



USAID
FROM THE AMERICAN PEOPLE



Fiscal Year 2008 Annual Human Capital Management Report

Office of Human Resources (OHR)
December 2008

This page intentionally left blank.

I. Identifying Information

Agency: United States Agency for International Development (USAID)

FY: 2008

Prepared By: Maribeth Zankowski, Senior Advisor, Strategic Workforce Planning and HC
Accountability Program Manager

Signature: *Maribeth Zankowski*

Date: *10 December 2008*

Approved By CHCO or Agency Head: Gene V. George, Chief Human Capital Officer (CHCO)
and Deputy Assistant Administrator, Office of Human Resources

Signature: *Gene V. George*

Date: *10 December 2008*

This page intentionally left blank.

Table of Contents

I. Identifying Information	3
II. Executive Summary	7
III. Human Capital Results for HCAAF Systems.....	15
a. Strategic Alignment	15
b. Leadership and Knowledge Management.....	29
c. Results-Oriented Performance Culture	45
d. Talent Management	63
e. Accountability	77
IV. Annex: Systems, Standards, and Metrics (SSM) Reporting (Separate Document)	

This page intentionally left blank.

II. Executive Summary

USAID's mission is to serve as the U.S. government's primary instrument for human advancement in promoting security and reducing poverty in the developing world—by catalyzing the full range of America's public and private capabilities and resources, and linking those resources effectively with the governments and people we serve, through world-class, on-the-ground presence. USAID is committed to “getting the right people in the right place, doing the right work, with the right skills, at the right time to pursue U.S. national interests abroad.” To achieve this vision, the Agency is continuously enhancing and strengthening its human capital efforts and integrating the U.S. government's Human Capital Assessment and Accountability Framework (HCAAF) on all fronts, including workforce planning, talent management, succession planning, and accountability.

FY2008 was a transformational year for USAID Human Capital Management (HCM), culminating in the Agency successfully attaining 'Green' status on its FY 2008 Q4 President's Management Agenda Human Capital (HC) scorecard. USAID was successful in institutionalizing the HCAAF (Proud to Be V goal), which is now woven into every aspect of the Agency's human capital practices, policies and processes. In FY 2008, USAID complete the first stage of its Development Leadership Initiative (DLI). The goal of the DLI program is to significantly increase our Foreign Service corps' presence overseas by strengthening both our Foreign and Civil Services. Through our many human capital initiatives and accomplishments, the Office of Human Resources (OHR) has changed the mindset of the Agency to embody HCAAF. All planning efforts align to support mission accomplishment and OHR excellence. USAID's human capital accomplishments have positioned the Agency to adapt, anticipate, and react to world events, with a staff that is continuously learning and improving and HCM practices, policies and processes that are continuously updated.

This Human Capital Management Report (HCMR) is a vehicle for ensuring that previously established objectives are assessed and reported on, accomplished objectives are noted, and that future goals are tracked for continuous improvement. USAID's Strategic Goals as outlined by USAID's 2004-2008 Human Capital Strategic Plan were:

- Achieve a high-performing workforce
- Strategically align staff with agency priorities
- Establish a more flexible workforce
- Create a more diverse workforce
- Increase HR's capacity

USAID has established a continuous cycle of improvement, which enabled the Agency to meet the strategic goals listed above. OHR integrated all human capital planning and reporting

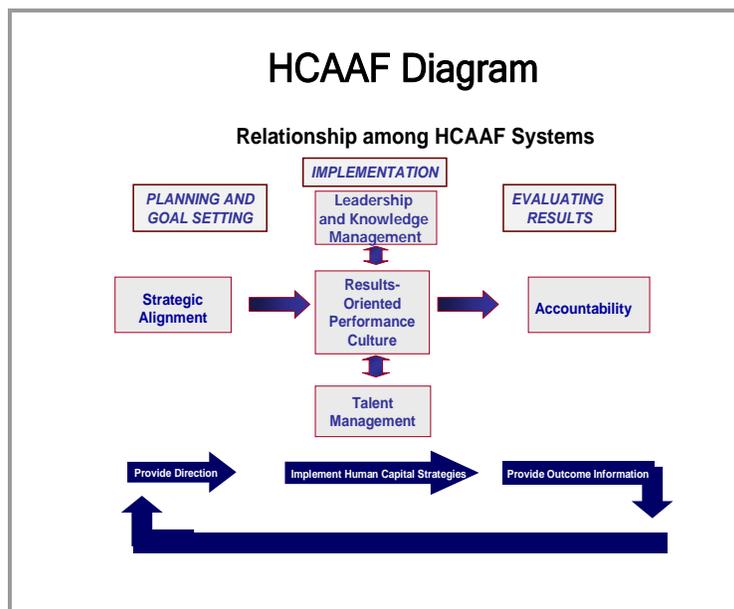
efforts to prepare and enhance a robust system to support increasing staffing levels. The Agency now has an executable plan to acquire, develop, and retain staff as part of the DLI.

Building on the Agency's success in achieving the 2004-2008 Strategic Goals, the Agency established the following Strategic Objectives (goals) for our new Human Capital Strategic Plan (HCSP) FY 2009 - FY 2013 published in August 2008:

- Strategically align staff with agency priorities
- Increase staff mobility and readiness to rapidly meet emerging priorities
- Ensure a diverse workforce and a culture of inclusiveness
- Provide first rate HR services and tools to support USAID's mission and increase efficiencies

USAID has successfully **integrated and institutionalized** the Human Capital Assessment and Accountability Framework (HCAAF) into all HCM efforts and endeavors. The HSCP, the Five Year Workforce Plan, the Performance Management Plan and the annual HCMR, serve to reinforce this institutionalization. As a result of institutionalization, the Agency's achieve significant accomplishments in performance planning, human capital strategic planning, workforce planning, and diversity planning in FY 2008. These plans collectively and individually aligned with the HCAAF to support the Agency's mission accomplishment and we updated them regularly to maintain continuous relevance to Agency mission and goals.

This HCMR organizes our FY 2008 USAID's human capital accomplishments by HCAAF systems (Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability); thus reinforcing the institutionalization of the HCAAF. In doing so, this report highlights accomplishments from every critical aspect of human capital. The following diagram illustrates the relationships among these HCAAF systems, which informs the HCMR. A brief summary of the major accomplishments of each of these HCAAF standards is described following the diagram.



Strategic Alignment

[Section Three](#) begins with a discussion of Strategic Alignment. USAID's institutionalization of the HCAAF into all aspects of Human Capital planning is evident in our strategic alignment accomplishments. Each of the plans described in this section are aligned in support of USAID's mission and are integrated with one another and with the HCAAF.

In FY 2008, USAID created a number of new critical planning documents to increase alignment throughout the Agency, including the [Human Capital Strategic Plan \(HCSP\)](#) for FY 2009-FY 2013 and the first ever [Five-Year Workforce Plan](#). The HCSP build upon the Agency's first HC strategic plan (HCSP 2004 -2008), and aligns with the joint State/USAID Strategic Plan (FY 2007 -FY 2012). The HCSP FY 2009- FY 2013 contains five Strategic Objectives (SOs) with specific goals, actions, milestones and anticipated dates for the completion. The SOs, the building blocks of HCSP, align with all HCAAF elements. Complimenting the HCSP is the new and improved Performance Management Plan (PMP), which also integrates the HCAAF. The Office of Human Resources (OHR) will update the PMP on a quarterly basis and make it available on its internal website. This new, more robust PMP contains more indicators than the last PMP, allowing USAID to better monitor its progress towards meeting our goals and can add indicators when and if identified.

USAID's first ever [Five-Year Workforce Plan](#) articulates the results of the Agency's workforce planning process, a robust system aligned with mission accomplishment, which include projected staffing requirements and targeted initiatives to meet those requirements. The Workforce Plan describes the current workforce and the process for workforce planning, and explains the solutions and strategies underway to strengthen the workforce. OHR will update

the Workforce Plan annually and the first update is scheduled for mid-December 2008 (OHR will complete future updates each December), and will incorporate the Leadership Succession Management Plan.

The Agency's annual workforce planning process has seven steps: receive strategic direction, demand analysis (provided by the Consolidated Workforce Planning Model), supply analysis, gap analysis, solution analysis, implementation, and evaluation. The Model not only projected the number of staff needed, but their employment category (Civil Service, Foreign Service, FSN and other), location and backstop (occupational group). The FY 2008 upgrades to the [Consolidated Workforce Planning Model](#) include [the strategic matrix](#) which establishes overseas mission type (which dictates core staffing) using such factors as economic growth and strategic development.

Leadership and Knowledge Management

USAID made significant progress in our succession planning efforts during FY 2008. [Succession planning](#) was a large focus of USAID's human capital initiatives in FY 2008, just as it has for many other government agencies. This planning is critical to Leadership and Knowledge Management due to the high number of retirement eligible employees and the USAID initiative to greatly increase the size of the Foreign Service.

Some highlights of USAID's many succession planning accomplishments in FY 2008 include updating the [Leadership Succession Management Plan](#) and employing the 360 assessment tool in the Learning Management System (LMS) to inform the Senior Management Group (SMG) assignment process -- greatly reducing the time and effort needed for the assembly of data for use in the decision process. USAID also made great improvements in strengthening its future pool of mid-level employees by hiring 120 Foreign Service career candidates, the most ever hired in a single year for at least the last 15 years if not longer. The Agency greatly increased the number of employees trained from FY 2007 to FY 2008, an essential step in preparing future leaders and strengthening current employees' skills.

USAID has made great strides towards ensuring a robust knowledge management system and processes. This is another critical component in preparing for impending retirements and the expansion of the Foreign Service and segments of the Civil Service to ensure that mission critical knowledge is not lost. In FY 2008, the Agency created a new division, in the Office of the Chief Information Officer, CIO/KM, as the center for institutional knowledge and [knowledge management](#). The primary function of this division is [to build and maintain the electronic repositories for knowledge management and knowledge transfer](#). USAID also made improvements to its knowledge management processes by launching more features of the LMS. The new features include expanding the competency management tool to another occupational group and design work in preparation to deploying the feature that helps match

capabilities with suggested training and potential positions. This, in addition to the newly established collaboration space, the Google search applications, and the developments of USAID-funded websites, will help to create a centralized location of institutional knowledge. USAID is also increasing knowledge sharing techniques such as doubling the “Mentoring Matters” program, and implementing a situational mentoring program.

Results-Oriented Performance Culture

USAID made major achievements in [performance management](#) in FY 2008. The Agency’s emphasis on continuous improvement is evident in our results-oriented performance culture. The performance appraisal systems for the Civil Service (CS), Foreign Service (FS), and Senior Executive Service (SES) all met with OPM’s approval in FY 2008. Of particular note, our improvements to our the CS performance appraisal system, resulted in achieving a score of an [82 on the Performance Appraisal Assessment Tool \(PAAT\)](#). This score represent a dramatic improvement from the Agency’s score of 67 in FY 2007. The changes that led to this improved score included enhancing the Annual Evaluation Form to better show alignment and results.

USAID also made great strides in improving its systems of [communication](#) in FY 2008, a strategy that was critical in aligning the organization with its mission and objectives. One of these achievements, the reinstatement and revamping of the USAID newsletter, *Frontlines*, a monthly publication that includes the latest news about USAID missions and employees and a regular column written by Administrator Henrietta Fore, the Administrator herself heralded by handing out the first issue as employees entered the building. (We now have display racks in our lobby and near our elevators on each floor to ensure everyone gets a copy.) USAID also continued the practice of Administrator’s Town Hall meetings, email issuance of key notices and documents and continuous upgrades to our internal website.

Talent Management

The Administrator’s foreign assistance vision, articulated in the [Development Leadership Initiative \(DLI\)](#), is to strengthen the Agency by increasing its presence overseas. USAID has and will continue to strive towards fulfillment of this initiative. In FY 2008, OHR put in place processes and practices that fostered continuous and open recruitment to met our goal of bring on a new class of Junior Officers every other month - a most ambitious goal. We met our FY 2008 goal of 120 new FSOs and believe we are well positioned to hire a minimum of 300 FSOs in FY 2009. Each class receives orientation and language training in Washington prior to being deployed to overseas.

USAID put great effort into improving its [recruitment efforts](#) to ensure a strong and diverse talent pool. This was done by improving vacancy announcements, especially for mission critical positions, doing more targeted outreach, having a nation-wide campaign to reach out

to the younger demographic, and creating additional branding materials. To accomplish all of this, OHR acquired a second recruiter.

USAID recognizes that employee development and retention are also crucial to effective talent management. The Agency's retention efforts include employee development programs, flexible work schedules, and monetary incentives. USAID has strived to improve training and talent management activities by adding competencies to the multi-functional LMS, allowing it to serve as a central location for training and development plans. Through the LMS, USAID is able to enroll, deliver, and track training for every employee. This cutting-edge technology allows the Agency to more quickly and effectively offer essential training and development opportunities, fostering a culture of continuous learning. These efforts demonstrate the institutionalization and integration of talent management into USAID's culture and processes.

Accountability

USAID's integration of HCAAF into all human capital initiatives has helped us to provide a roadmap for results - one with a more united focus to support increased growth and offer clear directions for future needs. The Agency's human capital programs, policies, and practices across all HCAAF systems help us achieve our FY 2008 HCM goals. As mentioned earlier, the Agency created a new [Performance Management Plan \(PMP\)](#). The new PMP is a key component of USAID's HC Accountability System, and contains simpler organization of its information, and additional key metrics. To ensure that the Agency is meeting the goals as stated in the PMP, OHR will update the data in the PMP quarterly and post the PMP on its internal webpage.

Another component to accountability at USAID is [audit/evaluation activities](#). In FY 2008, OHR conducted three major audits/evaluations. While all areas reviewed received a score of yellow: needs improvement, the audit/evaluation found all three to be legally compliant. USAID showed significant improvement from FY 2007 in its capacity to conduct self-audits/evaluations, particularly with regard to recognizing areas for improvement in terms of effectiveness and efficiency.

The Civil Service Merit Staffing and Delegated Examining audits/evaluations illustrated, among other things, that accurate qualification analysis occurred and that time to hire was reduced to half of OPM's model. The Leadership and Knowledge Management System Audit demonstrated that USAID is compliant with all training requirements of the US government, the DLI is a top priority, and that the LMS's functionality has greatly increased. These improvements to the LMS were also critical in increasing OHR's capacity in 2008.

USAID's Proud to Be V (PTB 5) accomplishments led to the Agency achieving a Green for status on the President's Management Agenda. While USAID has been Green for progress throughout

FY 2008, its status score change from Yellow to Green took place in the fourth quarter of 2008. Meeting competency gaps and bench strength targets, achieving efficiencies in performance, service and cost, and having a process in place to sustain workforce diversity among other things supported this upgrade.

Overview of this Document

We have organized this HCMR by HCAAF. Thus we discuss Strategic Alignment in Section A, Leadership and Knowledge Management in Section B, Results-Oriented Performance Culture in Section C, Talent Management in Section D, and Accountability in Section E.

We selected the goals described in this HCMR because they allowed us to strategically align our human capital initiatives to USAID's mission. The table found at the beginning of each section highlights **goals, actions, and results achieved in FY 2008**, as well as actions planned for FY 2009. The text of each section expands on the tables, introduces accomplishments not highlighted in the tables, and explains performance measures used to determine results achieved. Section E, Accountability, explains USAID's accountability efforts in depth, including compliance measures identified to ensure merit system principles, laws, and regulations were followed; audit results; and the many significant achievements of 2008. The **"Adjustments, Modifications, and Lessons Learned"** narrative at the end of each section specifically explains how USAID used results to assess the effectiveness of the accountability system, how information garnered from accountability activities were used to inform future goal-setting and planning, as well as to correct any deficiencies found.

This page intentionally left blank.

III. Human Capital Results for HCAAF Systems

A. Strategic Alignment

HCAAF Definition

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

USAID's FY 2008 goals and actions for Strategic Alignment are listed below, as well as in the table on the following page. As indicated in the legend at the bottom of this page, text in parentheses cites corresponding Strategic Objectives or Proud-to-Be (PTB) elements/checkmarks. The completion status of each activity is detailed in the following table.

USAID Strategic Alignment Goals for FY 2008

1. Implement integrated workforce planning system (SO 2)
2. Attain right size for Agency (SO 2)
3. Ensure Human Capital Strategic Plan integrates strategies and supports mission (PTB 5)
4. Align workforce with Human Capital Plan and evolving USAID-State goals (PTB 5)
5. Align SES and managers' performance plans (PTB 5)
6. Align Annual Budget Formulation with results of the Comprehensive Workforce Planning Model (PTB 6)
7. Analyze and strengthen the abilities of OHR staff (SO 5)
8. Use OHR resources effectively (SO 5)/Achieve OHR efficiencies (PTB 5)
9. Improve OHR processes (SO 5)

USAID Strategic Alignment Actions for FY 2008

1. Strengthen analytical portion of the workforce model to identify better workload indicators for the domestic workforce
2. Vet Model with all Regional Bureaus to ensure accuracy of data and assumptions
3. Vet Washington component of the Model with all Washington Bureaus to ensure accuracy of data and assumptions
4. Publish USAID's first Five-Year Workforce Plan that integrates with Human Capital Strategic Plan, to be updated annually as part of the Agency Budget Formulation process (PTB 6)
5. Align workforce with Joint State/USAID Strategic Plan (PTB 5)

6. Begin structuring organization to support the Joint State/USAID Strategic Plan (PTB 5)
7. Align workforce with Development Leadership Initiative (DLI)
8. Develop and issue Human Capital Strategic Plan, FY 2009- FY 2013
9. Establish performance work plans with cascaded goals for 70% of employees
10. Produce annual Agency budget submission aligned with workforce needs
11. Conduct top-to-bottom review of OHR to further align OHR with strategic planning goals and objectives
12. Further develop consultancy capacity of OHR staff
13. Continue to improve technology that supports OHR functions (PTB 5)

Legend: Text in (blue parentheses) cites a Strategic Objective. Text in (green parentheses) indicates that the goal or objective that directly corresponds to PTB 5 or 6. Text in (red parentheses) indicates the status of the objective, with (C) designating "Completed," (I) designating "In Process," and (N) designating "Not Completed."

Strategic Alignment			
FY 08 Goals	FY 08 Actions	FY 08 Results Achieved	FY 09 Goals & Objectives/Activities
<p><i>Workforce Planning:</i></p> <ul style="list-style-type: none"> Implement integrated workforce planning system (SO 2) Attain right size for Agency (SO 2) 	<ul style="list-style-type: none"> Strengthen analytical portion of the workforce model to identify better workload indicators for the domestic workforce (C) Vet Model with all Regional Bureaus to ensure accuracy of data and assumptions (C) Vet Washington component of the Model with all Washington Bureaus to ensure accuracy of data and assumptions (C) Create USAID's first Five-Year Workforce Plan that integrates with Human Capital Strategic Plan, to be updated annually as part of the Agency Budget Formulation process (PTB 6) (C) Align workforce with Agency and Joint Strategic Plan (PTB 5) (C) Begin structuring organization to support Agency and Joint Strategic Plan (PTB 5) (C) Align workforce with Development Leadership Initiative (DLI) (C) 	<ul style="list-style-type: none"> Developed Workforce Planning Model's new strategic matrix through joint USAID/DoD working group Consolidated Workforce Planning Model updated and vetted with all Regions Utilized Workforce Planning Model to generate demand analysis, leading to the FY 2008 -FY 2012 DLI recruitment plan First ever Five-Year Workforce Plan authored and aligned with the new Human Capital Strategic Plan USAID representatives placed with multinational development organizations Issued Leadership Succession Management Plan aligned with Model 	<ul style="list-style-type: none"> Continue to achieve Agency right size through integrated workforce planning Use the CWPM process to maintain optimum structure for Overseas Missions Produce updated workload drivers for CS and FS positions in Washington and use them to propose organizational structures for HQ Publish first Five Year-Plan with FY 2008 end of year data Meet Workforce Planning Roadmap milestones
<p><i>Strategic Human Capital Planning:</i></p> <ul style="list-style-type: none"> Ensure Human Capital Strategic Plan (HCSP) integrates strategies and supports mission (PTB 5) Align workforce with HCSP and evolving USAID-State goals (PTB 5) 	<ul style="list-style-type: none"> Develop and issue <i>Human Capital Strategic Plan, 2009-2013</i> (C) 	<ul style="list-style-type: none"> Human Capital Strategic Plan, FY 2009-FY 2013 published HCSP improved to be more actionable and measurable HCSP aligned with Joint State/USAID Strategic Plan PMP updated and published 	<ul style="list-style-type: none"> Increase staff readiness state Systematically rationalize workforce and corporate strategy for direct and non-direct hire staff Report PMP results quarterly on HR Website beginning Q2 FY 2009
<p><i>Performance Planning:</i></p> <ul style="list-style-type: none"> Align SES and managers' performance plans (PTB 5) 	<ul style="list-style-type: none"> Establish performance work plans with cascaded goals for 70% of employees (C) 	<ul style="list-style-type: none"> CS PAAT Score of 82 achieved Performance plans aligned with organizational goals, focus on results, and include credible measures of performance 	<ul style="list-style-type: none"> Continue to ensure that performance work plans contain cascaded goals for employees and are results oriented

<p><i>Budget:</i></p> <ul style="list-style-type: none"> Align Annual Budget Formulation with results of the Comprehensive Workforce Planning Model (PTB 6) 	<ul style="list-style-type: none"> Produce annual Agency budget submission aligned with workforce needs (C) 	<ul style="list-style-type: none"> Demonstrated direct link between request for increased staffing and program dollars and USAID's foreign assistance objectives 	<ul style="list-style-type: none"> Develop more accurate computation of costs based on staff Provide vetted Model projections by end of each calendar year Provide budget request guidance to Bureaus/Offices/Missions that reflect the results of the Comprehensive Workforce Planning Model Bureaus/Offices/Missions draft Human Capital budget requests for the Annual Budget Submission to OMB are aligned with the results of the Comprehensive Workforce Planning Model
<p><i>Enhancing OHR's Role as a Strategic Partner:</i></p> <ul style="list-style-type: none"> Analyze and strengthen the abilities of HR staff (SO 5) Use HR resources effectively (SO 5)/achieve HR efficiencies (PTB 5) Improve HR processes (SO 5) 	<ul style="list-style-type: none"> Conduct top-to-bottom review of OHR to further align OHR with the Joint Strategic Plan (C) Further develop consultancy capacity of HR staff (C) Continue to improve technology that supports HR functions (C) 	<ul style="list-style-type: none"> Conducted top-to-bottom review of OHR Implemented the majority of recommendations from the top-to-bottom review Created Administrative Management Service (AMS) Enhanced HR-ROCs and encouraged its use to be the primary point of contact for customers. Streamlined OHR's relationships with Security as well as with Travel and Transportation to reduce the time necessary to complete key OHR actions Increased staff of around 70 to 90 with additional support from temporary staff Established collaborative relationships internally and with OPM Provided OHR staff with formal training opportunities and courses including Job Analysis and Qualifications Analysis, EEO and Diversity Awareness, and Consulting Skills for HR Professionals Implemented the LMS competency module Increased functionality and use of automated processes including AVUE PAR, electronic Official Personnel Folders, HR-ROCS, electronic Agency onboard Staffing Patterns, and Reports for DC Offices and Missions 	<ul style="list-style-type: none"> Continue to ensure OHR staff alignment with OHR mission Establish a hiring contract to perform administrative and logistical tasks involved in the increased FS hiring and on boarding process Continue to offer competency-targeted courses such as Job Analysis to junior OHR staff Increase OHR staff levels Expand, improve, and integrate HR technology Implement Web TA for FSNs and USPSCs Continue to streamline and improve HR processes. Continue to improve OHR's consulting skills by offering a "Leadership for Non-supervisors" course. Explore the feasibility of converting OHR/PPIM policy library/files/reports/data to e-Knowledge Management repository run by CIO/KM (knowledge transfer activity)

USAID's human capital management accomplishments in FY 2008 laid a strong strategic foundation for mission achievement. Major reengineering of processes took an organization with *ad hoc* planning processes and aligned its energy and strategic vision with achieving measurable results.

Mission

USAID's mission is to serve as the U.S. government's primary instrument for human advancement in promoting security and reducing poverty in the developing world—by catalyzing the full range of America's public and private capabilities and resources, and linking those resources effectively with the governments and people we serve, through world-class, on-the-ground presence.

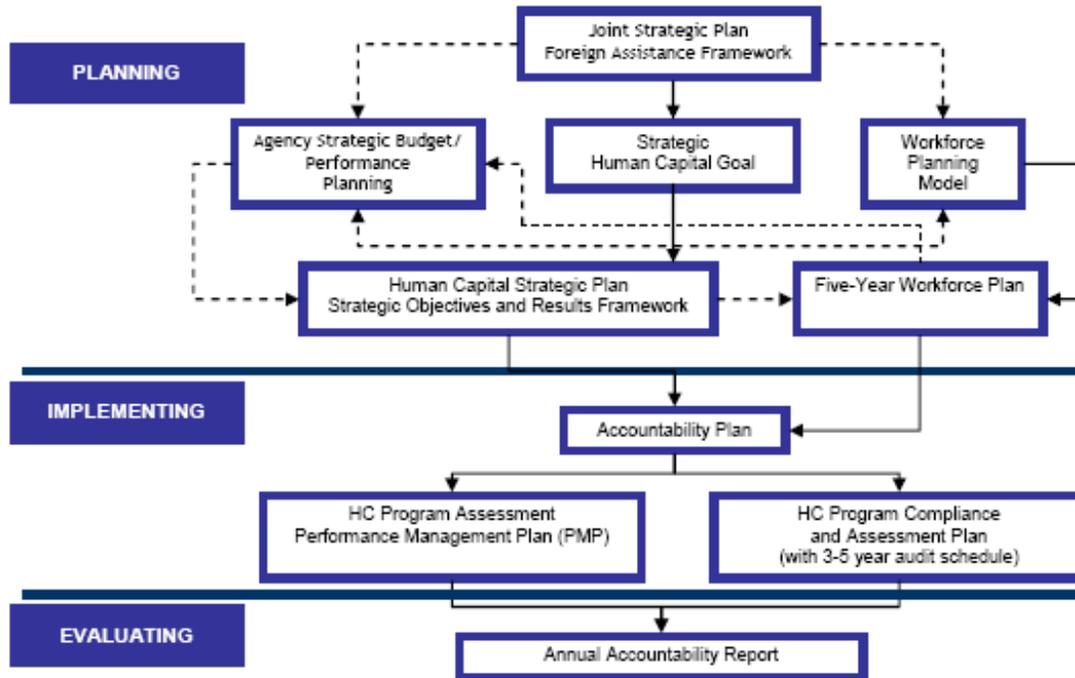
In FY 2008, USAID made huge strides in aligning its human capital management strategies with mission, goals, and organizational objectives, and integrating these strategies into strategic plans, performance plans, and budgets. Some highlights from FY 2008 include:

- Updated and vetted the Consolidated Workforce Planning Model, incorporating the new strategic matrix
- Created the first ever Five-Year Workforce Plan, which aligns with Agency strategic goals and objectives
- Aligned Leadership Succession Plan with Consolidated Workforce Planning Model
- Issued Human Capital Strategic Plan, FY 2009-2013, which is more actionable and measurable and aligns with Joint USAID/State Strategic Plan
- Updated and published the Performance Management Plan (PMP)
- Achieved superior PAAT score of 82
- Demonstrated the direct link between budget requests and USAID's mission
- Conducted top-to-bottom review of OHR and implemented many of the recommendations
- Streamlined OHR's internal and external relationships and partnerships
- Increased the functionality and use of automated OHR processes

Integrated Planning

USAID is committed to "getting the right people in the right place, doing the right work, with the right skills, at the right time to pursue U.S. national interests abroad." The intersection of these goals drives USAID human capital management on all fronts, including workforce planning, talent management, succession planning, strategic budget/performance planning, employee performance management and accountability. The figure on the following page represents the integrated and strategic nature of USAID's human capital management lifecycle in its entirety. The Joint Strategic Plan provides the stimulus and direction for all

efforts, shaping the processes and goals that dictate this process. In FY 2008, USAID issued a new *Human Capital Strategic Plan, FY 2009-2013*, a new Five Year Workforce Plan, and a new matching Performance Management Plan (PMP).



Workforce Planning

Workforce planning is the foundation of USAID’s human capital management strategies. To ensure that USAID puts the right people in the right places with the right skills, USAID uses a cyclical workforce planning process and links it to the Agency’s annual budget cycle. Our workforce planning provides a structured process for making future-focused workforce decisions based on informed assumptions about an organization’s anticipated state. The workforce planning process increases USAID’s ability to take a deliberate and strategic approach to anticipated and unanticipated changes and events. The key goal for this process is to ensure that the budget supports staffing needs and that the Agency’s senior management can see how their decisions affect staffing levels.

The USAID Workforce Planning approach has seven basic steps as illustrated in the diagram on the following page.



The foundation of the process is the Consolidated Workforce Planning Model (henceforth referred to as “the Model”). The Model is a future-oriented tool that projects staffing needs, by number, type (FS, CS, FSN and others), location, and backstop (family of occupations and competencies) and offers flexibility in response to changing circumstances. The Model can accommodate any strategic direction shifts (i.e., run scenarios). The Model underpins USAID’s initiative to significantly increase the size of the Foreign Service. This initiative is to increase the size of the Civil Service staff as well, but at a lower rate of growth.

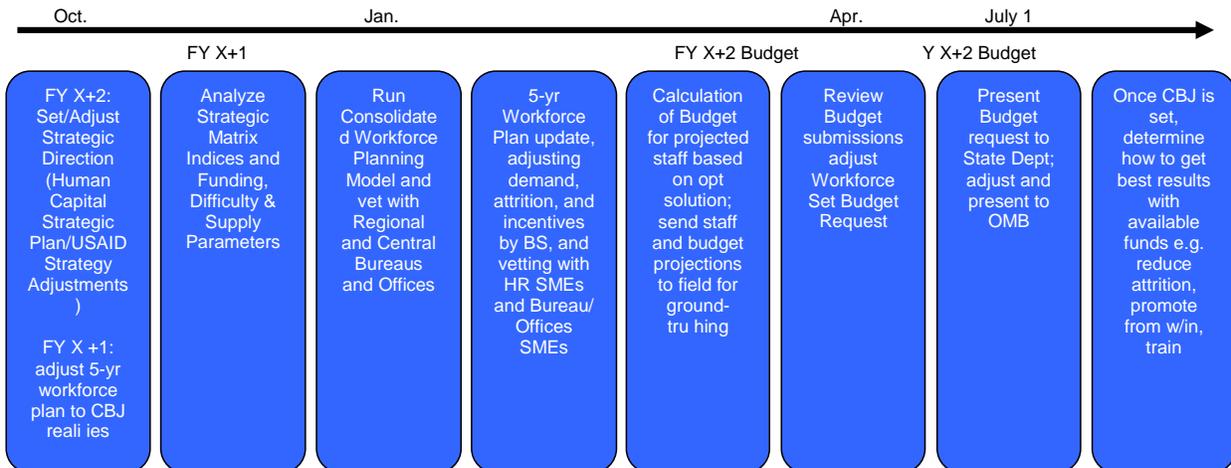
The Model combines development and stewardship elements to create an initial framework for staffing and projects positions (by location, occupation, and employment type) using an approach that includes almost two dozen parameters reflecting economic growth, governance, health, education, and fragility, while incorporating strategic or development importance and program size with country adjustments for political/security considerations. The Model’s assumptions, based on USAID’s mission, produce staffing allocations by Bureau, Office and Overseas Mission for the Agency. The Model results show significant increases in the overall number of FS staff, while reducing some other types of employees (e.g., US PSCs). The Model determines the quantitative workforce needs, while the qualitative staffing needs are determined by competency management analysis (workforce analysis) (discussed later).

The Consolidated Workforce Planning Model, in concert with attrition data (current and projected), yields the gap analysis which leads to the solution analysis (including hiring plans). OHR leads this workforce planning approach annually, looking forward five years. For the FS, a rank-in person personnel system, USAID develops a five-year recruitment plan by backstop (occupational group). For the CS, the Agency uses quantitative data to help plan ahead to close future gaps, particularly for Mission Critical Occupations (MCOs).

The entire Workforce Planning Process is melded into the Annual Budget Cycle (see the Workforce Planning Roadmap below). Based on these analyses, OHR provides staffing data to the budget office. This data serves as the basis for a more accurate operating year staffing budget estimate by determining not only numbers of staff, but types and locations. The Budget Office uses OHR's numbers to set the proposed budget. Missions, Bureaus, and Offices come in with their recommendations. Headquarters, the State Department, and OMB reviews adjust actual numbers for the President's Congressional Budget Justification (CBJ). OHR uses the CWPM to redistribute whatever resources it can afford.

Workforce Planning Budget Formulation
• 9 Months
• Over 13 Mon hs

Workforce Planning Roadmap



In FY 2008, the Model underwent significant changes to enhance its strategic utility. These changes were a result of recommendations by a joint USAID/DoD working group, working closely with the USAID Office of Military Affairs (OMA) and the USAID Office of the Chief Operating Officer (COO). In the past, the Model determined mission size/type (which yields core staffing numbers) based on the amount of program funds received. Now, the Model uses indices based on things such as economic growth, governing justly and democratically, investing in people, fragility, and strategic development/importance to determine initial mission size category. These new indices allow the Agency to determine mission size/type and location based on strategic importance, rather than projected program funds availability.

This new strategic matrix better aligns USAID with the National Security Strategy of defense, diplomacy, and development. As a result, it changed the map of USAID overseas staffing so that FSOs are redeployed to locations based on strategic need rather than traditional allocations. The Model eliminates organizational waste and focuses attention on right sizing USAID Missions and Offices, by providing a standardized structural template for realignment and reorganizations. It enabled USAID to justify, and thus secure, an increased budget to support higher staffing levels for FY 2009. As a result, USAID hired over 120 JOs in FY 2008, and plans to hire a new class every two months in FY 2009, for a total of at least 300 new JOs.

The improved Model greatly enhances USAID's capacity to impact global development. The Model enables USAID to better carry out its mission by placing USAID representatives with multinational development organizations, thus increasing USAID's global footprint and enhancing its leadership role.

The updated Model underwent a rigorous vetting process to ensure its accuracy and utility to Regional Bureaus and Headquarters. Projections from the original assumptions in the Model were presented to Regional Bureaus for review. Regional Bureaus coordinated their reviews with Technical and Support Bureaus and Offices. Feedback provided by Regional Bureaus and other HQ entities was based on field experience and the Model was adjusted and refined to better reflect the truth on the ground. The Agency will repeat this vetting process yearly to ensure continued strategic alignment between the Model and select indices, strategic importance, and ground truth. The Model is dynamic and will therefore evolve overtime to reflect changes in the US Government's foreign policy, strategic focus, level of development, and funding of foreign assistance.

In FY 2008, the Agency created its first Five-Year Workforce Plan, which OHR will update annually. The Five-Year Workforce Plan articulates the results of the Agency's workforce planning process, such as projected staffing requirements and targeted initiatives to meet those requirements. It describes the current workforce, explains the seven-step workforce process, and describes the solutions and strategies underway to strengthen the Agency's workforce. The Five-Year Workforce Plan aligns with the strategic goals and objectives set forth in the *State Department and USAID Joint Strategic Plan: Fiscal Years 2007 to 2012* and in the *USAID Human Capital Strategic Plan FY 2009-2013*. While the first plan covered only US Direct Hires, future annual plans (FY 2010) will cover some non-Direct Hires. USAID also issued a Leadership Succession Management Plan at the start of FY 2008 that was aligned with the Model. OHR will integrate this plan, discussed later in the Leadership and Knowledge Management section, into the Five-Year Plan and publish it on the OHR website before the end of Q 1 FY 2009.

Strategic Human Capital Planning

The *USAID Human Capital Strategic Plan, 2004-2008* drives USAID human capital activities on all fronts; USAID's uses the five-year strategic plan to guide human capital management. USAID comprehensively assesses and updates the Plan every five years, unless the CHCO determines that mission changes require a mid-term review and revision.

Thus, USAID issued a new *Human Capital Strategic Plan, 2009-2013* in September 2008. The new Plan discusses future steps needed to meet emerging challenges and acknowledges areas that still require improvement. The new plan is aligned with the Joint State/USAID Strategic Plan. USAID priorities and the global development environment have changed since the last plan was written, and the new plan reflects the changed strategy and actions required to meet new challenges. It is more goal-focused and actionable than the past plan. The plan outlines specific action steps and projected dates to achieve the Strategic Objectives (SOs). These measurable actions increase the strategic usefulness of the Plan holding organizations/individuals accountable for achieving organizational goals. The Plan also includes a crosswalk table to show clear alignment between the HCSP and the HCAAF standards.

The *Human Capital Strategic Plan* includes strategic objectives (SO) and intermediate results (IR) that directly address the Strategic Alignment HCAAF. These include:

- 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 with mission needs
 - IR 2: HR technology is expanded, improved and integrated
 - IR 3: HR processes are streamlined and improved

Because SOs drive all implementation-level human capital activities, they require regular and data-based monitoring. For this purpose, the *Human Capital Strategic Plan* includes a *Human Capital Performance Management Plan (PMP)*, which establishes an information management system for monitoring SO implementation. For each SO, the PMP defines outcome-oriented indicators, performance metrics, targets, and data-capture procedures. It also identifies the responsible parties and designates timelines. As part of the updated *Human Capital Strategic*

Plan 2009-2013, USAID also updated the PMP. The Agency streamlined the performance monitoring sheets to make them more user-friendly, and established new goals and metrics that were more actionable and measurable than in the past and the PMP is easier to add to throughout the life of the HCSP.

In contrast to the *Human Capital Strategic Plan*, OHR updates the PMP as new data becomes available quarterly. During this update, OHR incorporates results and lessons learned from the previous years into the next year's targets, ensuring continual, data-driven improvement. (For more information on the PMP, please see the Accountability component of Section III.)

Performance Planning

The Strategic Alignment HCAAF states that human capital management strategies should be aligned with mission, goals, and organizational objectives and integrated into Agency performance plans. In FY 2008, USAID achieved a major accomplishment in the strategic alignment and integration of its performance plans. USAID revised the performance appraisal system for the Civil Service. The improvements made to employee performance plans led to better alignment with and support of organizational goals. The plans are now more results-focused and include credible measures of performance. The revised plans led to a Civil Service Performance Appraisal Assessment Tool (PAAT) score of 82, a significant achievement. USAID illustrated in sections 6 through 10 of the PAAT that its performance plans align with organizational goals, focus on results, and include credible measures of performance. OPM also certified the SES and FS performance appraisal systems for alignment. (For more on performance appraisals and the PAAT, please see the Results-Oriented Performance Culture component of Section III.)

Budget

USAID has completely integrated the annual budget formulation with the workforce planning process. The updated Model allows OHR to become the driver for the Operating Year Budget for the entire Agency Workforce Operating Expense (OE) Budget portion of the annual budget submission that results in the Congressional Budget Justification. Using the Model, USAID has demonstrated the direct link between its request for increased staffing and USAID's foreign assistance objectives. This resulted in an increase in approved staff and budget for FY 2009.

In FY 2008, USAID implemented *Manage to Budget* (MTB) for OE budget execution in Washington, DC. Under MTB, managers manage their own OE budget and make strategic decisions regarding their staff and OE fund costs. The MTB initiative has three main purposes: (1) decentralize more of USAID's day-to-day OE budget; (2) require managers to better justify all expenses; and (3) set target cost ratios for all OE costs. MTB also strived to set the right incentives for efficient management at USAID.

Enhancing OHR's Role as a Strategic Partner

OHR recognizes that to support the realignment and increase in overseas staffing, it must have a robust corps of OHR personnel in Washington. In FY 2008, USAID accomplished this through increased and realigned staffing, as well as through development opportunities that position OHR staff to better support mission accomplishment.

The Agency successfully conducted a top-to-bottom review of OHR's organizational design and operational effectiveness. The purpose of the review was to identify staffing, technological, business processes and/or structural changes required to modernize the Agency's HR function, and to make detailed recommendations for increasing the efficient and responsible delivery of HR services to USAID clients. In making these recommendations, the Agency took into account the number of OHR clients and their geographical dispersion, the formal mission of OHR, initiatives, and budgetary restraints. OHR also conducted a workforce planning analysis for current services offered. These efforts helped identify which OHR services needed to be ramped up to support the rapid increase in direct hires over the next few years.

OHR is in the process of implementing many of the recommendations from the top-to-bottom review. The new Administrative Management Service (AMS) was created, which improves organizational effectiveness by consolidating tasks such as budget management and space planning. OHR has also consolidated other services under key areas to create clear ownership and single points of contact in HR lines of business. OHR enhanced HR-ROCs and has encouraged its use to be the primary point of contact for customers. OHR has also streamlined its relationships with Security as well as with Travel and Transportation to reduce the time necessary to complete key OHR actions. OHR is using temporary employment mechanisms to augment career staff to deal with the current hiring surge.

Strategic Objective 5 in the *Human Capital Strategic Plan* states: "Increase Office of Human Resources capacity by using OHR resources effectively." USAID is pursuing this objective by encouraging OHR staff to assume a more consultative role with their internal customers, a transition that will enhance OHR's ability to provide strategic advice. Several internal audits have discovered a shift in the roles of Human Resources and Staffing Specialists. They now work as consultants partnering with clients to attract, recruit, and retain a highly qualified and diverse workforce that will accomplish the Agency's mission, goals, and objectives.

An example of this new consultative role is OHR's establishment of collaborative working relationships internally to USAID and externally with OPM. OHR established a results-focused Task Force with the Office of Acquisition and Assistance (M/OAA) to address their MCO (Contract Specialist) staffing issues using a holistic approach, and another partnership between OHR and Payroll (M/CFO) to address historical pay and personnel issues. The M/OAA task force developed a multi-faceted approach to deal comprehensively with acquiring and retaining its entire workforce, not just Contracting Specialists. The Personnel-Payroll task

force quickly determined systemic causes of problems and implemented solutions that increase accuracy and timeliness of personnel and payroll actions. There are now fewer payroll issues, increased quality of personnel actions, and fewer personnel and payroll corrections needed as a result. This is a direct result of OHR's improved role as a strategic partner in the Agency.

USAID held an off-site retreat for USAID's Washington-based senior leadership, with the purpose of finalizing the mission and vision statements for the Agency and identifying top priorities for the year. This effort served to unite senior leadership and align them to common priorities, identified as revitalizing the agency, expanding our reach, building an intellectual and operational development surge, and supporting continued foreign assistance reforms. Each priority was divided into specific initiatives with assigned Agency "champions." This unified vision from senior leadership better aligns them to lead the Agency in carrying out their mission.

OHR delivered formal training for its staff (primarily those engaged in staffing) on topics including Job Analysis and Qualifications Analysis, EEO and Diversity Awareness, and Consulting Skills for HR Professionals, and more is planned for the near future. In addition, OHR established knowledge-sharing brown bag sessions, where staff members are assigned topics (e.g. merit principles, prohibited personnel practices, processing personnel actions), to research and present findings to the rest of the staff. During the summer, OHR staff had the opportunity to go on a retreat that focused on customer service and ways they can better serve their clients. Development opportunities like these align staff to better support and achieve mission accomplishment.

In FY 2008, USAID implemented the LMS competency module, an automated means of providing consistent, up-to-date competency data for use in workforce analysis. The competency module enables USAID to forecast the competencies required to achieve strategic objectives. OHR used the competency module to conduct the first ever structured competency assessment for HR, IT and Contract Specialists and put in place IDPs for HR professionals and technicians to close the identified competency gaps. (For more on the LMS, please see the Leadership and Knowledge Management component of Section III.)

A key accomplishment for OHR in FY 2008 was its support in the development of better automated tools with which managers can make informed decisions. OHR increased the use of automated personnel systems to provide real-time reports in response to managers' requests for information. Of particular strategic importance are reports that support budget requirements and workforce planning initiatives. The increase in automated processes including AVUE PAR, electronic Official Personnel Folders, HR-ROCS, electronic Agency Staffing Patterns, and Reports for DC Offices and Missions improved the timeliness, quality, and effectiveness of OHR products.

USAID reported on all of their Human Capital accomplishments and alignment with HCAAF standards in the first annual Human Capital Management Report (HCMR). OPM recognized USAID for delivering a comprehensive HCMR that addressed all HCAAF systems, mission, goals, and objectives from a strategic perspective. The report was so well done that OPM decided to use it as an example for other agencies writing HCMRs. This report outlined accomplishments and identified areas for improvement that enabled USAID to strategically target areas of immediate importance.

Modifications, Best Practices, and Lessons Learned

USAID establishes accountability for and assesses their success in strategic alignment through use of their Performance Management Plan (PMP). The PMP establishes an information management system for monitoring SO implementation and describes actions and tactics to be used to accomplish USAID's future objectives. Through analyses of the outcomes of the previous PMP, combined with emergent USAID needs, the Agency planned future human capital goals and corrected deficiencies identified using the accountability system. Some of the deficiencies identified and corrective actions taken are outlined below.

- **Given the changes in the international environment, development community, and USAID's organizational and operational initiatives since the Human Capital Strategic Plan FY 2004 - 2008, USAID developed a new plan in FY 2008.** The new Human Capital Strategic Plan FY 2009 - 2013 outlines new goals and Strategic Objectives (SOs) based on current and projected priorities and needs.
- **USAID identified the need to make the PMP more rigorous, with more specific milestones, metrics and actionable tasks.** Analysis of the last PMP showed areas for improvement in monitoring progress. Therefore, the PMP template was streamlined and more details were added. Action tables were also added, which summarize the strategic objectives, intermediate results and actions that USAID will take to accomplish their goals.
- **The absence of a comprehensive workforce planning process, and the critical need for this type of analysis, led USAID to develop and implement the Consolidated Workforce Planning Model and implement the Workforce Planning Process (with roadmap) in FY 2008.** While OHR has used the model since FY 2005, it wasn't until FY 2008 that the model led the Budget process and in doing so the need the Agency identified the need for the Model's new strategic matrix. With the refined Model came the formalization of the workforce planning process and the roadmap.
- **The 2007 HCMR applauded by OPM as an example and best practice for other agencies.**

B. Leadership and Knowledge Management

HCAAF Definition

Agency leaders and managers 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. Knowledge management must be supported by an appropriate investment in training and technology.

USAID's FY 2008 goals and actions for Leadership and Knowledge Management are listed below, as well as in the table on the following page. As indicated in the legend below, text in parentheses cites corresponding Strategic Objectives or Proud-to-Be (PTB) elements/checkmarks. The completion status of each activity is detailed in the following table.

USAID Leadership and Knowledge Management Goals for FY 2008

1. Increase utilization of LMS for leadership and knowledge management functions (SO5)
2. Further integrate leadership training opportunities across the organization (SO1)
3. Increase succession planning activities and use of knowledge sharing strategies (SO5)
4. Create a working environment that fosters commitment and strengthens employee retention

USAID Leadership and Knowledge Management Actions for FY 2008

5. Implement 360 Tool for SMG to support assignments
6. Implement Competency Mgt & Succession Planning Module of LMS
7. Continue LMS change management and training activities
8. Refocus and develop SOPs for Training Quality Assurance Council
9. Train 250 employees in leadership courses
10. Further define priority competencies, identified by workforce planning
11. Update Leadership Succession Plan
12. Continue use of knowledge sharing activities

Legend: In the following table, text in (blue parentheses) cites a Strategic Objective. Text in (green parentheses) indicates that the goal or objective directly corresponds to PTB 4 or 5.

Text in (red parentheses) indicates the status of the objective, with (C) designating "Completed," (I) designating "In Process," and (N) designating "Not Completed."

This page intentionally left blank.

Leadership/Knowledge Management			
FY 08 Goals	FY 08 Objectives & Activities	FY 08 Results Achieved	FY 09 Goals & Objectives/Activities
<p><i>Learning Management System (LMS):</i></p> <ul style="list-style-type: none"> Increase utilization of LMS for Leadership and Knowledge Management functions (SO5) 	<ul style="list-style-type: none"> Implement 360 Tool for SMG to support assignment (C) (PTB5) Implement Competency Mgt & Succession Planning Module of LMS (C) Continue LMS change management and training activities (I) 	<ul style="list-style-type: none"> 360 tool automated and utilized for SMG support assignments (C) (SO1) Testing Competency Management and Succession Planning Module of LMS (I) 	<ul style="list-style-type: none"> Continue testing and improving functionality of Succession Planning Module. Implement e-IDPs for USDH (2009) (PTB5)
<p><i>Leadership Training:</i></p> <ul style="list-style-type: none"> Increase leadership training opportunities across the organization (SO1) 	<ul style="list-style-type: none"> Refocus and develop SOPs for Training Quality Assurance Council Train 250 in leadership courses 	<ul style="list-style-type: none"> Leadership Development Suite courses taught to 20.5% more participants than in FY07 	<ul style="list-style-type: none"> Develop a Five Year Strategic Training Plan to forecast needs and align training with organizational priorities
<p><i>Succession Planning:</i></p> <ul style="list-style-type: none"> Increase succession planning activities and use of knowledge sharing strategies (SO5) 	<ul style="list-style-type: none"> Further define priority competencies, identified by workforce planning (C) (SO2) (PTB5) Update Leadership Succession Plan (C) Continue use of knowledge sharing activities (C) 	<ul style="list-style-type: none"> Technical competencies (with behavioral anchors) defined for three Mission Critical Occupations (MCOs): Contract Specialists, HR Specialists and Information Technology (IT) Specialists (C) (SO2) (PTB5) Contractor acquired for competency support (PTB5) Extensive 2007-2012 Leadership Succession Plan authored and being implemented (C) CSP implementing knowledge sharing "brown-bags" (C) Utilizing Shadowing strategies 	<ul style="list-style-type: none"> Begin authoring FS competencies Continue authoring CS competencies (expected completion FY10) Continue to Create a working environment that fosters commitment and strengthens employee retention Establish and standardize knowledge management initiatives to retain institutional knowledge and speed skill transfer (FY 09-10)

Throughout FY 2008, USAID engaged in an extensive succession planning process, culminating into the 2007-2012 Leadership Succession Management Plan (which in FY 2009 OHR will subsume in the Five-Year Workforce Plan). The goal of this plan is to ensure adequate bench strength in preparation for attrition of staff and leadership from retirement. USAID has been advancing leadership and knowledge management through other means, such as the modification of how it selects leaders for its Senior Management Group (SMG) assignments; ensuring that recruitment and advancement opportunities foster a diverse leadership pipeline; monitoring the percentage of staff in mid-career ranks to deepen the pool of potential leaders; providing rising managers leadership development opportunities; and further improving the LMS/virtual USAID University to include competency management functions as well as the use of a 360 Multi-Rater Feedback tool.

As USAID moves forward to meet current and emerging challenges, USAID managers are committed to facilitating change by sharing information frequently and openly. USAID is also committed to addressing and correcting challenges revealed in surveys such as the AES survey and by providing best-in class opportunities for continuous learning.

Succession Planning and Competency Management

USAID understands that succession planning is critical to ensuring a continuous pipeline of capable leaders with Agency-specific knowledge. Early in FY 2008, USAID updated their Leadership Succession Management Plan and aligned it with the *Joint State-USAID Strategic* plan. The Leadership Succession Management Plan outlines USAID's succession strategy, including roadmaps for competency management, FS and CS recruitment, leadership development and training, SMG selections, retention, and maintaining diversity. The plan also includes an extensive discussion of evaluation strategies, communication strategies, and USAID's commitment to accountability. OHR will merge the Plan into the Five-year Workforce Plan by the end of Q1 FY 2009.

Effective succession planning is essential given the high number of USAID's Senior Foreign Service staff that are eligible to retire or will be eligible in the next few years. The following charts show the vulnerability of the FS succession pipeline.

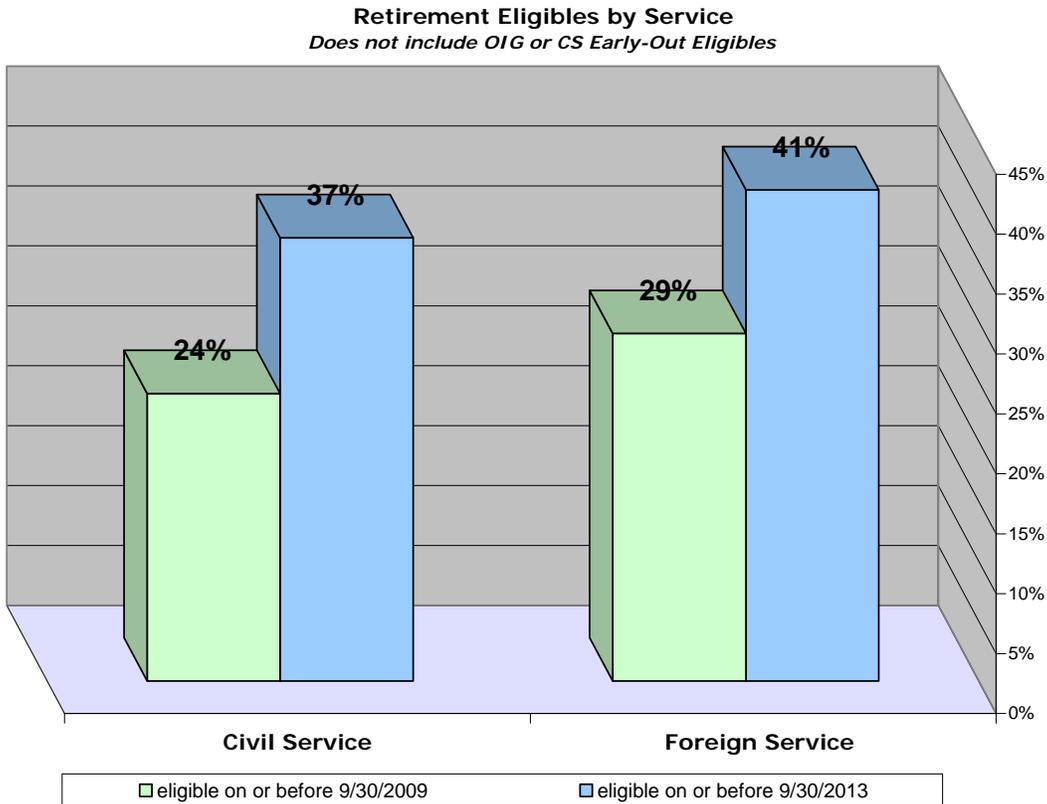
USAID Foreign Service by Class: Eligible to Retire by October 1, 2008					
Salary Class	Number of Employees	Average Age	Average Time in Service	Number Eligible to Retire	Percent Eligible to Retire
Career Minister	13	60	30	13	100%
Minister-Counselor	32	57	26	26	81%
Counselor	90	57	25	66	73%
FS-1	262	53	20	134	51%
FS-2	209	48	14	35	17%
FS-3	263	43	9	11	4%
FS-4	117	39	7	3	3%
FS-5	10	37	7	1	10%
FS-6	102	33	2	0	0%
Total	1098	47	14	289	26%
Data as of 9/30/2008					

USAID Foreign Service by Class: Eligible to Retire on or before September 30, 2009					
Salary Class	Number of Employees	Average Age	Average Time in Service	Number Eligible to Retire	Percent Eligible to Retire
Career Minister	13	60	30	13	100%
Minister-Counselor	32	57	26	29	91%
Counselor	90	57	25	74	82%
FS-1	262	53	20	148	56%
FS-2	209	48	14	42	20%
FS-3	263	43	9	12	5%
FS-4	117	39	7	4	3%
FS-5	10	37	7	1	10%
FS-6	102	33	2	0	0%
Total	1098	46	14	323	29%
Data as of 9/30/2008					

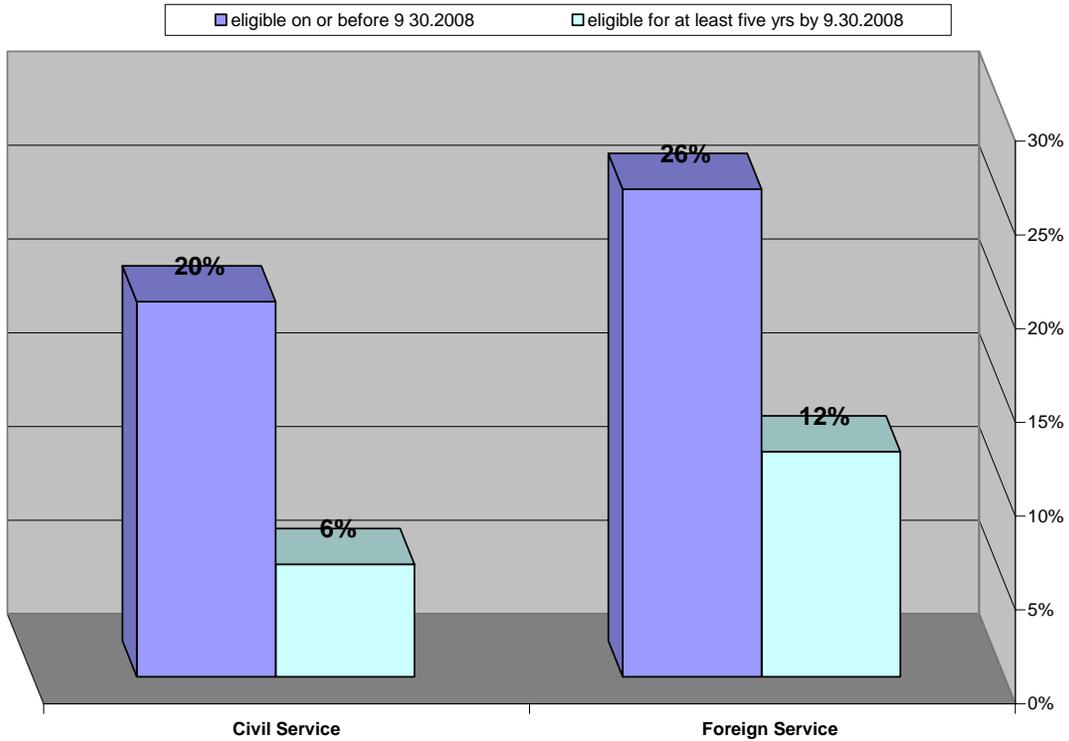
USAID Foreign Service by Class: Eligible to Retire on or before September 30, 2013					
Salary Class	Number of Employees	Average Age	Average Time in Service	Number Eligible to Retire	Percent Eligible to Retire
Career Minister	13	60	30	13	100%
Minister-Counselor	32	57	26	31	97%
Counselor	90	57	25	86	96%
FS-1	262	53	20	206	79%
FS-2	209	48	14	73	35%
FS-3	263	43	9	35	13%
FS-4	117	39	7	7	6%
FS-5	10	37	7	1	10%
FS-6	102	33	2	1	1%
Total	1098	47	14	453	41%

Data as of 9/30/2008

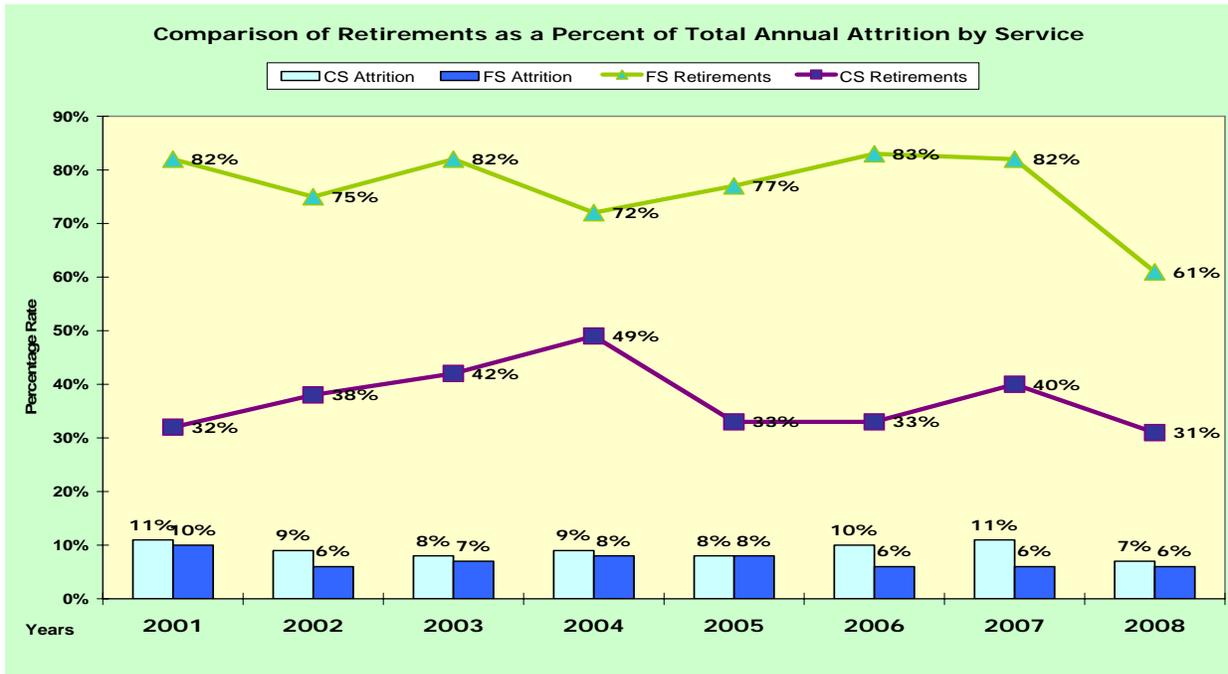
Succession planning is also vital due to the high eligibility of retirement for both FS and CS employees. CS and FS retirement eligibility is illustrated in the following charts:



Percent of Employees Eligible to Retire (excludes OIG)

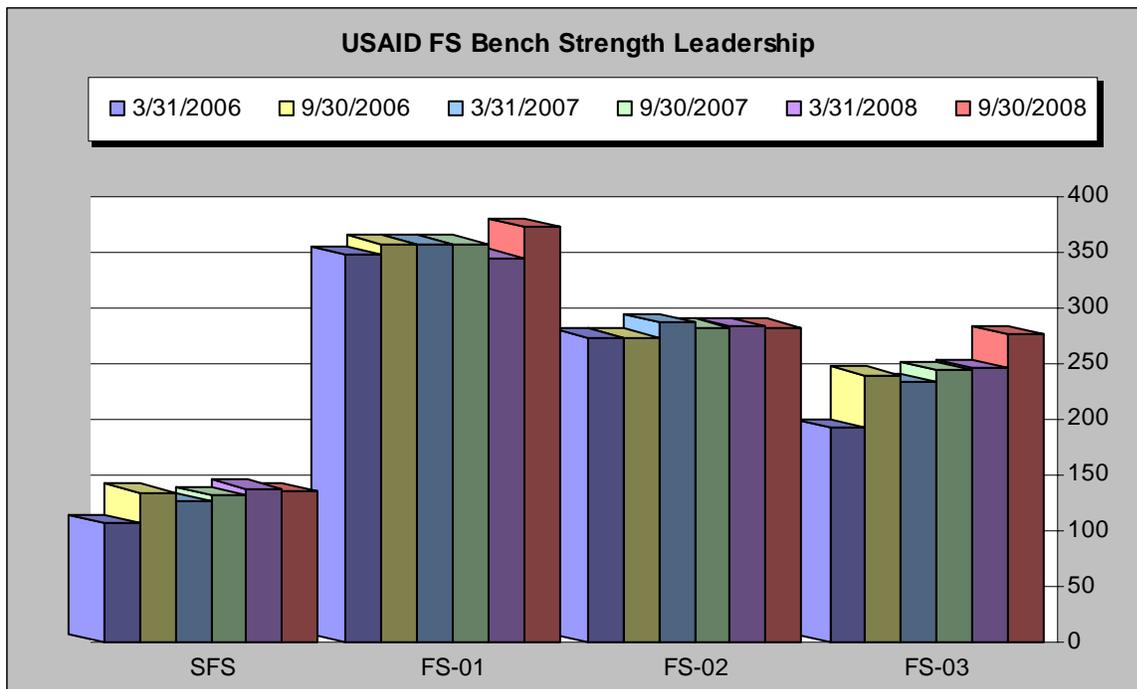


The actual retirement rates for FS and CS employees are shown below:



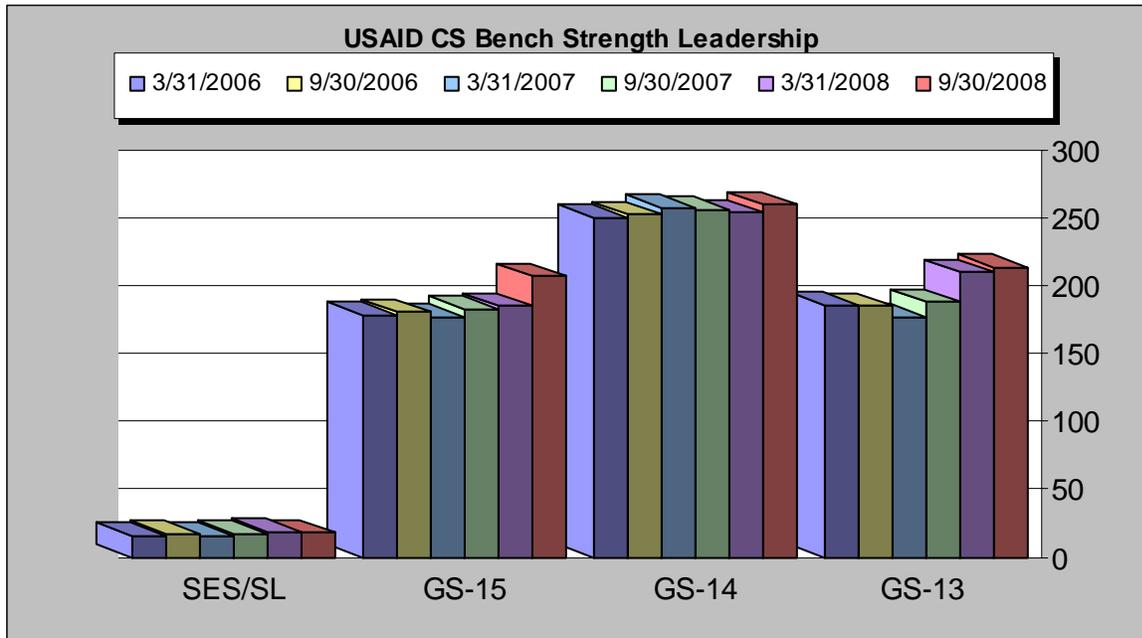
Building off of the success of the Administrator’s modification of how senior managers are assigned to fill “Senior Management Group” (SMG) positions, the process has been further streamlined and automated. This process has been enhanced with the addition of a 360-assessment tool implemented in the LMS, collecting from over 1,000 sources as part of the annual assignment process. (Foreign Service rotate positions at regular intervals and thus the need for an annual assignment process that allows employees to bid on jobs opening during the current cycle.) This is a major accomplishment for USAID, as this process was previously done manually, requiring support from at least 3 full time employees (FTEs). Now with the automated tool, the administrative burden has been reduced to 1 FTE. SMG applicants will be provided counseling and feedback in order to make them more competitive in the future. USAID will also reach out to affinity groups in order to promote greater diversity in the SMG applicant pool. In the 2008 cycle, USAID had 80 SMG positions under active consideration.

USAID has been using the pool approach to succession planning which looks beyond the current leadership cadre, towards developing a pool of highly qualified mid-level staff. Having a strong mid-level staff is vital to the Foreign Service’s rank-in person personnel system. This system is based on the military model, with employees generally entering at the bottom ranks and progressing upwards and subject to time-in-class limits and mandatory retirement for age (65). This is in contrast to the Civil Service system, a rank-in-position personnel system with different tenure, promotion and retirement rules. Given the rank-in person personnel system, the Agency needs to ensure the presence of an adequate number of staff at the mid-level ranks that can move into leadership ranks as senior officers retire. The following chart shows the FS bench strength from 2006 to 2008.



Since most FS new hires enter at the bottom/junior level, USAID must deepen the mid-level pool by developing the new the Junior Officers (JO) as rapidly as possible and augment JO hires with some mid-levels and temporary mechanisms such as recall authority and limited FS appointments. USAID has successfully hired 120 JOs in FY 2008. Use of this program will ensure an adequate pipeline for future mid-career and leadership positions.

Civil Service has been successful in maintaining a leadership cadre at SES and GS-15, GS-14 and GS-13 levels. This can be seen in the chart below:



Using USAID's *Performance Management Plan (PMP)*, the Agency also tracks the percentage of the Civil Service workforce in mid-career ranks.

USAID strives to create a cadre of managers who not only possess the necessary leadership and strategic skills, but also represent the diversity of the Agency and the nation. This is shown in USAID's workforce planning analytics, which track women and minorities in career ladders. Diversity and recruitment will be discussed further in the Talent Management section of this report.

In 2007, USAID activated the new LMS/virtual USAID University and has since upgraded it with competency management and succession planning functionalities. The new succession module provides detailed information on succession planning by organizing the skills and capabilities of employees from its online skills inventory. The module allows managers access to both high-level and specific information regarding current skills and the projection of skill 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. USAID is currently working towards testing and implementing the LMS Succession Module. The competency libraries needed to make the module fully functional will be finalized by FY10.

Using the competency management functionality of the LMS, USAID has defined technical competencies (with behavioral anchors) for three Mission Critical Occupations (MCOs): Contract Specialists, HR Specialists, and Information Technology (IT) Specialists. Once the competency definitions were loaded into LMS Competency Management Tool, employees and their supervisors carried out assessments using a five-point rating scale. The tool allows employees to rate themselves, and then requires the supervisor to verify or change the assessment. The supervisor then determines and certifies the final assessment. The tool generates reports that allow management to identify critical gaps for closure. While the tool has the leadership competency definitions loaded into it, the Agency's current plan is to load all core competencies (leadership, project management, communication skills etc.) before rating employees on them using the tool. Competency models will be completed for FS positions in FY10, remaining CS positions in FY11, and FSNs and US PSCs in FY13. In FY08, USAID developed a SOW for ongoing Competency Management support, and has recently acquired contractor support to continue defining competencies. USAID is also actively upgrading their LMS in order to support competency efforts. USAID developed a competency and skills inventory catalogue in order to support the validation, development, and population of a comprehensive and centralized on-line CMS.

On November 30, 2008, a USAID vendor will submit a Project Management Plan that will support OHR's department-wide competency development completion schedule. This schedule is linked to the Human Capital Strategic Plan FY 2009-2013 that requires all mission critical FS competency models be developed by Q1 2010 and all CS competency models be developed by Q1 2011. OHR created the following competency documents that Agency employees can access on the internal website:

- Competency Development at USAID
- Competency Proficiency Level Scale
- Competency Assessment User Guide

These documents form the foundation for future and ongoing change management activities in support of the overall competency initiative. Currently, OHR annually conducts Competency Assessments for the HR, Acquisitions and IT mission critical occupations.

USAID has ambitiously upgraded their LMS in initiating a Learning Content Management System (LCMS), greatly increasing the efficiency of training development and implementation. As USAID continues to integrate and introduce the new LMS, it is using a number of employees

trained against training targets as a surrogate for leadership competency closure. To close leadership competency gaps, USAID has developed a robust leadership development suite. USAID's leadership development suite comprises of the following three courses, and is now considered a best practice: Emerging Leadership Training, offered for one week at the Federal Executive Institute (FEI) with the CS target audience of GS 13-14 and its FS target audience of Foreign Service 2, 3, and 4; Leadership Program, offered for two weeks at FEI with the target audience of (CS) GS 15 and Foreign Service 1; Senior Executive Seminar, offered for two weeks at FEI, with the target audience of SES, Mission Directors, some deputy directors, and Senior Foreign Service. The number of USAID participants for each course is shown in the table below.

FY-08 Targets/Accomplishments

Course (# of Classes)	Target (Spaces Available)	# Trained
Emerging Leader Program (5)	160	159
Leadership Program (2)	60	62
Senior Executive Seminar (1)	30	20
Totals (8 classes planned)	250	241

The Targets/Accomplishments chart shows that even though USAID barely missed their target for total number of participants trained in 2008, they have greatly expanded the number trained from 2007 to 2008. The overwhelming success of proliferation techniques for the Leadership Development Suite is shown in the over 20.5% increase in participants from 2007 to 2008.

In terms of supervisory training, USAID is offering the following online trainings: Competencies for Tomorrow's Managers, and Rules and Tools of Federal Supervision. USAID is also offering the following instructor-led training courses: Supervision Seminar, and HR Management Workshop. The table below shows the total numbers of those trained in each course.

FY-08 Accomplishments

Course (# of Classes)	# Trained
Competencies for Tomorrow's Managers	232
Rules and Tools of Federal Supervision	33
Supervision Seminar	164
HR Management Workshop	24
Total:	453

USAID will continue to improve training offerings, focusing on the importance of not only FS leadership development, but also on ensuring CS has continuous leadership development opportunities. USAID is planning to standardize leadership training requirements for CS and FS from the years FY09 - FY13. USAID is also working towards the launch of a CS Senior Executive Service Development Program, focusing on the unique challenges CS leadership faces.

USAID had established a process to select participants for these leadership trainings. OHR publicizes course availability and interested candidates apply. Bureaus then review the applications and send OHR a prioritized list. Finally, an OHR panel selects the participants. This process allows for the creation of "wait lists" so in the event of a cancellation by a selectee, another applicant has the opportunity to fill the space.

Employee Satisfaction and Commitment

USAID understands that employee satisfaction supports retention, ultimately allowing for the development of leaders with Agency-specific knowledge. In the 2007 AES, 67.5% of staff surveyed responded favorably to a question pertaining to job satisfaction. An overwhelming amount of staff responders (81.7%) answered that they like the work they do, and 75% of staff responded positively when asked if the work gives them a feeling of personal accomplishment. This bodes well for retention efforts, and can also be a strong attractor for qualified staff, as many new hires cite results of these surveys as contributing to their decision to work for USAID.

Fostering a Culture of Continuous Learning

USAID is committed to providing effective education and appropriate training to ensure better individual and therefore organizational performance. USAID is increasing the proportion of competency linked training, utilizing solution analysis techniques to propose remedies for addressing knowledge gaps.

In order to ensure managers assess employees' development and training needs, USAID issued a new Agency Policy (ADS 458), making IDPs mandatory. IDPs are currently in place for all JOs and are emphasized in the New Entry Training. In addition, an LMS module enables employees to prepare and store Individual Development Plans (IDPs). The LMS will eventually enable employees to link these IDPs with relevant training courses, streamlining their ability to find and complete the necessary training. On an organizational level, these IDPs will be aggregated to inform training requirements, offerings, and budgets. USAID is well positioned to test the electronic IDP functionality of the LMS in FY09. Electronic IDPs will also be finalized for CS in FY10, and FS in FY11.

Promoting Knowledge Sharing Across the Agency

USAID is committed to using knowledge management strategies to promote Agency-wide information-sharing to ensure that field experiences and knowledge of development issues are retained. USAID's participation in the joint State-USAID Civil Service Mentoring Program continues to flourish. This one-year mentoring program is designed to help mentees develop in their careers as they draw on the advice and guidance of more experienced individuals. For the FY07-08 program (June 2007 -May 2008), participation more than doubled from the previous year: 25 USAID employees participated as mentors, and 32 employees were mentees. Also, over 20 employees worldwide signed up for situational mentoring, a short-term mentoring engagement used to teach a new skill or behavior. For the FY08-FY09 program, there are 17 mentors and 23 mentees. The number of mentees may have decreased due to the fact that individuals can only participate in the program once as a mentee. There are also currently 21 situational mentors including some formal mentors who agreed to participate in situational mentoring as well. Along with mentoring, USAID has also been promoting the use of shadowing strategies for employees close to retirement in order to exchange institutional knowledge. This strategy has been employed successfully over the past year.

USAID has initiated the "Knowledge Management" (KM) and IWCIO system, and has established a division (IWCIO/KM) responsible for the overall structural integrity and reliability of USAID's knowledge sources. This division aspires to be the central hub for locating, distributing, and distilling USAID's institutional knowledge. In order to meet this goal, USAID created a 2008-2010 Operational Plan aligned with the Agency's IT Strategic Plan, as well as a KM Results Framework, 2008 -2010. The USAID Library is now the comprehensive center for research and knowledge management activities. Within the library is a multimedia center that provides services and resources to supplement USAID training and staff development.

The table on the next page summarizes USAID's Knowledge Management activities and achievements for FY 2008.

Objective	Outputs	Accomplishments
Manage Agency records and documents electronically	<ul style="list-style-type: none"> ▪ Identify standardized business processes ▪ Put in place associated policies ▪ Design and implement supporting e-Records Management tools 	<ul style="list-style-type: none"> ▪ Created a collaboration space for KM Reference Group ▪ Developed metadata standards for USAID documents
Capture and manage institutional knowledge	<ul style="list-style-type: none"> ▪ Develop an Agency-wide KM design including business processes, policies and supporting management structure ▪ Implement tools to support KM efforts (e.g., the Expertise Locator System, wikis, and blogs) 	<ul style="list-style-type: none"> ▪ Created a collaboration space for incoming Junior Officers ▪ Established a Google Search Appliance for DEC PDFs ▪ Revised ADS 540, Development Experience Clearinghouse ▪ Established Federated search for KSC and external resources
Support the implementation of a Global Development Commons Portal	<ul style="list-style-type: none"> ▪ Design and plan for a platform to support the GDC ▪ Implement an Agency-wide “Smart Portal” 	<ul style="list-style-type: none"> ▪ Established a Google Search Appliance for USAID Intranet ▪ Developed inventory of USAID-funded websites

Not only has USAID completed initiatives to increase knowledge sharing across the agency, but has also engaged in streamlining and increasing the efficiency of these processes. USAID has completed an extensive initiative to load historical data into the LMS, providing online access to current student transcript records.

Effective Change Management

USAID knows that while improvement strategies are being revised, leaders need the proper skills to communicate these changes and priorities and effectively measure their progress. Leaders need to facilitate the adoption and integration of new policies, and reinforce employee commitment to the success of USAID’s mission. To support this need, USAID developed a change management strategy and training to promote greater use and reliance on the LMS. USAID has been communicating the existence of this training, which has fostered increased utilization. This, combined with OHR increasingly automating processes and functions, has contributed to increased usage of the LMS.

Modifications, Best Practices, and Lessons Learned

USAID assesses their success in leadership and knowledge management through surveys and audit activities such as the AES survey. The AES, and other USAID surveys, show areas for improvement and are used to direct future goals and policies of the Agency. Previous survey results, along with new strategic initiatives, have shown deficiencies and actions

needed to maintain optimal leadership knowledge management throughout the Agency. Examples of deficiencies and the actions taken are shown below.

- **Given the retirement rates of FS personnel, and the use of a rank-in-file system for advancement, USAID has been increasing the development and utilization of leadership training courses.** In the future, current JOs will advance and fill the gaps left by retiring middle and senior FS staff. In order to ensure that this pipeline and the current leadership cadre are qualified and capable to fulfill their duties, USAID has developed the Leadership Training Suite. USAID's outreach efforts to ensure that these courses are utilized were overwhelmingly successful, increasing the number of training recipients by 20.5% from last year.
- **To capture institutional and technical knowledge, as well as ensure a qualified and capable workforce, USAID has ambitiously sought to map competencies of Mission Critical Occupations (MCOs).** USAID has already written technical competencies for three MCOs: Contract Specialists, HR Specialists, and Information Technology Specialists. Competencies for all employee categories will be mapped to Individual Development Plans to ensure continual improvement of staff and that required staff capabilities are maintained after retirement of key personnel. To ensure the maintenance of leadership specific knowledge and abilities, USAID developed and has been implementing their extensive 2007-2012 Leadership Succession Plan.
- **USAID identified the opportunity for further automation of key OHR practices, creating goals and objectives to increase efficiency and effectiveness of processes.** USAID has been actively upgrading the LMS' functionality, incorporating the use of a 360-rater feedback tool, as well as a succession module. USAID will continue upgrading and increasing use of the system with the future rollout of the competency module to more occupational groups, as well as the implementation of the automated Individual Development Plan (IDP).

This page intentionally left blank.

C. Results-Oriented Performance Culture

HCAAF Definition

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

USAID's FY 2008 goals and actions for Results-Oriented Performance Culture are listed below, as well as in the table on the following page. As indicated in the legend below, text in parentheses cites corresponding Strategic Objectives or Proud-to-Be (PTB) elements/checkmarks. The completion status of each activity is detailed in the following table.

USAID Results-Oriented Performance Culture Goals for FY 2008

1. Ensure robust communication about Agency priorities
2. Continue to increase rating differentiation
3. Revise performance appraisal forms to address linkages and results
4. Enhance role of Appraisal Committees (AC)
5. Continuously align performance appraisal systems with USAID goals
6. Cover 70%+ of employees by performance management systems (PTB 5)
7. Implement and complete performance pilot (PTB 5)
8. Submit application for Full Certification of SES
9. Ensure aligned SES & managers performance plans aligned (PTB 5)
10. Obtain an 80 or above on the PAAT
11. Receive certification for FS
12. Continue to review and increase performance recognition initiatives
13. Implement systems to support and reward performance (SO 1)
14. Ensure performance culture promotes diversity (SO 4) (PTB 5)
15. Implement strategies to address workforce diversity (SO 4) (PTB 5)

USAID Results-Oriented Performance Culture Actions for FY 2008

1. Develop various communication venues to reach all Agency employees (SES, FS and CS)
2. Meaningfully differentiate between high and low performance (PTB 5)
3. Provide opportunities to educate staff on performance management/appraisals
4. Pursue corrective actions for improvement areas
5. Work with OPM to acquire certification of SES performance appraisal system
6. Ensure aligned SES plans (PTB 5)
7. Conduct PAAT for entire CS
8. Complete performance pilot (PTB 5)
9. Submit SES Full Certification package

10. Obtain union approval of changes to the Agency's CS performance management plan and continue action plan to revise CS performance system
11. Submit revised CS performance plan changes and obtained approval from OPM
12. Conduct briefing on FS performance appraisal system
13. Increase visibility of employee accomplishments
14. Review and streamline performance recognition processes (SO 1)
15. Continually improve pay-for-performance systems
16. Introduce personnel policies and systems that promote diversity (SO 4)
17. Communicate leadership commitment to diversity (SO 4) (PTB 5)
18. Demonstrate processes to sustain diversity through results and metrics

Legend: In the following table, text in (blue parentheses) cites a Strategic Objective. Text in (green parentheses) indicates that the goal or objective directly corresponds to PTB 5 or 6. Text in (red parentheses) indicates the status of the objective, with (C) designating "Completed," (I) designating "In Process," and (N) designating "Not Completed."

Results-Oriented Performance Culture

FY 08 Goals	FY 08 Actions	FY 08 Results Achieved	FY 09 Goals & Objectives
<p><i>Effective Communication:</i></p> <ul style="list-style-type: none"> Ensure robust communication about Agency priorities 	<ul style="list-style-type: none"> Develop various communication venues to reach all Agency employees (SES, FS and CS) (C) 	<ul style="list-style-type: none"> Circulated/delivered publications/events to communicate priorities Reinstated <i>FrontLines</i> Town Hall meeting with Administrator Fore 	<ul style="list-style-type: none"> Continue senior leadership commitment to communication Enhance communication around the performance appraisal systems
<p><i>Performance Appraisals:</i></p> <ul style="list-style-type: none"> Continue to increase rating differentiation Revise performance appraisal forms to address linkages and results Enhance role of Appraisal Committees (AC) Continuously align performance appraisal systems with USAID goals Cover 70%+ of employees by performance management systems (PTB 5) Implement and complete performance pilot (PTB 5) Submit application for Full Certification of SES Ensure aligned SES & managers performance plans aligned (PTB 5) Obtain an 80 or above on the PAAT Receive certification for FS 	<ul style="list-style-type: none"> Meaningfully differentiate between high and low performance (PTB 5) (I) Provide opportunities to educate staff on performance management/appraisals (C) Pursue corrective actions for improvement areas (C) Work with OPM to acquire certification of SES performance appraisal system (C) Ensure aligned SES plans (PTB 5) (C) Conduct PAAT for entire CS (C) Complete performance pilot (PTB 5) (C) Submit SES Full Certification package (C) Obtain union approval of changes to the Agency's CS performance management plan and continued action plan to revise CS performance system (C) Submit revised CS performance plan changes and obtained approval from OPM (C) Conduct briefing on FS performance management system (C) 	<ul style="list-style-type: none"> Improved distinctions in performance. Provided training to staff on performance management/appraisals 70% employees covered by performance management systems. Implemented and completed performance pilot Received provisional OPM certification on SES system 100 percent of SES performance plans were aligned Revised CS system Produced/submitted information required for the PAAT evaluation Received an 82 on the PAAT Presented FS system to OPM and received full certification 	<ul style="list-style-type: none"> Enhance existing performance appraisal systems Ensure that performance appraisals reflect performance Continue to ensure cascaded organizational objectives and meaningful, objectively verifiable measures. Obtain full certification for SES

<p><i>Awards and Recognition:</i></p> <ul style="list-style-type: none"> ▪ Continue to review and increase performance recognition initiatives ▪ Implement systems to support and reward performance (SO 1) 	<ul style="list-style-type: none"> ▪ Increase visibility of employee accomplishments (C) ▪ Review and streamline performance recognition processes (C) (SO 1) ▪ Continually improve pay-for-performance systems (I) 	<ul style="list-style-type: none"> ▪ Made available the first online publication of the Agency's Award Ceremony Booklet ▪ Implemented electronic system for nominating employees ▪ Increased SES pay-for-performance bonuses 	<ul style="list-style-type: none"> ▪ Establish and market an effective Incentive Awards Program that is inclusive of the non-monetary awards and recognition options ▪ Educate managers on Incentive Awards program and streamline the process ▪ Establish cash award funds for each organization and encourage better use of Special Act Awards program and Time Off Awards
<p><i>Effectively Managing Diversity:</i></p> <ul style="list-style-type: none"> ▪ Ensure performance culture promotes diversity (SO 4) (PTB 5) ▪ Implement strategies to address workforce diversity (SO 4) (PTB 5) 	<ul style="list-style-type: none"> ▪ Introduce personnel policies and systems that promote diversity (I) (SO 4) ▪ Communicate leadership commitment to diversity (C) (SO 4) (PTB 5) ▪ Demonstrate processes to sustain diversity through results and metrics (I) 	<ul style="list-style-type: none"> ▪ Mandated use of 360° Diversity Checklist in CS performance evaluations ▪ Developing an internal communication and outreach strategy for diversity and inclusiveness, including a new website ▪ Issued an Agency-wide notice on 2007 accomplishments and 2008 agenda ▪ Achieved green criteria on diversity scorecard 	<ul style="list-style-type: none"> ▪ Perform workforce demographic analysis ▪ Conduct diversity and inclusiveness survey ▪ Increase participation in mentoring programs ▪ Establish SES Candidate Development program ▪ Create internship program for people with disabilities ▪ Increase diversity of SES/SFS through targeted outreach for SMG for all affinity groups

USAID continues to be committed to sustaining and enhancing a diverse, focused, results-oriented, high-performing organizational culture. It recognizes that in order to do so, it must maintain and aggressively implement a management system that meaningfully differentiates between high, solid, and low levels of performance while linking individual, team, and unit performance to organizational goals and desired results.

A results-oriented performance culture is critical to successfully achieving the Agency's organizational goals and, ultimately, to fulfilling its mission as effectively and efficiently as possible. Recognizing that an effective communication system is essential to aligning Agency priorities, USAID resurrected *FrontLines*, a monthly newsletter which is distributed electronically and in print to all USAID employees, retirees, and some friends of USAID. Administrator Henrietta Fore has also proven senior leadership's commitment to effective communication through her clear and forward-looking speeches at various events including a USAID all-hands town hall meeting.

USAID has also made significant improvements in its performance management program in FY 2008. The Agency's performance management program, with performance appraisal systems for Civil Service (CS), Foreign Service (FS), and Senior Executive Service (SES), ensures cascaded organizational objectives and meaningful, objectively verifiable measures. In FY 2008, USAID revised its CS performance appraisal system, and greatly improved its PAAT score from 67 to 82. USAID also presented an overview of the *FS Performance Appraisal System* to OPM for the first time and received OPM's full certification. In addition, the Agency received provisional certification for the SES performance appraisal system, with clear and feasible areas for improvement for the coming year.

Verifying that the Agency's efforts to improve its performance management program have been successful, the results from the most recent USAID Human Capital Survey show that the percentage of employees who agreed with the statement, "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve" (33.14 percent) exceeded the percentage of employees who agreed in 2006 (32.1 percent) and in 2004 (27.9 percent). The trend is similar in the area of promotions; the percentage of employees who agreed with the statement in 2007 and 2006, "Promotions in my work unit are based on merit" (over 44 percent) exceeded the percentage of employees who agreed in 2004 (35.4 percent).

USAID continues to make great strides in creating a performance culture that supports diversity, as well as actively sustaining its diverse workforce. Through the actions of the Executive Diversity Council, as well as USAID as a whole, in FY 2008 the Agency

was very successful in communicating its accomplishments and goals in the area of diversity. USAID accomplished this through many initiatives, including creating a new communication and outreach strategy, mandating the use of a 360° Diversity Checklist, and requiring all new employees, managers, and supervisors to attend diversity awareness training.

Effective Communications

The results of the most recent Agency Human Capital survey demonstrate that USAID has been successful in communicating its goals and priorities throughout the Agency. In 2007, the percentage of employees who agreed with the statement, "Managers communicate the goals and priorities of the organization" (58.91 percent) exceeded the percentage of employees who agreed in 2006 (57.7 percent). The survey also shows that employees are not only receiving increased communication from their managers, but they are increasingly satisfied with the information they receive. In 2007, the percentage of employees who provided a positive response to the question, "How satisfied are you with the information you receive from management on what's going on in your organization" (48.26 percent) exceeded the percentage of employees who agreed in 2006 (47.9 percent).

It is clear that USAID's senior leaders understand that effective communication is imperative. In March 2008, Administrator Fore hosted an off-site retreat for USAID's Washington-based senior leadership. The purpose of the retreat was to finalize the mission and vision statements for the Agency, and identify the Agency's top priorities. In addition, Administrator Fore held a Worldwide Mission Director's Conference where she clearly defined her vision, expectations, and direction for 2008. The Administrator covered her expectations to support the Executive Diversity Council's efforts and addressed "the recent diversity survey's findings that Foreign Service Nationals see room for significant improvement in diversity and inclusiveness." In a speech at the Center for Global Development, Administrator Fore again promoted renewed emphasis on "training, core competencies, and diversity training, private sector alliances, and management training for all staff", an emphasis the Agency translated into a doubling of the overall training budget. Administrator Fore's commitment to training and to workforce revitalization have been evidenced by the Agency's plan to significantly increase FS recruitment in 2008 and beyond, through the Development Leadership Initiative (DLI).

Administrator Fore also takes direct communication with USAID employees very seriously. In July 2008, Administrator Fore held a USAID all-hands town hall meeting in the Ronald Reagan Building. Here, she congratulated the workforce for their accomplishments, explored major initiatives (including DLI and Global Development Commons), and took questions from USAID employees.

In addition to positive survey results and senior leadership commitment to communication, USAID has had many achievements in FY 2008 which have enhanced the Agency's performance culture and exemplified effective communication. Some of these achievements include the:

1. Completion of the Annual Financial Report for FY 2007 and Annual Performance Plan for 2009, issued in conjunction with the FY 2009 budget request to Congress (known as the Congressional Budget Justification (CBJ)).
2. Widespread dissemination of the newly established weekly Foreign Assistance Bulletin from DFA.
3. Promulgation of a communication strategy with regard to Agency transformation efforts.
4. Re-establishment of USAID *FrontLines*, the employee news publication of USAID. *FrontLines* features articles about the work that USAID is doing and the people who are doing it. It is produced monthly and distributed electronically and in print to every employee and retiree, as well as some friends of USAID.
5. Re-doubling of Agency efforts to communicate its goal of creating a more diverse workforce through recruitment, retention, and valuing and respecting all employees.
6. Institution and use of a Learning Management System (LMS), which facilitates the Agency's ability to identify and communicate competency needs and career development paths.
7. Enhancement of the USAID website, which broadcasts extensive information about USAID's vision, mission, initiatives, and priorities to the entire workforce. The *Strategic Plan* and all of its supporting documents are posted on the internet and intranet for ready access by employees, as are the accomplishments of the Agency's Diversity Council.
8. Consistent communication regarding the system enhancements of the Agency Performance Management and Rewards System, as well as more concrete performance expectations throughout all levels of the organization.
9. Brown bag discussions for SES employees, promoting executive excellence and accountability.
10. Continued administration of the USAID Human Capital Survey.
11. Distribution of the USAID Human Capital Survey Action Plan, which explains Human Capital challenges, actions, and accomplishments over FY 2008. The results of the USAID Human Capital Survey demonstrate the Agency is succeeding in communicating its objectives.
12. Creation and dissemination of the Agency's diversity strategy.

As evidenced by these significant achievements in FY 2008, USAID has made major advancements in the area of effective communication, but understands that there is more work to do over the next fiscal year as new endeavors are introduced. One particularly exciting initiative for the coming year involves working with Google to build a search engine which will search all USAID and all U.S. government funded development programs, allowing easier information access/retrieval for all employees and the development community.

Performance Appraisals

USAID recognizes that the skills of its employees determine how well the Agency performs its overall mission. Thus to help accomplish its mission, USAID has established a performance management program encompassing three major systems: CS, FS, and SES. USAID's performance management program continues to effectively differentiate on the basis of performance in compliance with Merit System Principle of fair and equitable treatment based purely on professional criteria. Further, USAID ensures that the Agency retains employees on the basis of their performance; corrects inadequate performance; provides equal pay for work of equal value; and recognizes excellence in performance.

USAID Human Capital Survey and Federal Human Capital Survey (FHCS) data indicate that employees agree that performance appraisals are fair and accurate. In 2007, over 75 percent of employees agreed with the statement, "My performance appraisal is a fair reflection of my performance." One of USAID's primary goals in this area was to establish a more marked distinction between levels of performance for all employees, and it has made significant improvements in this area. For example, Agency notices were sent to staff explaining that meaningful distinctions must be made between those with a record of truly outstanding performance and those who performed as expected. To measure progress on this goal, USAID added a new question to its 2007 Human Capital Survey and 64.2 percent of employees responded positively to the statement, "In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels." Also, in 2007, the 40.38 percent of employees who agreed with the statement, "In my work unit, difference in performance are recognized in a meaningful way" exceeded the 36.8 percent of employees who agreed in 2006.

In addition to positive survey data, USAID has made many recent accomplishments with the individual CS, FS, and SES performance appraisal systems (these systems are described in more detail below). These accomplishments are in part due to an increased emphasis in USAID on performance management. OHR established the Performance Management Branch, currently housed in a division headed by a GS-15

with specific performance management competencies. This division chief is supported by two recently hired GS-14's, each with extensive knowledge in the field of performance management (one is the Performance Management Branch). The centralization of the Performance Management Division allows for an increased and more focused emphasis on creating a results-oriented performance culture.

Significant FY 2008 accomplishments in each of the three performance appraisal systems include:

Civil Service

USAID uses the Performance Appraisal Assessment Tool (PAAT) to assess its CS performance appraisal system. After receiving an OPM score of 67 on the PAAT in 2007, USAID realized the need to improve its CS performance appraisal system and has made significant improvements over the past year. After improving its alignment, results-focus, and credible measures, the Agency received an OPM score of 82 on the 2008 PAAT and was recognized by OPM as a best practice.

In order to achieve this increased PAAT score, USAID made several enhancements to the Annual Evaluation Form (AEF) used for the CS performance evaluation. A selection of these enhancements includes:

- An Approving Official, who is ranked at a higher level than the Rating Official, has been added to the process
- The minimum appraisal period is now 90 days
- Raters of supervisors are to request all supervisors' subordinates complete the Diversity Checklist (which was updated in July 2007)
- The summary ratings have been changed to be consistent with the terms used in Part 5 of the Code of Federal Regulations (CFR) (e.g., "Excellent" is now "Exceeds Fully Successful"; "Effective" is now "Fully Successful"; and "Needs Improvement" is now "Minimally Successful")
- The section regarding Role in the Organization, Goal Alignment, and Concrete Results Performance Elements was divided into three parts in order to stress the importance of and facilitate the alignment of performance elements through the chain of command with organizational/Agency goals
- "Execution of Duties and Delivery of Assignments" was deemed a Critical Element in order to comply with OPM's requirement that all employees must have one results-focused critical element
- Performance standards are now written on the AEF, in addition to being verbally communicated to the employee
- A 10th performance element "Accountability" has been added for supervisors and managers

A third-party audit of sample appraisal plans and ratings for the entire CS workforce highlighted attributes of USAID's revised appraisal system. The audit confirmed that 98 percent of CS employee had performance plans that aligned with organizational goals. In addition, the audit verified that all employees have performance plans with critical elements and credible measures for performance. This was a resounding success for USAID and verified that it has made positive steps forward with its performance appraisal systems.

Foreign Service

In FY 2008, USAID presented the *USAID Foreign Service Performance Overview* to OPM for the first time. This presentation encompassed many of the elements that are covered by the PAAT, making them relevant for the FS. It provided a detailed snapshot of the FS/SFS performance appraisal system and provided a cross-walk between this system and the PAAT criteria, including: alignment, results-focused, balanced credible measures, distinctions in levels of performance, consequences, employee involvement, feedback, training, organizational assessment and guidance, and oversight and accountability. The FS performance appraisal system proved to be truly results-oriented because it ties directly to the mission, and decisions such as pay and tenure are all based on performance. OPM was very impressed by the presentation and gave FS performance appraisal system its full endorsement.

SES

USAID's SES performance appraisal system applies to all USAID SES employees serving under Career, Non-Career, Limited Term, and Limited Emergency Appointments, including those with the Office of the Inspector General (OIG). 100 percent of SES members and managers' performance plans were under an aligned performance appraisal system in FY 2008.

The Agency has focused on increasing and strengthening the credible measures contained in the executives' performance plans by incorporating recommendations provided by OPM. Furthermore, the appraisal form now contains a mandatory competency-based performance element which takes into account customer and stakeholder perspectives and feedback. A diversity checklist is also used by raters to solicit feedback from subordinates and address employee perspectives.

In FY 2008, OHR worked closely with the Performance Review Board (PRB) to achieve more measurable elements and improve alignment, stressing the need for meaningful distinction. The PRB worked with SES members on reviewing their individual plans and suggesting revisions. In addition, OHR shared the distribution of ratings with SES members in a concentrated effort to improve communication.

USAID's persistent emphasis on the responsibility of raters, the PRB, and the Administrator to draw meaningful distinctions has produced consistent overall performance rating differentiation. Rating distributions since 2005 (as both percentages and actual values) are illustrated in the tables below:

Final SES Ratings Distribution (Percentages)						
Year	Outstanding	Exceeds Full Successful	Fully Successful	Minimally Satisfactory	Unsatisfactory	Not Rated
2005	52.6%	31.6%	15.8%		-	-
2006	52.6%	36.8%			5.3%	5.3%
2007	54.5%	27.3%	9.1%		-	9.1%

Final SES Ratings Distribution (Actual Values)						
Year	Outstanding	Exceeds Full Successful	Fully Successful	Minimally Satisfactory	Unsatisfactory	Not Rated
2005	10	6	3		-	-
2006	10	7		-	1	1
2007	12	6	2	-	-	2

Meeting one of its goals for FY 2008, USAID worked very closely with OPM on the SES certification process and submitted the SES Full Certification Package to OPM. This package included copies of performance plans, information on rating distribution, correspondence, and guidance. USAID obtained provisional certification for FY 2008 and will focus on implementing OPM's recommended improvements in order to obtain full certification next year. These recommended improvements include:

1. Developing more specific evaluation criteria to help communicate and determine more meaningful performance distinctions in executives' performance;
2. Reviewing the performance measures and targets in SES performance plans to ensure that key performance measures are included;
3. Ensuring that measures and targets are rigorous, and encourage improvement over time; and
4. Improving communicating system results to executives.

Based on its significant improvements in FY 2008, OPM deemed USAID's performance management program a best practice and asked the Agency to produce a presentation for other agencies. USAID presented at the Performance Management Forum at OPM on

July 15, 2008, where the Agency described how it achieved performance culture checkmarks and scored an 82 on the PAAT, along with lessons learned from the process.

As USAID continues to revise its performance appraisal systems, communication of expectations will remain a hallmark of the process. In FY 2008, USAID provided significant communication and guidance around changes to its performance management program through various memos, emails, and reminders. It also updated the ADS 462 and the Employee Evaluation Guidebook (EEP), which provides guidance on the CS evaluation process. In addition, USAID developed performance management training for all managers and supervisors. Specifically, the training teaches managers and supervisors to cascade goals from USAID's mission down to each employee's performance plan. As USAID works towards its goal of continually enhancing its existing performance appraisal systems, communication will continue to be a marked area for improvement and will remain a priority.

Awards and Recognition

As USAID continues to improve its performance management program, it expects to see positive trends between performance and satisfaction with recognition programs, which ultimately helps the Agency succeed in accomplishing its mission. The results from the most recent USAID Human Capital Survey demonstrate that the percentage of employees who agreed with the statement in 2007, "How satisfied are you with the recognition you receive for doing a good job?" (54.7 percent) was consistent with the percentage of employees who agreed in 2006 (55.3 percent), and exceeded the percentage in 2004 (51.7 percent). USAID's changes to its performance recognition programs resulted in an increase in the percentage of employees who agreed with the statement "In my work unit, differences in performance are recognized in a meaningful way." The number who agreed in 2007 (40.4 percent) exceeded the percentage of those who agreed in 2006 (36.8 percent) and 2004 (35.2 percent), indicating that the Agency is succeeding in tightening the link between performance and meaningful recognition. These stronger links between recognition and performance directly lead to success in accomplishing USAID's mission.

The Agency believes that it can and should more effectively communicate the various types of recognition that are available, explain the purposes of each type of recognition, and highlight the budgetary considerations that should influence recognition nominations.

USAID formally recognizes achievement in several ways, and will present the following recognition awards during the 2008 Annual Awards Celebration: A Celebration of Excellence in December 2008. During this ceremony, USAID presents the following:

Presidential Distinguished Service Award, Presidential Meritorious Service Award, Service to America Medal Awards, Administrators' Distinguished Career Award, Outstanding Career Achievement Award, Administrator's implementation Award, Administrator's Management Improvement Award, C. Herbert Reese Memorial Award, George C. Marshall Award, Minority Serving Institutions Award, George Washington Carver Agricultural Excellence Group Award, The Global Development Alliance Excellence Award, The Global Development Alliance Leaders Award, Office of the Inspector General Achievement, and Foreign Service National of the Year Award, among many others.

New recognition awards for FY 2008 include: the Laura W. Bush Award for Excellence in the Advancement of Global Women's Equality, the Corbett M. Flannery Award for contributions in maintaining the safety and security of USAID personnel in areas that face daily security threats, the John L. Withers Memorial Award (for commitment to the promotion of universal human rights through reducing human suffering and saving lives), and the E2 Super User of the Month Special Recognition Award (that recognizes super users for their outstanding accomplishments and contributions to the E2 project success).

In January 2008, OHR announced the availability of the first online publication of the Agency's Award Ceremony Booklet, making it the fastest available and most-widely distributed USAID Awards Booklet in the Agency's history. This communication initiative provides the recipients of awards recognition and visibility throughout the organization and demonstrates the Agency's commitment to performance recognition. OHR received tremendous feedback on the overall presentation of the new and improved awards booklet, especially the beautifully crafted hard copies; the same visual quality was available in an on-line version. Also, OHR implemented a new electronic system for nominating employees for the Agency Incentive Awards program. This new system creates a faster and streamlined nomination process, which should encourage more employees to nominate colleagues for awards and recognition. These improvements have been great successes for the USAID recognition programs.

In addition to the specific recognition awards noted above, USAID has a robust Performance Cash Bonus program. All Bureaus and Offices receive and allocate a cash bonus pool. According to published guidelines, up to two-thirds of rated employees may receive a cash bonus for valuable performance based on employees' ratings of record. The value of bonuses awarded is greatest for the highest-achieving employees in each Bureau and Office.

In January 2008, Administrator Fore approved new pay-for-performance salary adjustments for the Agency's Senior Foreign Service (SFS) and SES. SFS and SES

employees were eligible for pay increases that ranged from 2.5 to 6.25 percent. As it has in prior years, USAID provided rating-based cash bonus awards for deserving senior executives covered by the SES performance appraisal system, and demonstrated that the Agency is succeeding in delivering greater recognition to its best performers. The SES pay-for-performance program provides for pay adjustments and cash bonuses as direct byproducts of performance. For example, in 2007, the Administrator approved SES bonuses of between \$9,000 and \$15,000 for the most highly ranked performers, with an average of \$11,083. The bonuses represent an increase from 2006, when the bonuses ranged between \$5,000 and \$10,000. By USAID policy, pay adjustments are discretionary and subject to available funding and approval by the Agency head. The SES program complies with, and functions within, carefully prescribed OPM regulations.

Effectively Managing Diversity

USAID 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; an environment where management practices are inclusive rather than exclusive and where differences are accepted and used to strengthen Agency performance.

The Diversity Council and the Agency have made significant strides in advancing the fourth Strategic Objective in the *Human Capital Strategic Plan FY 2004-FY 2008*, "Create a more diverse workforce by demonstrating leadership commitment to diversity; establishing personnel policies and systems that promote inclusiveness and equity; and recruiting and retaining a diverse workforce." With a 34 percent minority workforce, USAID is above the national civilian workforce average of 25 percent. The Agency also outranks the Federal Workforce (FWF) and the National Civilian Labor Force percentages overall. USAID is more diverse than the FWF in all categories except Hispanics and Native Americans.

Additionally, employee perceptions of an inclusive work environment are steadily increasing. Survey results indicate in 2007, the 72.8 percent percentage of employees who agreed with the statement, "Managers/supervisors/team leaders work well with employees of different backgrounds," was higher than the 72.1 percent who agreed in 2006 (and 2004 (69 percent). USAID's Diversity and Inclusiveness survey for 2007 also found that an overwhelming majority (85 percent) answered "yes" to the question, "In your view, does USAID value diversity?" a 12 percent jump from 2004 (73 percent). However, the percentage of employees who answered "Yes" to the question, "Does USAID demonstrate a commitment to achieving a diverse workforce" in 2007 (59

percent) remained similar to the percentage in 2004 (both approximately 60%) It is clear that the Agency has made significant strides toward ensuring that USAID remains a high-performing, results-oriented organization where top caliber people want to work. At the same time, work remains to be done to create and ensure a more diverse workforce.

The Agency's diversity strategy, as led by the *Diversity and Inclusiveness Action Agenda* and the *Outreach and Recruitment Strategic Action Plan*, has concrete timelines, action agents and performance measures, as well as processes for analysis and evaluation. However, it is also flexible, ensuring the Agency's diversity strategy is able to evolve in response to a constantly changing landscape. Successful implementation of the Agency's diversity strategy will ensure that USAID remains a high-performing results-oriented organization. To successfully engage in the ongoing war for talent, USAID understands that it must continue to offer a work environment that not only attracts the best and the brightest, but fosters their success. Through successful implementation of the Agency's diversity strategy, USAID is building on efforts to encourage a wide range of perspectives, thereby increasing creativity, ideas, and solutions through diversity.

The Executive Diversity Council continues to ensure the effective implementation of the annual *Diversity and Inclusiveness Action Agenda*, as well as USAID's *Outreach and Recruitment Strategic Action Plan*, ensuring that USAID recruits broadly, attracts a diverse applicant pool, utilizes the talents of the Agency's workforce, and has a process to sustain workforce diversity. The diversity of USAID's workforce, its increasing focus on employee perceptions, and its strategic plan on diversity outreach and recruitment, demonstrate the Agency's commitment and emphasis on sustaining a diverse workforce through results and metrics. The Agency and the Council's accomplishments are significant, including, among others:

- Issuing an Agency-wide notice on 2007 accomplishments and the 2008 agenda
- Developing an internal USAID Communication and Outreach Strategy for diversity and inclusiveness, including brochures, poster design, and an interactive website
- Presenting a "State of the Union" message on diversity and inclusiveness, discussing the strengths and weaknesses of the Agency's workforce demographics
- Mandating the use of a 360° Diversity Checklist Form in CS performance evaluations
- Executing Executive Diversity Council Speaker Series
- Developing a centrally managed internship program, which in addition to educational institutions nationwide, reaches out to minority-serving

institutions, such as the Hispanic Association of Colleges and Universities (HACU), Washington Internships for Native Students, Historically Black Colleges and Universities, and the Workforce Recruitment Program for Students with Disabilities

- Obtaining evidence of achieving of green on the Diversity Scorecard

As a result of USAID's significant advances in the area of diversity, in FY 2008 the Agency increased the budget for diversity training from the Office of Equal Employment Opportunity Programs and provided a series of diversity awareness and Equal Employment Opportunity (EEO) workshops to USAID managers, supervisors, and line staff. The workshops introduce conceptual frameworks for understanding diversity, as well as how it influences thinking and behaviors in the workplace. Going forward, all managers and supervisors will be required to complete the training, and will complete refresher training every two years. USAID has also worked to include Diversity Awareness Training within its New Entry Orientation (NEO) program.

In line with diversity recruitment efforts, USAID brought in 12 new diversity candidates in the fall through a new internship program. (For more on USAID's diversity recruitment and outreach initiatives, please see the Talent Management component of Section III).

The Agency will continue to sustain a diverse workforce by monitoring and continually strengthening EEO and diversity-enhancing policies and programs, while being in full compliance with EEO statutes, regulations, policies, and other written instructions.

Modifications, Best Practices, and Lessons Learned

USAID assesses their success in fostering a results-oriented performance culture through the use of the Performance Assessment and Appraisal Tool (PAAT) and the Federal Human Capital Survey (FHCS). Results from the PAAT and the FHCS have been used to craft the new performance management goals of USAID. Through use of these tools, USAID has identified deficiencies and actions needed to maintain a successful performance management system and ensure the continuation of a strong results-oriented performance culture. Examples of deficiencies and the actions taken are shown below.

- **Through the use of PAAT results, USAID identified areas for increased alignment of the performance appraisal system with USAID goals. To increase alignment, USAID revised the CS performance appraisal system. These revisions raised USAID's PAAT score from 67 to 82, and led to OPM naming USAID's system a best practice. In order to achieve this increased PAAT score, USAID made several enhancements to the Annual Evaluation Form (AEF) used for the CS performance evaluation. USAID also presented the FS's**

- performance appraisal system to OPM for the first time and received full certification. In the immediate future, USAID will focus on incorporating OPM's feedback on the SES performance appraisal system, including developing more specific evaluation and rigorous criteria and improving the communications of system results to executives.
- **Survey information has affirmed the success of USAID's diversity initiatives.** The new HCSP renews the Agency's commitment to continue accomplishing its diversity goals. The HCSP renews the Agency's commitment to a diverse workforce and a culture of inclusiveness by ensuring that USAID: demonstrates and models leadership commitment to diversity, retains and develops a diverse workforce, consistently recruits a diverse workforce, strengthens systems and tools that promote diversity, inclusiveness, transparency, and accountability.
 - **Previous survey results have shown the need to continue to review and increase performance recognition initiatives.** Therefore, the Agency has continued and increased initiatives to revamp and tighten the linkage between performance achievements and monetary and non-monetary recognition. The Agency has added to an already extensive list of formal recognition awards and widely publicized the names of award winners via the first online publication of the Agency's Award Ceremony Booklet. Moving forward, USAID will continue to use its performance management program to differentiate between levels of performance, hold employees accountable for results, and reward talent for performance that helps the Agency meet its goals. The new HCSP focuses on improving systems that support and reward performance by enhancing existing performance appraisal systems and by ensuring there are sufficient funds available for performance pay pools and awards, and strengthening the process for distributing awards.
 - **USAID has put significant effort and resources into the communication of its goals and priorities.** This includes the reinstatement of the newsletter *Frontlines*, a town hall meeting with Administrator Fore, distribution of memos, enhancement of the Website, and guidance regarding the performance management program. Communication will continue to be a priority in the future, as USAID knows that employees are more likely to remain with an organization that offers honest and open communication between leadership and staff.

This page intentionally left blank.

D. Talent Management

HCAAF Definition

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

USAID's FY 2008 goals and actions for Talent Management are listed below, as well as in the table on the following page, were selected to align human capital to the Agency's mission. As indicated in the legend below, text in parentheses cites corresponding Strategic Objectives or Proud-to-Be (PTB) elements/checkmarks. The completion status of each activity is detailed in the following table.

USAID Talent Management Goals for FY 2008

1. Identify and narrow skill gaps
2. Align staffing with USAID's evolving mission
3. Establish an integrated workforce planning capability (SO 2)
4. Improve HR processes (SO 5) and address findings from 2007 audit
5. Promote environment to make USAID employer of choice
6. Capitalize on available flexibilities and programs
7. Ensure workforce represents diversity of the nation (PTB 5)
8. Improve hiring (PTB 5)
9. Achieve Agency recruitment and deployment targets (SO 2b)
10. Recruit and retain a diverse (SO 1) and high-quality workforce (SO 1)

USAID Talent Management Actions for FY 2008

1. Continue identifying and narrowing skill gaps
2. Address findings from 2007 Audits
3. Continue strengthening OHR skills
4. Increase the number of OHR employees hired at the advanced and expert levels
5. Expand use of category ratings
6. Refine policies regarding retention incentive authorities
7. Continue to maximize work attractors
8. Implement recommendations from the Workforce Demographic Study
9. Increase diversity of USAID's Foreign and Civil Service applicant pools
10. Align SES recruiting with new structure policy and positions

Legend: In the following table, text in (blue parentheses) cites a Strategic Objective. Text in (green parentheses) indicates that the goal or objective directly corresponds to PTB 5 or 6. Text in (red parentheses) indicates the status of the objective, with (C) designating "Completed," (I) designating "In Process," and (N) designating "Not Completed."

This page intentionally left blank.

Talent Management

FY 08 Goals	FY 08 Actions	FY 08 Results Achieved	FY 09 Actions
<p><i>Recruitment:</i></p> <ul style="list-style-type: none"> ▪ Identify and narrow skill gaps ▪ Align staffing with evolving mission ▪ Establish an integrated workforce planning capability (SO 2) ▪ Improve HR processes (SO 5) ▪ Address findings from 2007 audit 	<ul style="list-style-type: none"> ▪ Continue identifying and narrowing skill gaps (C) ▪ Address findings from 2007 Audits (C) ▪ Continue strengthening OHR skills (I) ▪ Increase the number of OHR employees hired at the advanced and expert levels (C) 	<ul style="list-style-type: none"> ▪ Met LMS competency management targets and implemented the LMS competency module ▪ Increased mobility within the civil service ▪ Improved the time to hire for FS and CS ▪ Conducted review of workload drivers for Washington positions ▪ Added Strategic matrix to the CWPM to align staff with mission. ▪ Completed AVUEPAR implementation. ▪ Established hiring targets and recruited staff. ▪ Reestablished Junior Officer Program with two-year training positions overseas; and laid ground work for a robust language training 	<ul style="list-style-type: none"> ▪ Continue to strategically align staff with Agency priorities ▪ Maintain Agency right size through integrated workforce planning ▪ Align competencies with current and future USAID mission ▪ Ensure succession of requisite talent and effective leadership ▪ Provide first rate HR services and tools to support USAID's mission and increase efficiencies
<p><i>Recruitment Outreach:</i></p> <ul style="list-style-type: none"> ▪ Promote environment to make USAID employer of choice ▪ Capitalize on available flexibilities and programs ▪ Achieve Agency recruitment and deployment targets (SO 2) 	<ul style="list-style-type: none"> ▪ Expand use of category ratings (C) ▪ Refine policies regarding retention incentive authorities (C) ▪ Continue to maximize work attractors (I) ▪ Align SES recruiting with new structure policy and positions (C) 	<ul style="list-style-type: none"> ▪ Filled critical gaps using existing authorities. ▪ Improved supervisor-to-staff ratio. ▪ Identify and filled OHR competency and skill gaps ▪ Created a performance-oriented organizational culture in OHR and enable OHR to strengthen the overall performance culture in USAID ▪ Used Student Loan Repayment Program 	<ul style="list-style-type: none"> ▪ Increase staff mobility and readiness to rapidly meet emerging priorities ▪ Increase staff readiness state ▪ Maintain continuous, targeted recruitment ▪ Fully utilize policy flexibilities and incentives for CS and FS ▪ Continue to secure necessary funding for retention/recruitment incentives

<p><i>Diversity Outreach:</i></p> <ul style="list-style-type: none"> ▪ Improve hiring (PTB 5) ▪ Recruit and retain a diverse (PTB 5) (SO 1) and high-quality workforce (SO 1), in accordance with Merit System Principles (PTB 5) 	<ul style="list-style-type: none"> ▪ Implement recommendations from the WF Demographic Study (C) ▪ Increase diversity of USAID's Foreign and Civil Service applicant pools (PTB 5) (C) 	<ul style="list-style-type: none"> ▪ Increased diversity of applicant pools (this of course is ongoing) ▪ Attended targeted recruitment events and ensured hiring officials and managers accompanied recruiters to high potential events. ▪ Developed several recruitment aids such as thumb drives containing information on USAID. 	<ul style="list-style-type: none"> ▪ Ensure a diverse workforce and a culture of inclusiveness through recruitment outreach and continual development of staff ▪ Maintain effective recruitment outreach program
---	--	---	--

USAID uses its Workforce Planning Model to define the gap between its current and desired workforce. The Workforce Planning Model, in concert with attrition data and recruitment data, yields the gap analysis from which the agency constructs its hiring plans. Multiple authorities, programs, and mechanisms help USAID proactively fill this gap. A critical component of USAID's talent management efforts is a planning tool that integrates the Agency's workforce planning processes. USAID has conducted a comprehensive workforce analysis to match staffing levels with program demands, identify gaps in skills and staffing levels, and target strategies to close these gaps.

Development Leadership Initiative

The Development Leadership Initiative (or DLI) is a multi-year effort to rebuild the USAID workforce. It is aimed at increasing the size of USAID's overseas presence, will reverse the trend that has seen an erosion of the Agency's Foreign Service Officer cadre over recent decades, and will begin building a strong corps of professionals to meet the development challenges of the future. The DLI will bolster the national strategic goals of bringing peace, prosperity, and security to the developing world.

"This will begin the restoration of the technical expertise and the people USAID has been famous for. We need more USAID talent in the field, in more countries, to help build the capacity of people and institutions - and engage more broadly with development partners."

Remarks made by Administrator Henrietta H. Fore on the Development Leadership Initiative. The Center for Global Development, Washington, D.C. February 1, 2008.

Thus far, the initiative has been largely successful. In 2008 USAID created an implementation plan with a timeline for DLI. The agency accomplished the following milestones in 2008 that facilitate implementation of the DLI:

- M Bureau developed a flexible cost model that projects as the funding situation changes
- OHR has developed a plan that uses in-house staff and outsourcing for recruitment
- OHR has created position announcement for continuous recruitment beginning January 2008
- M Bureau and OHR have initiated procurement process for support contracts to enable a surge capacity for ramp-up in the areas of:
 - Mentoring
 - Language training
 - Coaching
- M Bureau developing a space plan to accommodate additional staff
- OHR and Security have been working to streamline the clearance process
- M Bureau has been working with Overseas Building Operations (OBO) to address impact of additional staff

- OHR & the Office of Development Partners (ODP) working on new Backstops (e.g. Global Alliance Officer)
- Mobilizing Bureau personnel for participation in selection and interview process
- Implementing expanded diversity recruitment and outreach action plan

As a result of these accomplishments, USAID hired 120 Foreign Service officers in FY 2008. Starting in November 2009, USAID will have an FS recruitment class every other month, which will result in 300 to 370 new hires in FY 2009, and up to 420 news hire per year in FY 2010, FY 2011, and FY 2012.

Recruitment

The *USAID Outreach and Recruitment Strategic Action Plan: 2007-2009* advances Strategic Objective 1.d: "Recruiting a high-quality workforce" as well as 1.b: "Achieving Agency recruitment and deployment targets." It identifies recruiting for shortage skill areas as a major challenge. Near-term solutions to recruit talent in these areas include the following: (1) utilizing consulting experts to clarify key schools for recruitment efforts, focusing especially on universities with greater diversity; (2) involving Washington-based USAID technical experts on recruitment trips; (3) leveraging the direct-hire authority for Civil Service Contract and Health Officers; (4) capitalizing on the resources of the U.S. military (retiring military, military leaving service, and military spouses with credentials needed in shortage occupations).

Vacancy Announcements

USAID has revised both its Civil Service and Foreign Service vacancy announcements using career patterns language, highlighting their mission. They are designed to attract a diverse, multi-skilled workforce for the 21st century. In FY 2008 USAID revised Mission Critical Occupation vacancy announcements using this career patterns language. USAID has also been working with Avue Digital Services (AVUE) to utilize career pattern icons.

Currently, 90 percent of USAID applicants apply for jobs through the Agency's website (<http://www.usaid.gov/careers/>). The Agency attributes this overwhelming majority to our branding efforts and recruitment outreach. Recently the agency updated their career services website with career patterns language regarding their mission. USAID also added a section titled, "Frequently Asked Questions." The agency also continued to review other possible enhancements that could be accomplished within the Agency's website rules and budget, such as a special webpage for acquisition specialists (contract officers).

Recruitment Outreach

USAID has a recruitment outreach strategy that targets organizations, educational institutions, and job fairs. In FY 2008 the Agency hired a second recruiter to help implement the recruitment outreach strategy.

Throughout the year USAID has been fully engaged in the following outreach strategies:

- Subject Matter Experts (SMEs) and senior employees now attend outreach/recruitment events. These events include the Chief Operation Officer's participation at the Blacks in Government (BIG) Conference, and the Administrator's participation in the League of United Latin American Citizens (LULAC) Convention. Other examples include the senior acquisition staff attending a Career Fair for People with Disabilities and military fairs.
- The Outreach calendar was posted on the website and available internally and to the public.
- The Career Builder and Facebook nation-wide campaign is up and running (received 50 applicants on the first day for contract specialist vacancy announcement).
- Federal Employment Workshops at local military institutions were added to the outreach calendar.
- Developed USAID branding materials including USAID Banner Stand displays, mouse pads, pens, lanyards, tote bags, promotional flash drives, tri-folds, and employment information sheets.
- Improved use of college career sites, e.g., Howard University, Georgetown, North Carolina A&T, and free job boards such as the Military Officers Association of America (MOAA).

In FY 2009 USAID will conduct a quarterly return on investment (ROI) analysis to gather information on where applicants hear about career opportunities in the Agency.

Diversity Outreach

As described in the 'Results-Oriented Performance Culture' section, the Executive Diversity Council continues to effectively implement the Agency's annual *Diversity and Inclusiveness Action Agenda*, as well as USAID's *Outreach and Recruitment Strategic Action Plan*. This will ensure that the Agency recruits broadly, attracts a diverse applicant pool, uses the talents of the Agency's workforce, and has a process to sustain workforce diversity.

Currently, the Agency's greatest challenge in the area of diversity is attracting, hiring, and retaining candidates in underrepresented populations. This includes Hispanic men and women, white women, Asian-American women, people with disabilities, and Native American men and women. The Agency has developed a mentoring program, established the Upward Mobility Program for underdeveloped employees, and has launched a Hispanic intern program (USAID has hired two interns referred by the Hispanic Association of Colleges and Universities). The agency has also developed an extensive diversity recruitment calendar.

Hiring Authorities

USAID fulfills its recruitment goals through the use of multiple programs and authorities, especially for priority talent areas. For example:

1. Intern Programs
2. Temporary appointment authority to hire retirees for short periods of time, recall retired Foreign Service staff, or use expert and consultant support
3. Foreign Service Limited (FSL) Appointment authority
4. Veteran-focused authorities

Temporary Appointment

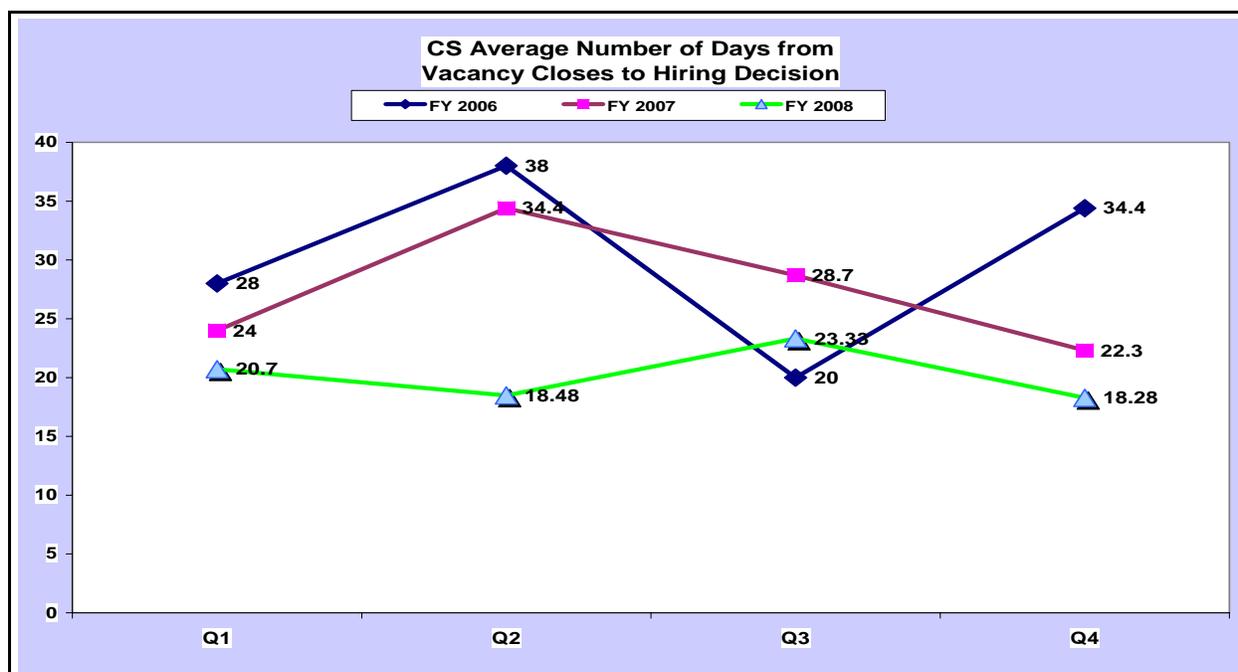
USAID has used temporary appointment authorities to hire retirees to fill some short-term knowledge gaps. USAID has also used temporary appointments for surge needs, including increased Security personnel to handle increases in FS recruitment over the next three years, and health care occupations to handle the President's Emergency Plan for AIDS Relief (PEPFAR) programs that have short term funding.

Other Appointment Authority

- The veteran-focused authorities, such as the term appointment non-competitive authority for veterans with a 30 percent or more disability.
- Foreign Service limited appointment authority (FSL authority) allows USAID to appoint mid- and senior level employees for up to five years (non-career).

Reduced Time to Hire

USAID has continuously made strides toward reducing time to hire for Civil Service employees. The agency's PTB V target was to achieve quarterly results of 34 days or less in FY 2008. USAID exceeded their target by establishing a time to hire of less than 26 days. The chart below captures this success.



USAID's PTB time to hire target for two mission critical occupations, Contract Specialists (Series 1102) and HR Specialists (Series 201), was 32 days or less for both Q1 and Q2 in FY 2008 and 31 days for both Q3 and Q4 in FY 2008. The agency surpassed their target for HR Specialist by over 10 days.

USAID met their FY 2008 target for Senior Executive recruitment. Most actions were completed within 45 days. The overall average time was 37.5 days.

In FY 2008, USAID reduced the time from vacancy closed to selection for Foreign Service, by:

- Conducting simultaneous selection/assessment panels for all backstops
- Increasing staff resources dedicated to administrative support of the examining functions (contractor staff used where appropriate to handle the administrative functions such as notifications, scheduling assessments, etc.)
- Paying travel costs for applicants to travel Washington for the assessment
- Reducing time from selection to entry in service by allowing junior officers to enter with temporary security clearances.
- Increasing diversity by outreach efforts (on average minorities represent 40% of current applicant pool)
- Interviewing five people for each slot available
- Implementing open continuous vacancy announcements to meet the new Foreign Service Officer targets

In FY 2008, USAID reviewed 3,025 Foreign Service applications, and conducted 600 interviews (assessment panels), selected 400 candidates and brought on board 120 JOs.

Automate the front-end of the recruitment process

USAID successfully completed the pilot of the Agency's tracking tool (AVUE PAR) in FY 2007. As of August 2008, the agency fully implemented the tracking tool. This tool includes organization and hierarchy structure validation, workflow, position description, and successful transmission to OHR to initiate the Civil Service vacancy announcement. AVUE PAR is designed to allow OHR staff and agency managers an automated way to initiate, transmit, track, manage, approve, administer and execute the complete range of personnel actions - not solely recruitment functions. Managers and staff working on a personnel action are able now to look up the current status, total cycle time, cycle time at different phases of the process, approvals and other similar action-specific information. Managers also have the capability to ask questions, request assistance and dialogue on-line with their OHR supporting professionals, administrative officers and senior approving managers.

USAID has continuously educated managers in the use of the automated recruitment tool. In 2008, the agency completed a series of seminars for managers on the use of the Agency's automated recruitment tool. Now that AVUE PAR (with the exception of the automatic feed) is operational for all offices/bureaus, USAID will use the tool-generated metrics (various baselines and targets) that will aid in identifying new opportunities for process improvements. This will result in expediting the front-end of recruitment and thus shorten the time it takes to replace staff for existing positions or acquire staff for new positions.

Retention and Work Attractors

USAID offers flextime, alternative work schedules, telecommuting and transit subsidy programs to Civil Service and Foreign Service employees. USAID also pays retention incentives to IT employees with certain skills. In FY 2008, USAID offered student loan repayment (SLRP). To receive these benefits, employees must meet the conditions of three eligibility areas: position eligibility (based on location of assignment or job specialty), loan eligibility, and personal eligibility. The following civil and foreign services employees are eligible for this program.

- Current direct-hire USAID CS employees in the Public Health GS-685 series at any grade level.
- Current direct hire USAID CS employees in the GS-1102 series who are Contract Specialists, Contracting Officers, and Procurement Analysts at grades GS-13 and below, or FS employees in Backstop 93 whose personal grade is FS-04 and below
- Direct-hire USAID employees who are currently serving in Iraq, Afghanistan, Pakistan, or the Sudan Field Office, or those who are assigned to these countries for one year, regardless of backstop or job series.

USAID plans on expanding the use of retention, relocation, and recruitment bonuses to targeted mission critical occupations in FY 2009. All are dependent on adequate funding.

As described in the 'Leadership and Knowledge Management' section, the agency also participates in an active mentoring program for junior and mid-level employees through a partnership with the Department of State.

OHR recently implemented the new Programming Foreign Assistance (PFA) course. The PFA course is 5-days and seeks to impart an overview of USAID business operations, programming policies, and practices. USAID has received very positive reviews of this course.

FY-08 Accomplishments

Course (# of Classes)	# Employees Trained
RRB Course	139
Overseas Course	379
Total:	518

USAID recently revamped their Junior FSO Training Program. The duration of training is approximately three years, with four to 12-months in Washington D.C. initially, and approximately 24-months of broad-based training through rotational assignments at an overseas Mission. FSOs are expected to work towards achieving the competencies of the technical position, which includes strong leadership and managerial skills, responsible stewardship, building public/private partnerships, language training and other valuable skills, as well. To support the development of professionals in this goal, traditional classroom learning and on-the-job training is supplemented by a library of over 7,000 e-learning courses. Each new FSO is paired with a coach who seeks to develop the skills and aptitude of our officers as well as to help them to learn the USAID culture both in Washington and abroad. FSOs must meet USAID foreign language tenuring requirements before departing for assignment overseas. Language training and testing is provided through the Foreign Service Institute.

JOs will be considered for graduation from the program at the end of their first overseas tour of duty (24 months overseas) or their three-year anniversary, whichever comes first.

Adjustments, Modifications, and Lessons Learned

The use of the Training Quality Assurance Council (TQAC) remains a USAID best practice. The TQAC works to ensure that the results of the Agency's accountability system are put into

action by helping to prioritize training needs necessary for closing competency gaps and enhancing performance. USAID reinstated the TOAC in order to bring continuity and consistency to trainings offered throughout the Agency. In the TOAC, senior management discusses training needs, manages quality assurance and facilitates the sharing of content in order to ensure maximum efficiency and applicability of all USAID training. OHR currently leads the TOAC initiative to provide the best quality training aligned with the mission and Agency. Recently, TOAC addressed the importance of backstop-based competencies and their links to training objectives. The TOAC has also approved several key OHR activities in conjunction with the Asia Bureau and distance learning approaches, as well as addressed issues of Junior Officer recruitment and training.

USAID's end-to-end hiring metrics also provided proof of the effectiveness of the accountability system. In the past, the time to hire was found to be too long. To improve this, OPM set a target of 34 days or less in 2008. USAID exceeded this target by achieving a time to hire of less than 26 days.

The Agency's accountability system led to new Human Capital initiatives in 2008. Some of these included:

- Conducted gap analyses for HR specialists
- Improved HR processes
- Capitalized on available hiring flexibilities and programs
- Recruited a diverse and high-quality workforce in accordance with Merit System Principles

With the Agency growing as fast as it is, OHR needed to streamline its processes to help with recruitment. OHR conducted a gap analysis for HR specialists, but now needs to refine and also conduct analyses for the rest of the OHR. 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), were offered to junior OHR staff in 2008 and will repeat in 2009.

In 2008, USAID began targeting key organizations, educational institutions and job fairs, as well as hired a new recruiter to facilitate the process. The increased number of vacancy announcements to fill empty positions and the greatly reduced time to hire proved the corrective actions to be effective. The front end of the recruitment process was automated, a step that greatly improved the speed of the recruitment process. The Agency also began leveraging hiring flexibilities such as reemploying annuitants to provide mission critical knowledge and using other temporary hires to fill immediate needs. This was particularly useful for surge needs, such as health care professionals, that will help with programs that are lacking funds.

The Agency emphasized outreach to organizations to aid in the recruitment of a diverse workforce. While the Agency was deficient in the past in its percentage of diverse workforce, the Agency's annual *Diversity and Inclusiveness Action Agenda*, as well as USAID's *Outreach and Recruitment Strategic Action Plan* ensured that the Agency recruited broadly and attracted a diverse applicant pool.

This page intentionally left blank.

E. Accountability

HCAAF Definition

Agency human capital management decisions are guided by a data-driven, results-oriented planning and accountability system. Results of the agency accountability system must inform the development of the human capital goals and objectives, in conjunction with strategic planning and performance budgets. Effective application of the accountability system contributes to agencies' practice of effective human capital management in accordance with the merit system principles and in compliance with Federal laws, rules, and regulations.

USAID's FY 2008 goals and actions for Accountability listed below, as well as in the table on the following page, were selected to align human capital to the Agency's mission. As indicated in the legend below, text in parentheses cites corresponding Strategic Objectives or Proud-to-Be (PTB) elements/checkmarks. The completion status of each activity is detailed in the following table.

USAID Accountability Goals for FY 2008

1. Conduct three audits (Delegated Examining (DE), Merit Staffing, Leadership/Knowledge Management) (SO 5)
2. Conduct PAAT to certify to OPM that 70%+ performance appraisals are in alignment
3. Further assess effectiveness of OHR processes, structures, and procedures (SO 5)
4. Continue to implement Accountability Plan (PTB 5/6)
5. Improve self-audit capacity to drive continuous improvement (PTB 5/6) (SO 5)
6. Analyze OHR Staff competencies for remaining HR skills categories (PTB 6) (SO 5)
7. Enable All USDH to access their e-OPF (SO 5)
8. Address OHR Line of Business (LOB), begin process of assessing, defining and selecting service center (PTB 6) (SO 5)
9. Add additional metrics to the PMP
10. Maintain improvements in CHCO Survey results (SO 5)
11. Prepare for OPM retirement system modernization

USAID Accountability Actions for FY 2008

1. Created new PMP (PTB 6)
2. Analyzed and use results of PMP
3. Conducted self-audits of Civil Service, DE, and Leadership/Knowledge Management
4. Conducted PAAT
5. Enhanced OHR ability to conduct auditing activities (PTB 5/6)
6. Use findings from FY 2007 audits to drive improvement (PTB 5/6)
7. Pursue corrective actions in response to findings (PTB 5/6)

8. Modernize personnel actions to increase OHR accountability and efficiency through better analysis
9. OPM cancelled Retire EZ contract
10. Deploy e-OPFs to all USDH
11. Meet CIO project requirements
12. Provide contribution to OHR lines of Business
13. Implemented AVUE PAR
14. Expand use of LMS

Legend: In the following table, text in (blue parentheses) cites a Strategic Objective. Text in (green parentheses) indicates that the goal or objective directly corresponds to PTB 5 or 6. Text in (red parentheses) indicates the status of the objective, with (C) designating "Completed," (I) designating "In Process," and (N) designating "Not Completed."

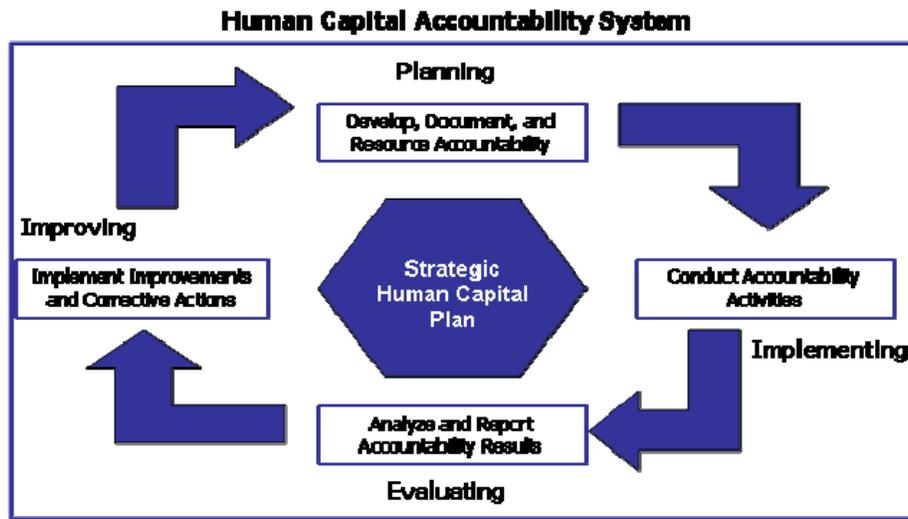
Accountability			
FY 08 Goals	FY 08 Actions	FY 08 Results Achieved	FY 09 Goals & Actions
<p><i>Audit & Evaluation Activities:</i></p> <ul style="list-style-type: none"> ▪ Add additional metrics to the PMP to reflect areas identified as key to performance improvement ▪ Demonstrate capacity to self audit by conducting 3 audits (DE/Merit Staffing, Leadership/Knowledge Management) (SO 5) ▪ CS PAAT to certify to OPM that 70%+ of performance appraisals are in alignment ▪ Further assess effectiveness of OHR processes, structures, and procedures (SO 5) ▪ Continue to implement Accountability Plan (PTB 5/6) ▪ Improve self-audit capacity to drive continuous improvement (PTB 5/6) (SO 5) 	<ul style="list-style-type: none"> ▪ Create new PMP (PTB 5/6) (C) ▪ Analyze and use results of PMP (I) ▪ Conduct self-audit of Civil Service (merit staffing) (C) ▪ Conduct self-audit of Leadership and Knowledge Management (C) ▪ Conduct Delegated Examining audit (C) ▪ Conduct PAAT (C) ▪ Conduct OHR Top-to-Bottom Review ▪ Use findings from FY 2007 audits to drive improvement (PTB 5/6) (C) ▪ Pursue corrective actions in response to findings (PTB 5/6) (C) 	<ul style="list-style-type: none"> ▪ Used PMP results to inform programmatic decisions ▪ Conducted self-audit of Civil Service merit staffing, Delegated Examining and Leadership & Knowledge Management; and identified improvements ▪ Submitted CS PAAT for OPM evaluation ▪ Received a score of 82 out of 100 on PAAT evaluation ▪ Restructured OHR and made process improvements as part of Top to Bottom Review ▪ Increased OHR capacity to do self-audits by hiring a HC Program Compliance and Accountability Lead (GS-14), and conducting 3 self-audits ▪ Pursued corrective actions such as training, quality-control process, vacancy announcements ▪ Submitted the FY 2007 HCMR 	<ul style="list-style-type: none"> ▪ Continue to establish an OHR culture of continuous process improvement ▪ Continue to improve self-audit and evaluation capacity to drive continuous improvement ▪ Conduct audits and evaluations according to schedule (FS Recruitment and L&KM follow -up and CS Performance Mgt) ▪ Submit FY 2008 HCMR ▪ Update PMP quarterly ▪ Post updates of PMP on internal website
<p><i>Increased OHR Capacity:</i></p> <ul style="list-style-type: none"> ▪ Analyze OHR Staff competencies for remaining HR skills categories (PTB 6) (SO 5) ▪ Maintain improvements in CHCO Survey results (SO 5) ▪ Prepare for OPM retirement system modernization 	<ul style="list-style-type: none"> ▪ Enhanced OHR ability to conduct auditing activities (PTB 5/6) (I) ▪ Institute a shadowing program (I) ▪ OPM cancelled Retire EZ contract 	<ul style="list-style-type: none"> ▪ Developed a training plan to build audit capacity of OHR staff ▪ Analyzed OHR competencies and developed plan to close gaps ▪ OHR serves as consultants and business partners ▪ Courses provided to junior OHR staff to build capacity ▪ Shadowing program developed 	<ul style="list-style-type: none"> ▪ Evaluate effectiveness of recruitment efforts ▪ 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 (i.e., End to End Hiring Initiative). ▪ Establish a hiring contract as necessary to perform administrative and logistical tasks involved in the increased FS hiring and on boarding process.

<p><i>Modernized Business Processes:</i></p> <ul style="list-style-type: none"> ▪ Enable all USDH to access their e-OPF (SO 5) ▪ Address OHR LOB, begin process of assessing, defining and selecting service center (PTB 6) (SO 5) 	<ul style="list-style-type: none"> ▪ Deploy e-OPF to all USDH (C) ▪ Meet CIO project requirements (I) ▪ Provide contribution to OHR Lines of Business (I) ▪ Implement AVUE PAR to ensure timely completion of actions (C) ▪ Expand use of LMS, including adding competency definitions and becoming a central location for training information (C) 	<ul style="list-style-type: none"> ▪ Completed the implementation of e-OPFs ▪ Implemented AVUE PAR ▪ IT competencies defined ▪ IT competencies added to LMS ▪ LMS 360 Multi-Rater Feedback for SMG assignment process up and running ▪ HR, IT and Contract Specialist competency assessments conducted using LMS tool. 	<ul style="list-style-type: none"> ▪ Finalize Electronic IDPs for 70% of CS and FS employees ▪ Conduct competency assessments and report results for four additional occupational groups ▪ Create and maintain a tracking system of recruitment activities and analyze efforts for effectiveness and barrier to equality of opportunity ▪ Deploy all functions of the AVUE system related to classification and staffing ▪ Implement new components of OPM's e-OPF project as appropriate.
--	--	--	---

USAID's Human Capital Accountability System provides consistent means to monitor and analyze agency performance on all aspects of Human Capital Management policies, programs and activities, by identifying and monitoring necessary improvements. The Agency's system of accountability meets OPM's requirements for a sound human capital accountability system. Agency executives, line managers and OHR officials share the responsibility and dedication to maintaining and updating the system.

The USAID Accountability System

USAID established a formal Human Capital (HC) Accountability System to ensure that USAID's human capital policies, programs, and practices support mission accomplishment. A second purpose of the HC Accountability System is to ensure that Human Capital and Human Resource Management (HRM) programs and practices are efficient, effective, and merit based. The third and final purpose is to ensure that OHR authorities capitalize on available HR tools and flexibilities.



Each phase of the Accountability System has different stakeholders who are responsible for different roles and responsibilities. The planning phase involves the Administrator who is responsible for the overarching management of strategic human capital planning. The other players involved in planning include the Director of Human Resources (and Chief Human Capital Officer) who develops the Human Capital Strategic Plan, Workforce Plan, and provides guidance and ensures resources for HC results; the Office of the General Counsel; the OHR/PPIM leads and OHR division chiefs and senior advisors; the HC Accountability Program manager; the Bureau and Independent Office of Senior Management; and the HC Program Compliance and Accountability Lead.

The implementation phase engages the HC Accountability Program Manager who oversees the Accountability System and ensures goals are being met; the OHR Division Chiefs and Senior Advisors that execute workforce planning and collaborate with USAID managers and supervisors; the Bureau of Independent Office Senior managers and Lead AMS that ensure mission results are being produced efficiently and within merit system principles, as well as implement HC goals and strategies; and the HC Program Compliance and Accountability Lead that oversees annual audits, ensures audit reports are prepared and helps coordinate the annual surveys.

For evaluation of the HC Accountability System, the Director of Human Resources (and Chief Human Capital Officer) communicates the program and approve the annual accountability report. The HC Accountability Program Manager assesses the progress of the HC strategies and Workforce Plan, while the OHR Division Chiefs and Senior Advisors monitor performance and develop the annual HC program assessment report and the Bureau/Independent Office Senior Management and AMS Lead assess, implement, and report findings from the compliance audit report. The HC Program Compliance and Accountability Lead coordinates the audit reports and assists in drafting the final HC Accountability Report. The players for the continuous improvement of the HC Accountability System are the same as those in the planning phase. In this stage, OHR implements improvements and takes all correction actions.

In 2008, after meeting all goals from the previous HCSP, USAID created a new HCSP FY 2009-2013, the center of the Accountability System, this HCSP has five strategic objectives that are broken down into intermediate results. This new plan demonstrates that we have institutionalized HCAAF and all strategic objectives link directly to the HCAAF areas (as is explicitly stated in the plan's Addendum B, a crosswalk between the HCSP and the HCAAF standards). Integrating HCAAF has helped us provide a roadmap for results with a more united focus to support increased growth and offer clear direction for future needs, and has been essential for the recruitment, development and retention of staff. While the Strategic Alignment section of this report goes into more detail on the new HCSP, the entire plan encompasses the Agency's accountability for its actions. In addition, certain sections and goals are specific to accountability actions. These include:

- Create new Performance Management Plan (PMP)
- Deploy all functions of the AVUE system related to classification and staffing
- Implement new components of OPM's e-OPF project
- Further establish OHR's role as a consultant and strategic partner
- Establish a culture of continuous process improvement via annual evaluation activities, implementation of new technologies, and establishment of process metrics and surveys

- 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

The USAID *HC Accountability Plan* addresses the second phase of the accountability process: implementation. The *Accountability Plan* has two components, the *Program Management Plan* (PMP) and the *Program Compliance and Assessment Plan* (PCAP). The PMP is also included as part of the *Human Capital Strategic Plan*, as its purpose is to evaluate the execution of the plan’s Strategic Objectives (SOs). The *PCAP* assesses the compliance, effectiveness, and efficiency of the Agency’s HC/HRM operations, programs, and policies, as well as their compliance with applicable laws, rules, and regulations, all following the hierarchy of accountability depicted below.



The *HC Accountability Plan*, by encompassing the two components mentioned above, is structured around OPM’s Human Capital Assessment and Accountability Framework (HCAAF) implementation drivers: Talent Management, Results-Oriented Performance Culture, and Leadership and Knowledge Management. The OHR/PPIM/PP, Senior Advisor for Workforce Planning, serves as the HC Accountability Program Manager. In this capacity, the Senior Advisor is responsible for managing and overseeing the HC Accountability System and its *HC Accountability Plan*.

The Performance Management Plan (PMP)

The *Performance Management Plan* (PMP) section of the *HC Accountability Plan* measures how well USAID meets the SOs of the *Human Capital Strategic Plan* and emanates from the need to make data-informed decisions about human resource management.

In 2008, the Agency introduced a new and improved PMP with the USAID *Human Capital Strategic Plan FY 2009 - FY 2011*. We believe that the new indicator reference

sheets that accompany the plan will serve as a best practice in the future. While it is still organized by SO and includes a separate Performance Indicator Reference Sheet for each indicator, the new PMP streamlines the information, as shown in the sample on the following page. The PMP also includes additional metrics to reflect areas identified as key to performance improvement. Some of these new metrics include whether or not the OMB budget submission was based on the output of the Workforce Plan, the percentage of retirement eligible positions engaging in the shadowing strategy and knowledge capture initiatives, the number of formal partnerships with minority serving institutions and minority targeted institutions, and the return on investments for recruitment outreach.

OHR uses Performance Indicator Reference Sheets to define its measures and targets in order to validate the results of implementation efforts. For each SO, the PMP establishes measures/metrics, explains their purpose, and identifies timelines and methods for collecting data, such as survey data. The PMP also defines:

- Who is responsible for collecting the data
- How progress is tracked, per a set schedule
- Key measures and targets
- Baseline data (when available)
- Additional notes

One indicator reference sheet from the PMP is provided on the following page for illustrative purposes.

Intermediate Result 2: Competencies aligned with current and future USAID mission					
HCAAF: Strategic alignment, Talent management					
GOAL 1.2.1			PERFORMANCE MONITORING		
Increase the percent of GS-15 and below employees with performance plans that link to agency missions, goals and outcomes			Percent of CS employees whose appraisal plans show how individual and unit performance can contribute to overall organizational goals, .i.e., plans linked to organizational goals Baseline: 66% (2008) Assessment Schedule: Annually		
ACCOUNTABILITY					
			CY	Target	Actual Result
Office	Individual Accountable	POC	2009	75%	
			2010	80%	
OHR/ELR	Agnes D'Alessandro	Melissa Jackson	2011	85%	
			2012	90%	
			2013	100%	
NOTES					
ELR will conduct certification after plans put in place around April annually.					
LAST UPDATED ON:					

OHR management tracks and updates the PMP quarterly in order to monitor progress towards goals and maximize the value of the PMP for decision making. OHR will also post the updated PMP on the USAID intranet site. 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.

Although OHR will review the PMP 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, OHR is considering doing formally updates 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.

The Program Compliance and Assessment Plan (PCAP)

As mentioned above, the PCAP monitors and assesses the effectiveness, efficiency, and legal compliance of the Agency's human capital and HCM programs, processes, procedures, and policies. The PCAP assesses compliance through programmatic and transactional audits, workforce surveys, data trend analyses, and metric/measures. Specifically, the PCAP activities are designed to measure:

- Compliance with Merit System Principles and other applicable laws, rules, regulations, and procedures, including USAID's policies and procedures;
- Strategic alignment of HRM goals and objectives to the Agency's mission;
- Program effectiveness, i.e., the extent to which programs achieve desired results/outcomes;
- Operational efficiency, i.e., the degree of efficiency in HRM service delivery.

These audits and reviews are organized into a multi-year (three to five year) audit/review schedule, which HR/PPIM/PP constructs and manages. HR/PPIM/PP updates the PCAP to reflect any changes resulting from audit findings or changes in operations; the last update occurred this past year, in May 2008.

The audit process consists of four major activities: (1) Advance review of information/data; (2) Onsite review; (3) Post-site visit report writing; and (4) Monitor and follow-up on corrective/improvement actions. Each activity encompasses a range of actions to assess the effectiveness of program operations, including a review of personnel transactions and supporting documentation; structured interviews (group and individual) with managers, supervisors, employees and OHR staff; customer

surveys; and data analysis of program indicators. The minimum time period reviewed is one year.

USAID Audit and Evaluation Activities

The following information summarizes the findings and results of USAID **audit and evaluation** activities, as well as planned follow-up activities that make certain corrective actions are implemented. These audits, as part of the Agency's accountability system, regularly evaluate many of the human capital programs and operations. All audit reports are provided to the DAA/OHR (CHCO) and Deputy CHCO who discuss weaknesses and deficiencies with others in senior management and decide on necessary next steps. These steps include such things as temporary or permanent suspension of delegated authorities or the establishment of new training and development programs.

The Agency conducted its first Human Capital (HC)/HRM self-audit in FY 2007 in compliance with USAID's Human Capital Accountability Implementation Schedule and as required under the HCAAF and the Agency's Accountability policy. Again in FY 2008, USAID completed a three self-audits: Civil Service Merit Staffing, Delegated Examining (DE) Operations, and Leadership and Knowledge Management (LKM). The Agency conducted on-site portions of the Civil Service Merit Staffing audit and the DE Operations Audit at the Agency's headquarters during the week May 12, 2008, while the LKM System Audit took place the week of June 24, 2008. The audits ensure that the Agency is operating efficiently, effectively, and in compliance with rules and regulations, including Merit System Principles.

The audit/evaluation team evaluated merit staffing program's effectiveness, operational efficiency, and legal and regulatory compliance in the FY 2008 Civil Service Merit Staffing Audit. The audit methodology included a review of a selected sample (50 percent) of merit staffing actions, which were processed from April 1, 2007 to March 31, 2008, as well as interviews with OHR officials and staff, selected employees, Administrative Management Staff heads, and managers. In addition, the audit teams reviewed relevant data from the Chief Human Capital Management Satisfaction Survey and Federal Human Capital Survey.

USAID's DE Operations Audit reviewed approximately 100 percent of DE actions from April 1, 2007 to March 31, 2008. In reviewing personnel actions and associated records, the audit team had access to e-OPF and AVUE. The team also reviewed data from the Chief Human Capital Management Satisfaction Survey and the 2007 Agency Human Capital Survey, as well as held interviews and reviewed the 2007 audit recommendations.

For both the Civil Service Merit Staffing and DE Operations audits, the **overall assessment results** were significantly improved from last year, though remained yellow: Needs Improvement. The 2008 audits showed no regulatory violations, but found some coding errors and other inaccuracies related to misinterpretation or lack of good/written procedures. Some examples included a lack of quality control that led to incorrect codes, missing remarks, and inconsistencies arising from determinations being made by several people without higher management review, level, as well as missing supporting documents and weaknesses in programs such as HR specialist rotations and the on-boarding process. The strengths that appeared during the audits included:

- Staffing Specialists playing the role as consultant, partnering with clients to attract, recruit, and retain a workforce that meets the Agency's goals and objectives;
- Recruitment activities used appropriate sources;
- The HR Specialists conducting competitive examining are DE certified from OPM and registered in the Delegated Examining Information System (DEIS);
- Accurate qualification analysis and determinations of candidates meeting qualifications; and
- More structured procedures for reducing time to hire, achieving 22 days as opposed to OPM's model of 45

Due to these extraordinary accomplishments and improvements, as well as the lack of regulatory violations, the next Civil Service Merit Staffing audit will not take place until FY 2010. The next DE Operations Audit is scheduled for FY 2010 as well, as part of the next regularly scheduled time per the Implementation Schedule.

The FY 2008 Merit Staffing and DE Operations audits triggered multiple **corrective actions and improvement efforts**. These included the Program Oversight branch providing a quarterly report to the Deputy Director showing a review of BUS, FLSA, and Supervisory codes; monitoring the use of compensation incentives and flexibilities to ensure conformance to requirements and provide a report to OHR Deputy Director; partnering with AVUE Digital Services to improve vacancy announcements and use more descriptive Basis of Rating; providing additional training sessions for OHR staff concentrating on these areas, merit system principles, laws, and regulations; and submit accurate and timely quarterly workload reports via OPM's DEIS.

USAID's audit team also reviewed the Leadership and Knowledge Management (LKM) system. The LKM system focuses on identifying and addressing agency leadership competencies, ensuring that knowledge is shared across the organization, and promoting an environment of continuous learning. The audit team not only reviewed the program, but also conducted interviews with the OHR/TE staff, agency heads, and

managers. They also examined the 2006 LKM audit and the 2007 Agency and 2006 government-wide Human Capital Surveys.

The overall assessment based on the audit team's work was yellow: Needs Improvement. The audit indicated that only some improvement had been made since 2006 and deficiencies still existed. These include a lack of both a corporate strategic training vision and plan to meet the Agency's current future training/development needs, and direction and slowness in rolling out the Competency Management Module and Succession Planning module of the LMS. The Agency will conduct a follow-up audit in FY 2009 to review the issues mentioned above, but due to USAID's successes with the Leadership and Knowledge Management System, will not need to complete another full external audit of the LKM system until FY 2011.

As with the other audits completed, strengths were noted, as well as a number of suggested corrective actions. Strengths included, but are not limited to: compliance with mandatory training requirements of the Ethics in Government Act; the Development Leadership Initiative as one of the Agency's top priorities; getting a number of LMS functions up and running; and defined technical competencies for three MCOs.

OHR is fully committed to accomplishing expeditiously the corrective actions identified and necessary to help achieve a green score on the FY 2009 follow-up audit/evaluation. This includes creating a 5-year corporate strategic training plan, a strategy to aggressively roll out competency management and succession planning tool in the LMS, and better marketing of the LMS, and IDP Tool in the LMS that will allow employees to better set and monitor career goals.

In addition to the three audits cited above, a number of other accountability actions took place in FY 2008. The following table provides a detailed Human Capital Accountability Implementation Schedule and identifies, on a quarterly basis, the activities and completion dates associated with each accountability measure. This schedule serves as a "checklist" for ensuring that the USAID accountability system is governed by a systematic, integrated process. The tables illustrate that USAID is implementing multiple, simultaneous accountability activities. Each requires a process of data gathering, analysis, generation of key findings, and defining and implementing improvements.

FY 2008 Accountability Implementation Schedule

HC IMPLEMENTATION SYSTEM: TALENT					
Measure*	Accountability Activities	Q1	Q2	Q3	Q4
Organization					
Competency Gaps Closed for Mission Critical Occupations	Analyze mission-critical skill and competency gaps data (from Workforce Planning Model and Learning Management System (Indicators S.O. 2.4 & S.O. 5.7))		X		
	Develop/finalize methodology for Talent program audit/assessment/review		X		
	Conduct on-site audit			X	
	Analyze data and report results				X
	Take corrective actions as required				X
Employee Perspective					
Questions from Annual Employee Survey about Organizational Capacity	Send USAID survey data to OPM	X			
	Administer survey				
	Analyze data and report results (indicator S.O. 5.1)		X		
	Analyze data from USAID survey		X		
	Develop/finalize methodology for Talent program audit/assessment/review		X		
	Conduct on-site audit			X	
	Analyze data and report results				X
Take corrective actions as required				X	
Employee Perspective					
Questions from Annual Employee Survey about Employee Satisfaction	Provide USAID survey data to OPM	X			
	Administer survey				
	Analyze data and report results (indicators S.O.s 1.1, 1.2, 5.1, & 5.2)		X		
	Analyze data from USAID survey (indicator S.O. 1.5)		X		
	Develop/finalize methodology for Talent program audit/assessment/review		X		
	Conduct on-site audit			X	
	Analyze data and report results				X
	Take corrective actions as required				X
Measure*	Accountability Activities	Q1	Q2	Q3	Q4
Merit System Compliance	Prepare USAID survey				
	Administer survey				
	Analyze data and report results (indicator S.O.s 3.5)		X		
	Analyze data from USAID survey (indicator S.O. 1.5)		X		
	Develop/finalize methodology for Talent program audit/assessment/review		X		
Conduct on-site audit				X	

	Analyze data and report results				X
	Take corrective actions as required				X
Other Talent	Update rest of Talent portions of PMP		X		
	Analyze data and report results			X	
	Take corrective actions as required				X
HC IMPLEMENTATION SYSTEM: Results-Oriented Performance Culture					
Measure*	Accountability Activities	Q1	Q2	Q3	Q4
Organization					
SES Performance /Organizational Performance Relationship	PRB determines the extent that SES performance plans are aligned with Agency's strategic objectives and goals	X			
	PRB assesses the relationship between SES performance ratings and accomplishment of USAID's goals and sets pay and awards recommendations according to results achieved	X			
Organization	Conduct PAAT (CS)		X		
SFS/FS/CS Performance Appraisals Aligned with Mission, Goals and Objectives	FS Boards Recommendations regarding FS appraisal system submitted to Director, M/HR				X
	Continuous Improvement Activities CS performance appraisal form changes	X	X		
	FS Continuous Improvement Activities		X		
Employee Perspective Questions from the annual survey regarding Performance Culture	Updated portions of PMP regarding survey questions.		X		
	Analyze data and report results		X		
	Take corrective actions as required				X
Measure*	Accountability Activities	Q1	Q2	Q3	Q4
Merit System Compliance	Develop/finalize methodology for Performance Culture program audit				
Merit-Based Execution of the Results-Oriented Performance Management System	Update rest of Results-Oriented Performance Culture portions of PMP		X		
	Conduct on-site audit				
	Analyze data and report results		X		
	Take corrective actions as required			X	

HC IMPLEMENTATION SYSTEM: Leadership/Knowledge Management

Measure*	Accountability Activities	Q1	Q2	Q3	Q4
Organization Competency Gaps Closed for Management and Leadership	Update all of Leadership/Knowledge Management portions of PMP				
	Review data from LMS Training Effectiveness/Analytics Module			X	
	Analyze data and report results			X	
	Review and update mandatory training requirements (leadership, project mgt, etc.)			X	
Employee Perspective Questions from the annual survey regarding Leadership & Knowledge Management	Update PMP items regarding L&KM questions on survey instruments/		X		
	Analyze data and report results			X	
	Take corrective actions as required			X	
Merit System Compliance Merit-Based Execution of the Leadership & Knowledge Management System	Develop/finalize methodology for L&KM audit (covers all three measures not just compliance)		X		
	Conduct on-site audit			X	
	Take corrective actions as required				X

* Uses metrics calculation described in the OPM HCAAF Resource Center, Standards and Metrics

The positive results of these audit activities caused USAID to achieve success on the President's Management Agenda (PMA). USAID's 2008 PMA scorecards report that the Agency achieved the green standard for success for its progress in all four quarters of 2008 and received an overall status score of green in the fourth quarter of 2008. This success is credited to the Agency completing all Proud to Be (PTB) V goals. The key checkmarks for this achievement included meeting competency gaps and bench strength targets; achieving efficiencies in performance, service and cost; and developing a process to sustain workforce diversity. In addition to this, the Agency achieved other accomplishments that helped lead to this score, including, but not limited to:

- Completed Audit Plans
- Met LMS competency management targets and implemented the LMS competency module
- Completed analysis of Human Capital Survey and identified improvements

- Completed the new HCSP
- Demonstrated hiring system improvements

Cycles of Implementation

One additional major achievement of the Agency in 2008 was the improvement to CS Performance System Results which lead to a score of 82 on the Performance Appraisal Assessment Tool (PAAT) that was submitted on June 15, 2008. USAID used a cycle of implementation to substantially revise the agency's Civil Service (CS) performance management plans to better measure results. This included first developing training, then involving the union in the process, and finally executing an evaluation process, all of which aided in improving the score. This ninety-day appraisal process includes an evaluation tool, a Rating Official and an Approving Official. (See the Results-Oriented Performance Culture for more information.) The Agency's CS performance plan now has a tenth element, "Accountability." This element includes many components, including: assures effective controls are developed and maintained to ensure integrity of the organization and holds those in the Agency accountable for organizational goals and objectives.

The CS performance management plans, as well as those for the Foreign Service (FS), demonstrate how the Agency's human capital programs, policies, and operations helped in achieving its strategic goals. USAID has adapted how human capital work is done and without this alignment, the improved score of 82 would not have been possible. Continuous auditing and evaluation of the process will contribute to future improvement and higher PAAT scores.

Executive Accountability for Results

USAID's policies and procedures of the SES Performance Appraisal System stress executive accountability for business results. This is imperative, as it is a standard government-wide in SES Performance Plans to include "Accountability for Performance Management." Over the past few years, OHR staff established a new Performance Appraisal System which explicitly articulates the linkage between individual performance and Agency goals. In 2007, USAID revised the SES Performance Appraisal Form to strengthen the alignment between executive performance and the USAID/State Strategic Plan, as well as include concrete outcomes, milestones, and achievable results. The form will be improved upon in FY 2008 and currently continues to be updated. (Please see the Results-Oriented Performance Culture for more information.)

Increasing OHR Capacity

As mentioned above, the role of HR Specialists changed in response to audit results. OHR and its specialists now serve more as consultants and business partners. One step

in achieving this role transition was the offering of a new HR Consultancy course. By offering additional courses, such as a "Leadership for Non-supervisors" course, the role transition will continue in FY 2009 and beyond. In the coming years, the Agency expects a growing need for experienced OHR staff. This need necessitates and caused continued training and skill building of the current staff.

USAID took additional steps to increase the capacity of OHR and ensure the Agency was following merit system principles, laws, and regulations. The Agency conducted a gap analysis of HR specialists which now needs to be refined. Analysis will continue for the rest of the OHR workforce, ensuring the appropriate staff is on hand. Courses to build capacity, such as Job Analysis, were also offered to junior OHR staff in FY 2008 and will continue in FY 2009. USAID is also concerned that certain critical knowledge will leave the agency as more of the workforce becomes eligible for retirement. In order to ensure that this knowledge remains within OHR, a shadowing process was instituted for key OHR personnel in FY 2008.

OHR is not only implementing improvements in response to past audits, but also strengthened capacity to conduct future audits by recruiting a Human Capital Program Compliance and Accountability Lead at the GS-14 grade level. This position was filled at the beginning of October 2008. The Agency finalized plans to hire additional permanent staff for the first time in over 12 years to improve streamlining processes and more timely results in hiring. USAID OHR also increased DE-certified staff and HR specialists who are registered in the DEIS, as well as increased staff that is dedicated to Foreign Service and Civil Service recruitment, classification, and position management. In late FY 2007, OHR reestablished the CS Deputy Director position (Senior Executive Service level) to provide leadership and senior management over CS operations, and to consolidate and institutionalize HC programs for technical HR functions and programs. As result of internal restructuring, OHR set up a Program Oversight Branch in CSP to perform quality preview of personnel activities and transactions for a Delegated Examining Program. Prior to this consolidated focus, the 2006 and 2007 DEU and merit staffing functions continued to uncover repeated HR regulatory and policy violations in civil service laws, regulations, and policies.

In line with its larger effort to increase accountability, OHR continues to modernize its business processes. This is key to the Agency's Knowledge Management Operational Plan 2008-2010. The objectives of this plan are to (1) manage Agency records and documents electronically, (2) capture and manage institutional knowledge, and (3) support the implementation of a Global Development Commons Portal. USAID is well on its way to achieving these objectives and in 2008, the Agency completed the implementation of the Electronic Official Personnel Folder (e-OPF). The elimination of paper Official Personnel Folders (OPFs) reduced the time it takes to perform inter-

and intra-agency transfers, retirement processing, and provides improved service to users and employees. The Agency also implemented AVUE, an automated vacancy, classification and personnel actions processing system that ensures accuracy of personnel actions through built-in features, such as nature of action and legal authority codes. The system tracks timeliness of personnel actions and allows for identification of problems immediately. It provides managers immediate access to electronic classified position descriptions (PDs), and automation to develop new PDs in real time, whereas managers previously had to await assistance from an HR Specialist that often took weeks.

Other improvements also took place through the updating of the Learning Management System (LMS). In 2008, USAID defined competencies for Contract Specialists, HR Specialists, and IT Specialists and added these to the LMS Competency Management Tool. By adding these definitions to the LMS, employees are able to rate themselves and supervisors can view and change assessments online. Also, the LMS now provides a central location for training, as employees can register online and review the effectiveness of trainings. Some of the other advantages to the new LMS system include on-line transcripts for employees, on-line learning plans, as well as the 360 Multi-Rater Feedback for the Senior Management Group.

The changes made within OHR greatly affect the Agency as a whole. Trends over the past six years show that Agency employees have a greater sense of satisfaction in a variety of fields. Specifically, survey results show an increased approval of job performance for supervisors, as well as a belief that supervisors support employee development. USAID employees believe that they are able to use their talents on the job and have the opportunity to expand and improve upon their skills. The tables that follow illustrate these trends by showing the percentage of positive and negative responses to select questions.

Overall, how good a job do you feel is being done by your immediate supervisor/team leader?			
	Positive	Neutral	Negative
2007	76.13	16.24	7.63
2006	72.5	15.7	11.8
2004	67.7	20.1	12.2
2002	66.6	20	13.4

Supervisors/team leaders in my work unit support employee development.				
	Positive	Neutral	Negative	Don't Know
2007	73.41	13.68	12.33	0.58
2006	70.4	14.9	14.4	0.4
2004	68.6	15.5	15	0.8
2002	60.9	20.1	19	0

My talents are used well in the workplace.				
	Positive	Neutral	Negative	Don't Know
2007	65.13	16.76	18.11	-
2006	63.1	14.4	20.9	1.6
2004	62.8	15.7	20.4	1.2
2002	59	12.1	28.9	-

My training needs are assessed.				
	Positive	Neutral	Negative	Don't Know
2007	42.33	21.94	34.56	1.17
2006	40.5	21.9	36.3	1.2
2004	34	25.3	38.5	2.2
2002	29.3	19.9	49.4	1.5

In addition, 2007 showed improvement for how employees were recognized. Approximately 3.5% of employees believed that differences in performance are recognized in a meaningful way and that discussions about performance are worthwhile. Both of these positive trends over the years are likely due to drastic improvements in the motivation and commitment set by Agency leadership. Three of these trends are depicted below.

In my work unit, differences in performance are recognized in a meaningful way.				
	Positive	Neutral	Negative	Don't Know
2007	40.38	26.35	28.85	4.42
2006	36.8	29	28.9	5.3
2004	35.2	27.5	32.9	4.4
2002	N/A	N/A	N/A	N/A

Discussions with my supervisor/team leader about my performance are worthwhile.				
	Positive	Neutral	Negative	Don't Know
2007	67.5	16.35	14.23	1.92
2006	64	17.7	16.8	1.5
2004	58.4	21	18	2.6
2002	61.9	17	19.8	1.3

In my organization, leaders generate high levels of motivation and commitment in the workforce.			
Positive	Neutral	Negative	Don't Know
41.62	22.54	34.87	0.96
32.3	30.6	36.3	0.8
36.6	28.3	34.2	1
32.9	25.7	41.1	0.3

Adjustments, Modifications, and Lessons Learned

USAID's 2008 audit/evaluation activities generated multiple lessons learned and their findings spotlighted key areas where we need to improvement our programs and policies and were used to inform future human capital goal-setting and planning. The value of these audit/evaluations to our continuous improvement efforts has again been proven.

USAID's accountability system, specifically the Human Capital Strategic Plan (HCSP) and its Performance Management Plan (PMP), stand as a replicable best practice. The Plan's strength lies in the fact that it guides human capital according to a Mission and objectives and integrates all of the HCAAF standards. The PMP's strength is that it

provides an accountability system to evaluate human capital programs and operations as it ensures that the Agency's goals and objectives are met.

Another best practice is USAID's progress in the modernization of business processes. As described above, USAID continued the deployment of electronic business processes. Among these efforts, USAID's progress in the Official Personnel Folder (e-OPF) stands as a particular accomplishment. In FY 2008, USAID finished converting all paper documents into the electronic Official Personnel Folder (e-OPF). E-OPF is a digital recreation of the personnel folder which results in a comprehensive personnel data repository that spans the lifecycle of Federal employment. USAID also implemented AVUE PAR, an automated vacancy, classification and personnel actions processing system that tracks timeliness of personnel actions, and expanded the use the Agency's Learning Management System. The hope is that next year we will be reporting that the Competency Management and IDP functionalities of the LMS are best practices.