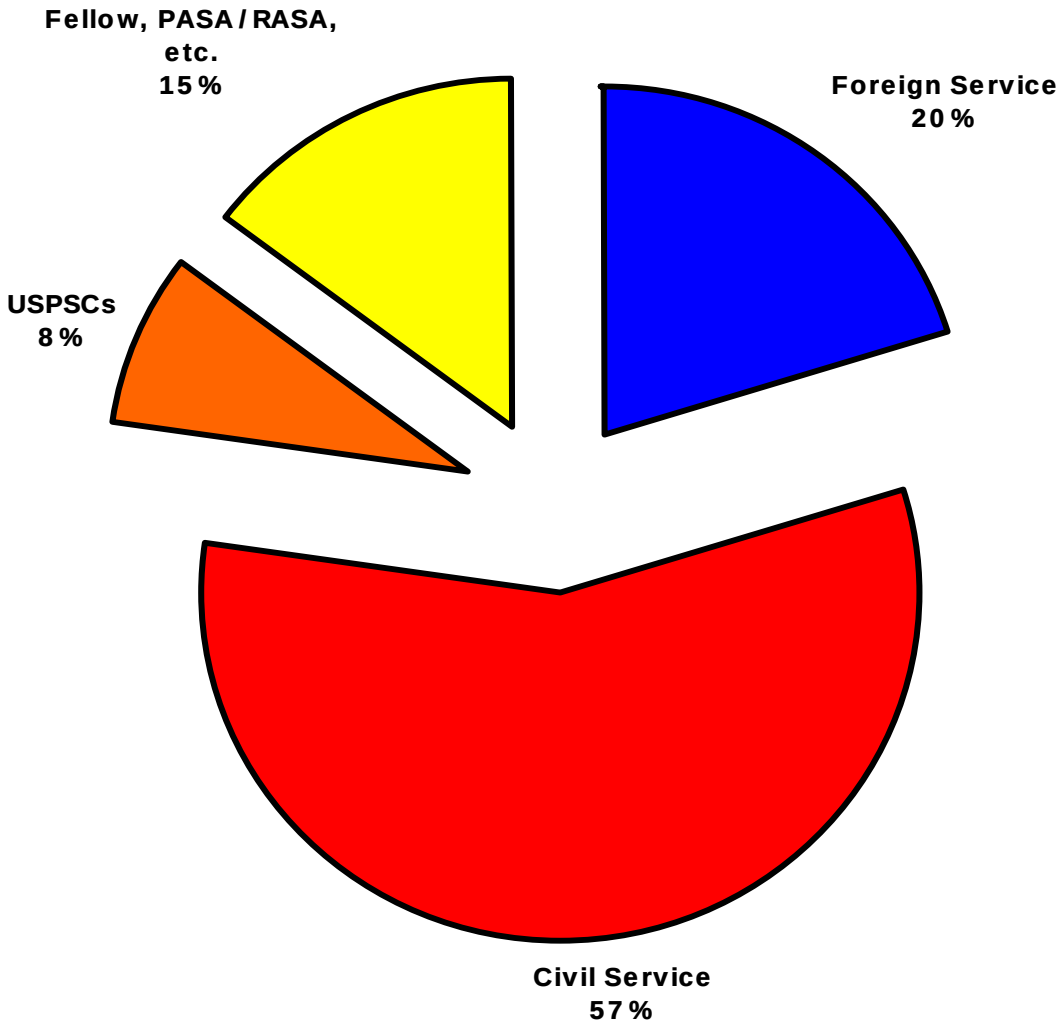
# USDH Eligible for Voluntary Retirement

## Excludes OIG



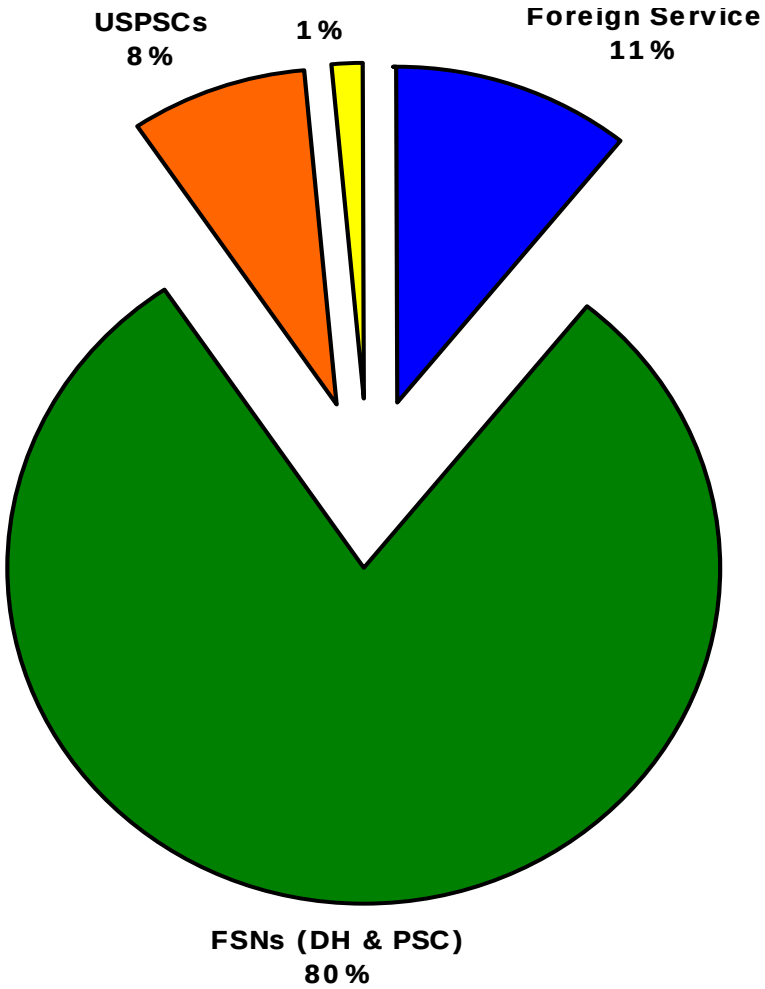
# USAID/W Workforce

## 9/30/2002, Excludes OIG N=1,764



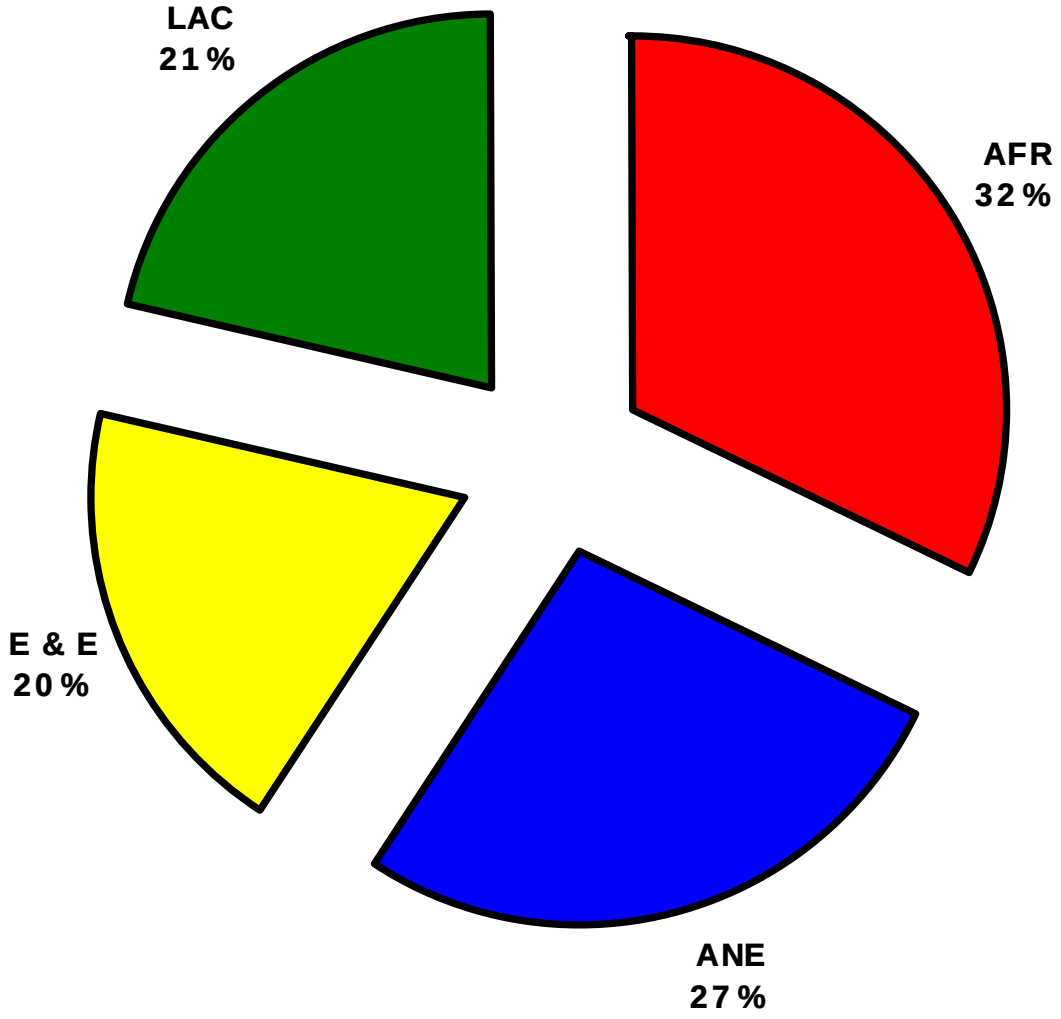
# USAID Overseas Workforce

9/30/2002, excludes OIG N=5,920 Fellow, PASA/RASA etc.



# Number of FS by Region

## 9/30/2002, excludes OIG N=621



# USAID HC Strategy
## Summary Results Framework June 2004

**Human Capital Goal:**
Get the right people in the right place, doing the right work, at the right time (with the right knowledge, skills and experience) to fulfill USAID's mission

- SO 1: Achieve a high performing workforce
- SO 2: Strategically align staff with Agency priorities
- SO 3: Establish a more flexible workforce
- SO 4: Create a more diverse workforce
- SO 5: Increase M/HR's Capacity to support USAID's mission and to implement the Agency's Human Capital Strategy

*Scores on perceptions of "high performing organization" and on USAID services
** Mission-critical functions to include: obligations, AEFs on time, pipeline, Annual Reports on time, number of open audit findings, Performance and Accountability Report data (Agency programs and financials), OPIN data

# Human Capital Strategic Plan
## Draft Results Framework 6/7/04

**SO Indicators**

•Responses to questions H1 and H2 on Annual Administrator's Survey

•Responses to questions Q32, Q35, Q37, Q39 on Federal Human Capital Survey

•DAC review of Agency

•Index score of PART efficiency measures

**SO1**
**Achieve a High Performing Workforce**

**Definitions:**

**High Performing**: Application of technical & managerial skill and demonstrated knowledge of Agency core values and mission; consistently meeting and exceeding OPU objectives.

**Workforce**: Priority are USDH, USPSCs, FSNs; maybe include Fellows, TAACS, RSSAs and PASAs

IR1: Leadership Developed
*-Sufficient steady development of robust leaders to meet the demands of the future*

*Indicator: % of staff attending Leadership Development Programs (LDP/ELDP)*

**Actions**

•Identify qualities of senior leaders

•Roll out FEI/Leadership and Emerging Leader Development Programs

•Align supervisory, management and leadership training sequentially

•Re-establish career counseling

IR2: Employee Training and Certification Programs Established

**Actions**

•Identify joint training with State

•Establish orientation training program

• Obtain training and reassignment float

•Support new mid-senior managers with continuing training, mentoring and coaching

IR3: Systems that Support and Reward Performance Established

**Actions**

•Timely feedback and counseling, incentives and rewards

•Improve transparency of merit promotions and FS assignments

•Encourage greater respect for diverse workforce

IR4: High Quality Workforce Recruited

**Actions**

•Outreach/recruitment actions TBD

Contributing IR: Sufficient OE Resources Allocated

*PPC takes the lead; HR will Support via actions TBD*

**Actions**

TBD

# Human Capital Strategic Plan
## Draft Results Framework 6/7/04

**SO Indicators**

•Annual change in unfilled FS positions
•CS vacancy index*
•Annual change in FS overseas to HQ ratio
•Annual % change in Mission-critical skills gap

**Definitions**

**Staff:** Everyone who works for USAID

**Front Lines:** Aligning staff with the required mission-critical skill sets with foreign policy priorities overseas and in USAID/W

**SO 2**
**Strategically Align Staff with Agency Priorities**

IR 1: Integrated Workforce Planning Capability Established

IR2: Agency Recruitment and Deployment Targets Achieved

*Indicator: Annual performance on recruitment/placement targets*

IR 3: Agency "Right Size" Attained

Contributing IR:
Sufficient OE Resources Allocated

*PPC takes the lead; HR will Support via actions TBD*

**Actions**

•Identify mission-critical skill gaps through workforce analysis
•Complete Overseas Business Model Study
•Conduct annual update of Overseas Workforce Template
•Increase HR staffing levels to accelerate recruitment selection

**Actions**

•Establish hiring target and recruit staff

•Fill gaps through existing hiring mechanisms

•Establish training positions

•Establish training and reassignment float

**Actions**

•Determine appropriate HQ/field staffing ratios

•Conduct periodic reviews of Pillar/Regional bureau staffing patterns

**Actions**

TBD

*Open CS recruitments with HR

# Human Capital Strategic Plan
## Draft Results Framework 6/7/04

**SO Indicators:**

- % of FS workforce in mid-career ranks
- % of CS workforce in mid-career ranks
- # of DRI positions filled
- CS Bidding responses to priority positions
- CS Bidding responses to priority positions

**SO 3**
**Establish a More Flexible Workforce**

**Definitions:**
Flexible: Human resources who are deployable to meet Agency priorities

Workforce: Everyone who works for USAID*

IR1: Surge Capacity Established

*-Reassignment float - % of work-force available for reassignment with-in 3 months*
*-% change in skill categories in surge -database*

**Actions**

- Establish comprehensive Agency personnel database (e.g., DCHA R.A.T.S. system)
- Create senior FSN Corps
- Fill critical skills and staffing gaps
- Align backstops, core work categories, and hiring mechanisms

IR2: Workforce Flexibility Enabled by Agency Policies

*-Change in composition of Agency policies, i.e. tenuring, time-in-class, backstop harmonization*
(Links to SO 4 recruitment)

**Actions**

- Increase CS mobility through use of existing personnel policies
- Align backstops, core work categories, hiring mechanisms, and incentives
- Expand competitive sourcing
- Establish Rapid Deployability Program that designates position(s) in every OPU as "deployable," reflected in PDs. Staff in these positions would maintain deployability requirements (shots up to date, etc.)

IR3: Use of Statutory and Regulatory Authorities Maximized

(Links to SO 4 recruitment)

**Actions**

- Obtain new legislative authorities based on experiments for greater personnel flexibility

*Institutional contractors are included in this definition with regard to surge capacity and competitive sourcing

Contributing IR: Sufficient OE Resources Allocated

*PPC takes the lead; HR will Support via actions TBD*

**Actions**

TBD

# Human Capital Strategic Plan
## Draft Results Framework 6/7/04

**SO Indicators**

•Response to annual USAID Survey question, "USAID has a diverse workforce that reflects America and the countries in which we work"

•% change of in USDH female staff at all career levels

•% change of in USDH minority staff at all career levels

•Response to Federal Human Capital Survey question Q43, "Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)

**SO 4**
**Create A More Diverse Workforce**

**Definitions:**
**Workforce**: Everyone who works for USAID, except Fellows and Institutional Contractors

**Diversity**: Representative of the changing face of America and of the countries in which we work*

IR1: Leadership Commitment to Diversity Demonstrated

Leadership includes A/AID, DA/AID, AAs, DAAs, MDs,DMDs, Counselor, and Independent Office Directors

IR2: Personnel Policies and Systems that Promote Inclusiveness and Equity Established

IR3: Diverse Workforce Recruited

IR4: Diverse Workforce Retained

Contributing IR: Sufficient OE Resources Allocated

*PPC takes the lead; HR will Support via actions TBD*

**Actions**

•Revise Leadership AEFs for more prominence & clarity of intended impact (perhaps through a separate AEF work objective) positioned up front on the AEF

•Design and conduct leadership diversity training (links to SO3, IR 3)

•A/USAID actions: clear statement, Sr. Staff meeting focus, communication at MD conferences, annual awards ceremony

•Conduct a diagnostic of key diversity issues

•Establish workforce diversity plan to narrow gaps

**Actions**

•Implement processes to hold managers accountable for meeting Agency diversity objectives:

•AEFs, GS/FS promotions, FS assignment processes

•Complete ADS 400 revisions (FS assignments)

•SMG assignments

•SES Selection

•Review FSN, PSC ADS chapters and RSSA, PASA, & Fellow selection

•Ensure diversity in HQ and in the field (Policy change)

**Actions**

•Incorporate affirmative employment programs, especially in DRI recruitment components of HC strategy.

•Establish mentoring of diversity staff

**Actions**:

•Establish training programs that develop, advance and retain a diverse workforce

**Actions**:

TBD

*A measurement system must be established for "the changing face of America and of the countries in which we work"

# Human Capital Strategic Plan
## Draft Results Framework 6/7/04

**SO Indicators**

•Responses to HR questions H2, H3, H4, H5, H6, H9 in the annual USAID Survey

•USAID ranking on the Partnership for Public Service "Best Places to Work in the Federal Government," based on the FHCS.

•HR recruitment cycle time

•% of workforce participating in HR-sponsored training

•% of workforce utilizing HR web-enabled, e-learning resources

**SO 5**
**Increase M/HR Capacity to Support USAID's Mission and to Implement the Agency's Human Capital Strategy**

**Definitions**

•Capacity includes the following dimensions: timeliness, efficiency, and workflow management

•Support includes both transactional and advisory services

IR1: HR Staff Competencies Demonstrated

*"Competencies" will be defined per an assessment of core competencies*

**Actions**

•Identify HR skill gaps, develop IDPs, provide priority training

•Increase and enhance labor relations, strategic planning, and other advisory services

IR2: HR Processes Improved

*Pilot work on three HR processes (Travel, Death Benefits, and Foreign Service Performance Boards) will develop a uniform methodology for assessment and streamlining*

**Actions**

•Prepare and share SOPs for "Daisy" Book

IR3: HR Resources Effectively Utilized

*Resources = money, people, IT tools and other tools used by HR to provide services*

**Actions**

•Determine and obtain resources to achieve FY 04 recruitment goals

•Map and streamline internal staffing processes/build specialized teams in POD and elsewhere

•Develop HR IT system design/vision, including short term and long term needs

Contributing IR:
Sufficient OE Resources Allocated

*PPC takes the lead; HR will Support via actions TBD*

**Actions**

TBD

# The Development Readiness Initiative (DRI)

Will address USAID's most critical workforce requirements in four phases.

**DRI Numbers by Category and Fiscal Year Revised May 13, 2004**

| Category | FY 2004 | FY 2005* | FY 2006 | Total |
|---|---|---|---|---|
| **NEPS/IDIs*** | 20 | 70 | 10 | **100** |
| **Detailees** | | 10 | 30 | **40** |
| **Surge (e.g., DCHA, Mitch, Iraq)** | 10 | 10 | 0 | **20** |
| **Float for Training (language, long-term)/HL/R&R** | 0 | 10 | 35 | **45** |
| **CS (entry level second positions)** | 22 | 0 | 23 | **45** |
| **Grand Total** | **52** | **100** | **98** | **250** |

***DRI will allow the Agency to:***

***✓Establish up to 100 "second positions" for junior Foreign Service Officers to serve overseas in "training" under seasoned FSOs.***

***✓ Allow a training "float" of approximately 45 positions for officers who take language, technical and leadership training between assignments.***

***✓Build an Agency "surge capacity" to respond quickly to unforeseen crises. (Approximately 20 USDH.)***

***✓Create 45 "second" positions for interns to understudy senior civil servants most likely to retire and create succession problems because of the loss of knowledge.***

***✓Share development expertise and leadership by having up to 40 officers who can be detailed to other U.S. foreign affairs agencies and international organizations, including the Millennium Challenge Corporation.***

# USAID FS/CS Targets

| Category | Target FY 2004 | Projected FY 2004 | Target 2005 | Total Projected 2004 and Target 2005 |
|---|---|---|---|---|
| **FS replace Attrition** | 80 | 80 | 70 | **150** |
| **FS DRI** | 40 | 20 | 65 | **85** |
| **FS 85** | 85 | 85 | 85 | **170** |
| **CS replace Attrition** | 90 | 90 | 90 | **180** |
| **CS DRI** | 15 | 32 | 0 | **32** |
| **Total** | **310** | **307** | **310** | **617** |

| Category | FY 2004 Projected | FY 2005 Projected | Total Projected Attrition |
|---|---|---|---|
| FS | 80 | 70 | **150** |
| CS | 90 | 90 | **180** |
| **Total** | **170** | **160** | **330** |

# USAID Recruitment Targets

## Progress Report as of 06/15/2004

**FY 2004**

| Category | Projected FY 2004 | Qualified Candidates | Employment Offers Made | Clearances Initiated | Entered on Duty as of 06/15/2004 |
|---|---|---|---|---|---|
| **FS replace Attrition** | 80 | (AVUE) | **110** | **106** | **44** |
| **FS DRI** | 20 | (AVUE) | **20** | **20** | **20** |
| **FSL 85** | 85 | (AVUE & USPSC) | **15** | **14** | **Offers accepted: 14** |
| **CS replace Attrition** | 90 | (AVUE, AD/SES, & PMF) | **76** | **69** | **63** |
| **CS DRI** | 32 | PMF & Intern Recruitment | **34** | **34** | **6** |
| **Total** | **307** | | **250** | **238** | **147** |

**A total of 54 new Foreign Service NEPs and IDIs have been hired in the first two FS intake classes this year, including 20 under the DRI -- meeting that hiring target. A third large class will be held in September and 56 FS candidates are now going through the pre-employment clearance process. Note that this category includes one mid-level conversion from the IG, one mid-level hire for GC, and the non-career appointments of 5 senior-level FS employees for priority positions. 8 CS employees also have been selected for temporary FS appointments and 3 offers have been made.**

# USAID Recruitment Targets
## (Cont.)

- **AVUE announcements have been published to advertise the program-funded FSL vacancies, and AVUE rosters are being reviewed to hire individuals under the FSL authority. The HR Director has sent messages to missions who have identified USPSCs for temporary appointments, as well as a worldwide message to all mission directors requesting their support. 15 employment offers have been made to date and 14 accepted. The majority of employment offers will be made in June and July 2004.**

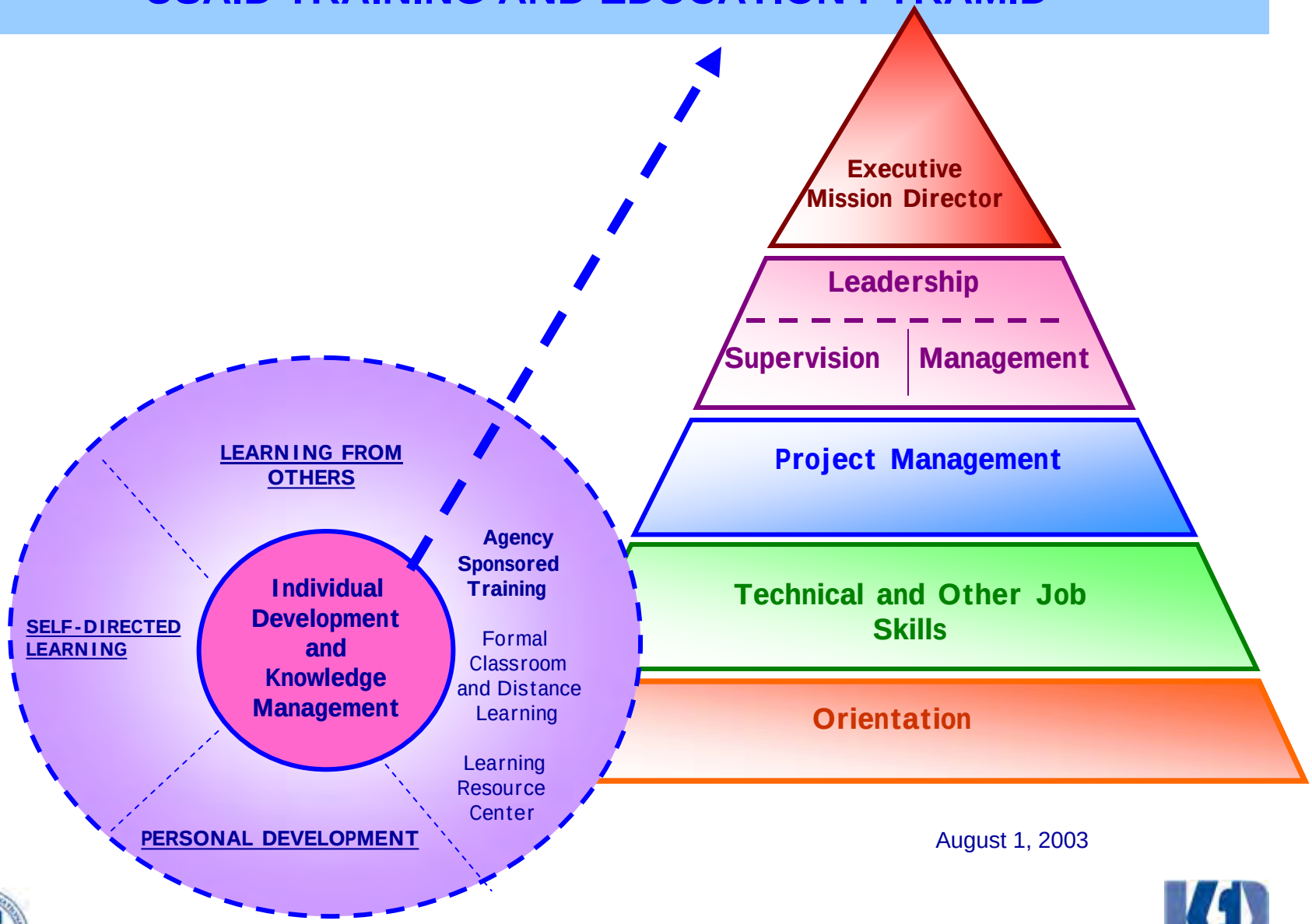
- **Civil Service recruitment includes regular CS vacancies filled through AVUE, as well as 12 Presidential Management Fellows (PMFs) and 10 AD and SES appointees that have been hired as of the date of this report.**

# USAID Recruitment Targets
## (Cont.)

- **Civil Service DRI targets for 2004 are being met through hiring 10 PMFs, 2 HR Interns, and 20 Contract Specialist Intern Program (CSIP) interns using supported ceilings. Under CSIP, 24 candidates were identified (20 plus 4 alternate candidates) and are being processed and 5 have been hired. A total of 9 DRI PMFs have been identified and are being processed and one has been hired as of the date of this report.**

| Attrition Category | FY 2004 Projected Attrition | FY 2005 Projected Attrition |
|---|---|---|
| FS | 80 | 70 |
| CS | 90 | 90 |
| **Total** | **170** | **160** |

# USAID TRAINING AND EDUCATION PYRAMID




August 1, 2003

# People—Our Greatest Asset: The Knowledge for Development Impact

June 29, 2004

**USAID Summer Seminars - PPC - KfD**

# Why KfD for USAID?

- World wide deployment
- Knowledge in many places
- Workforce turnover
- Presidential Management Agenda (PMA) Initiative

***The Right Knowledge to the Right Person at the Right Time in support of the Agency Mission***

# What we found…

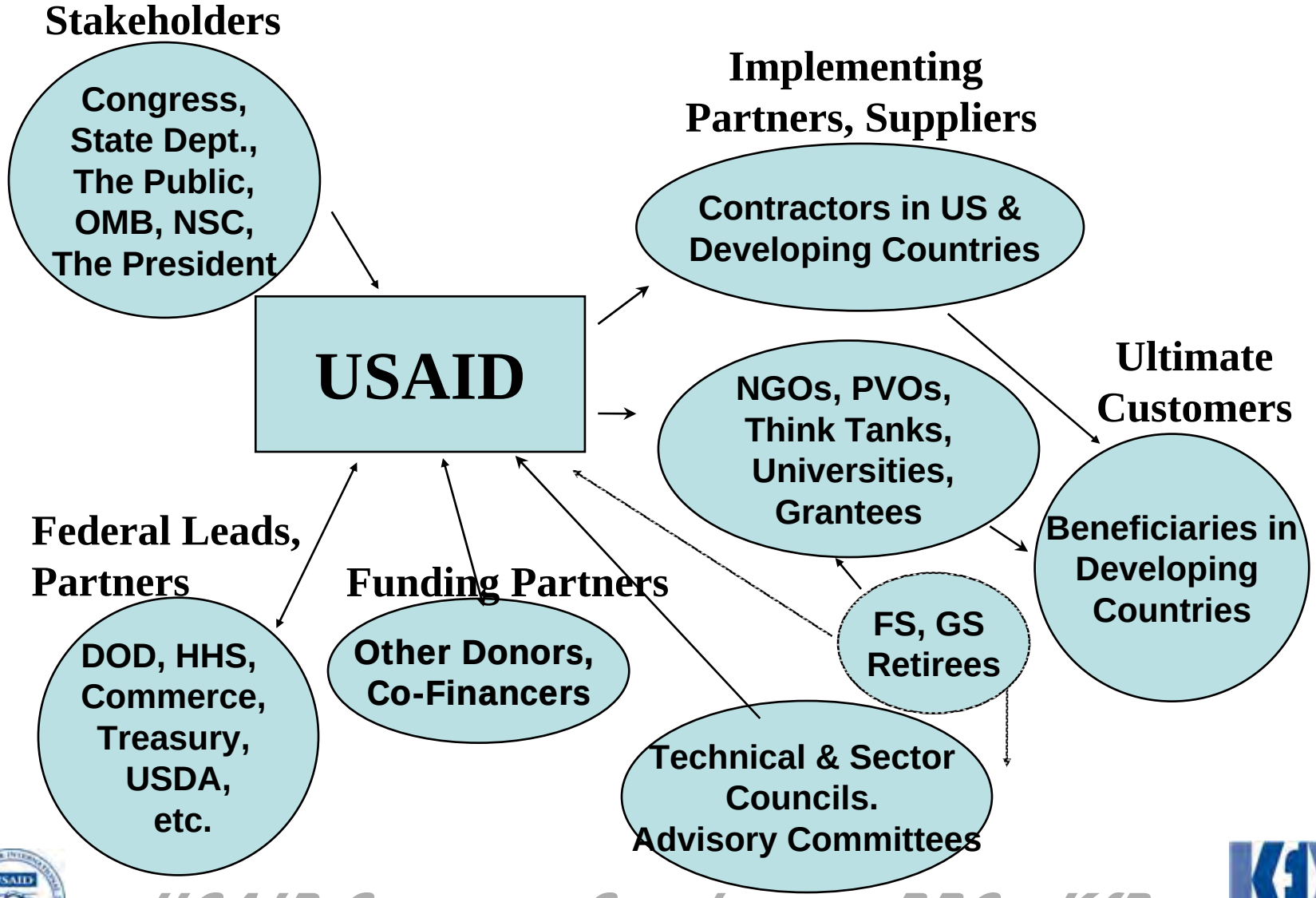
***USAID has three "faces":***

- **The *Field***
  - On the ground: Development assistance/Disaster relief
  - The "public" face
- **The *Strategic***
  - Defining Agency policy, Bureau and Country Strategies and Program Plans
  - The "USG" face
- **The *Operational***
  - Administrative organizations and processes
  - Providing **support** functions of the Agency
  - The "hidden" face

***Each person's view of their role depends on which "face" they represent!***

# The Extended Enterprise

## Knowledge for mission success is often not within USAID itself



# The KfD Strategy Strategic Objectives

- SO1 – Knowledge accessed and leveraged across the extended enterprise
- SO2 – Strengthened strategic operations of the Agency
- SO3 – Knowledge-based high performing workforce achieved

# The Human Capital (HC) Strategy…

**"Getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests"**

- By 2007, over half of all the Agency's Foreign Service Officers and 1/3 of its Civil Servants will be eligible for retirement.
- Those retiring take much of USAID's institutional memory with them.
- So much of what USAID employees learn over their careers, including ways of operating, negotiating, and solving problems tacit knowledge learned "on the job" and not in a classroom.

# The Human Capital (HC) Strategy…

**The HC strategy notes a variety of needs of the USAID workforce, including:**

- Enhanced mentoring and training of the USAID workforce,
- Increased ability to respond to swiftly changing demands,
- More efficient assessment of skills required for new programmatic and policy challenges, and
- Improved ability to identify the skills and experience of the workforce.

# The KfD Strategy…

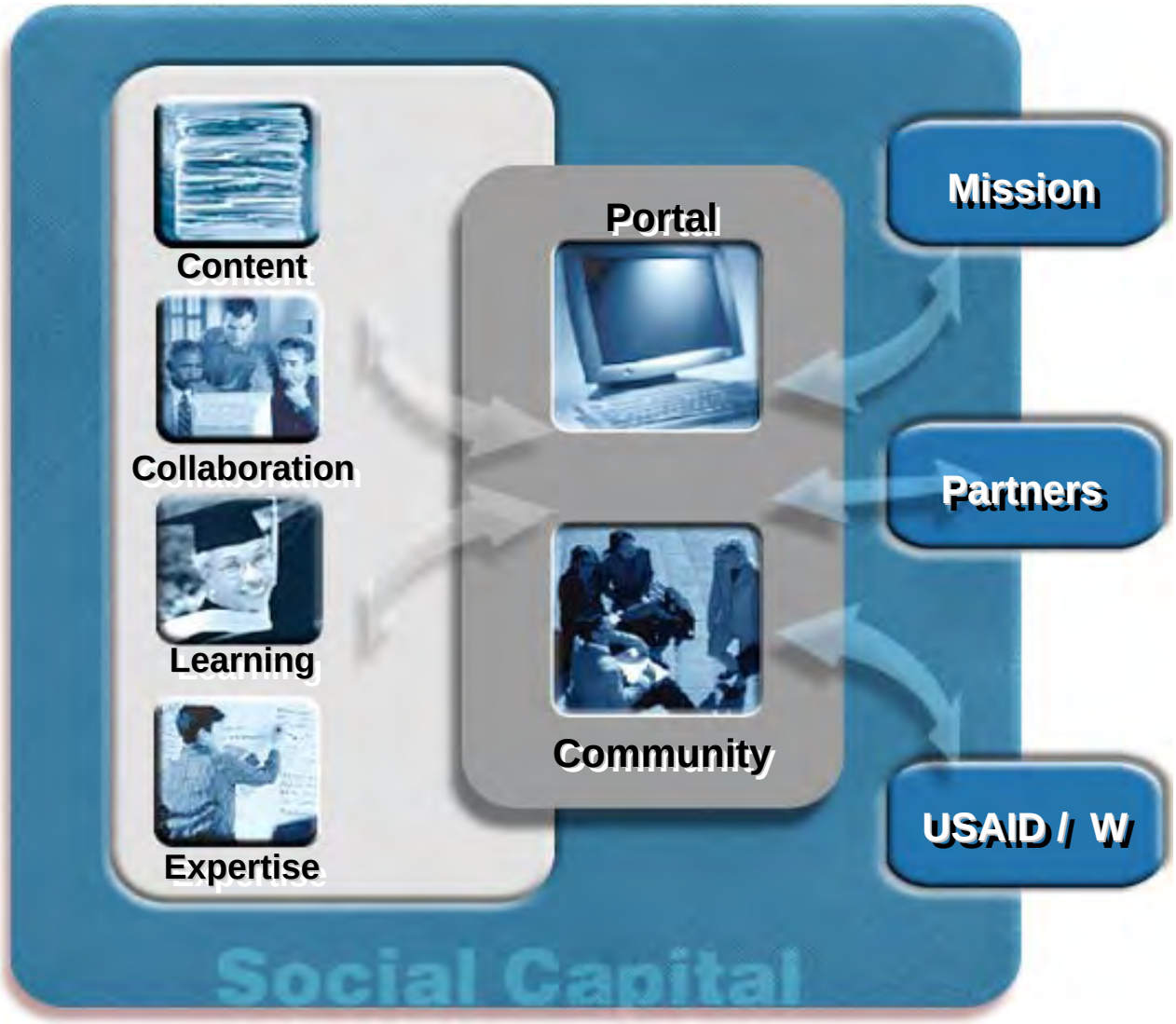
**The KfD strategy provides solutions to meet these needs with:**

- USAID Portal
- Collaboration Software
  - Communities of Practice
- After Action Learning
- Expertise Locators
- Knowledge Mapping
- Knowledge 'Yellow Pages'
- Improved search capability
- Leadership and incentives for knowledge sharing

# HC and KfD Together…

- The HC and KfD strategies relate to each other directly through a common SO, *achieving a high-performing workforce*.

# Knowledge for Development



# For More Information…

- **Web Site:**
  - **www.usaid.gov Keyword: 'Summer Seminars' or**
  - **http://www.usaid.gov/policy/cdie/**
- **WEBBoard:**
  - **http://forums.info.usaid.gov/~USAIDSummerSeminars**

Be **here** next week for **Session 2!**

USAID 2004 SUMMER SEMINAR SERIES

# An Explanation of USAID's Business Model Review

Presented by: Dave Eckerson, M/HR

Tuesday, July 29, 2004

CAL, Concourse Level, RRB, 9 – 11 a.m.