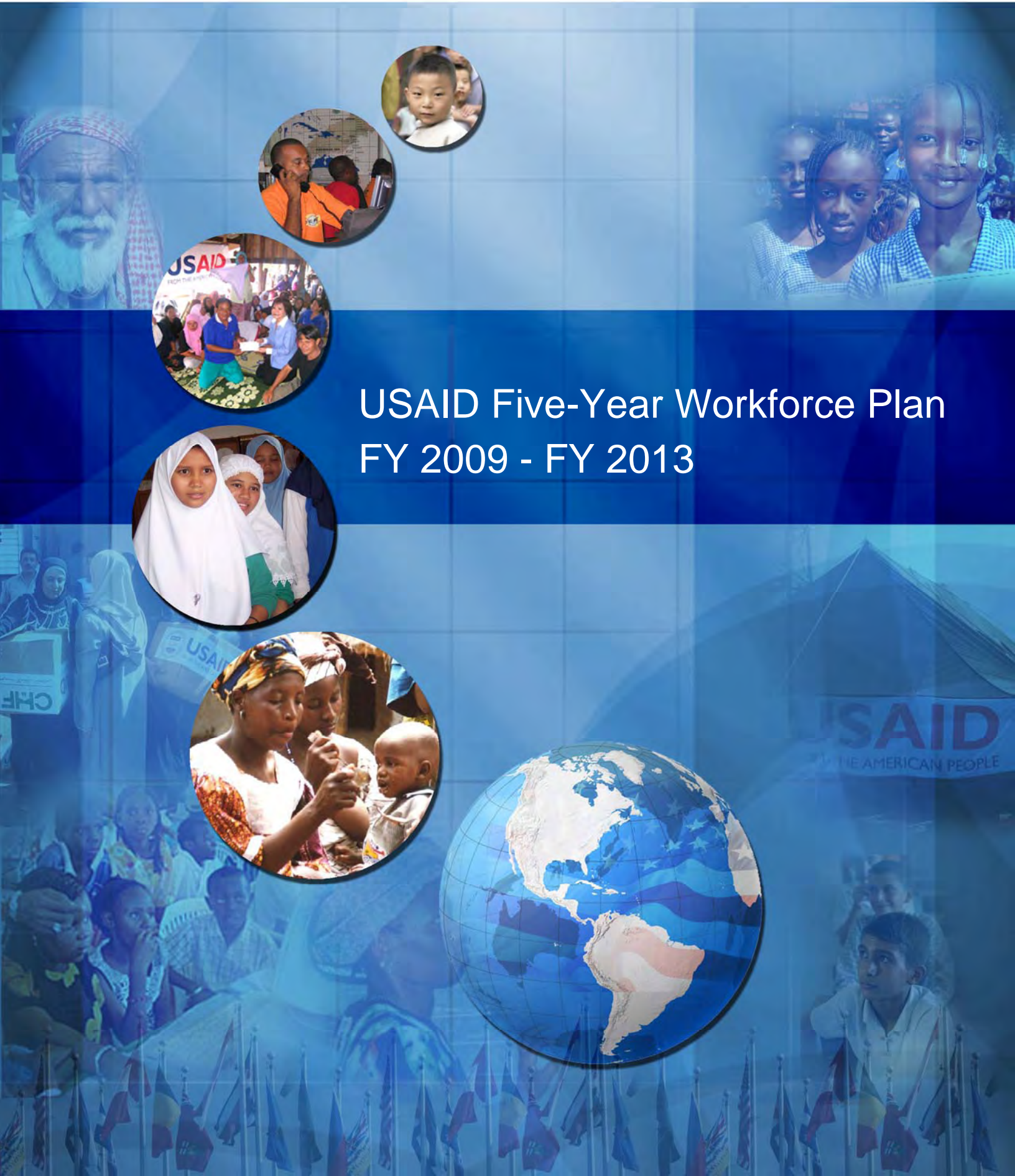




USAID
FROM THE AMERICAN PEOPLE



USAID Five-Year Workforce Plan FY 2009 - FY 2013



Table of Contents

Table of Contents 2

Section I. Overview of USAID..... 3

 Mission 3

 USAID History 3

 The USAID Workforce 3

Section II. Introduction 4

 Joint Strategic Plan and Foreign Assistance Framework..... 4

 USAID Human Capital Strategic Plan..... 5

Section III. Challenges 6

Section IV: Human Capital Comprehensive Workforce Planning Process ... 9

 Step 1: Strategic Direction (What is our Mission?)..... 10

 Step 2: Demand Analysis (What do we need?) 11

 Step 3: Supply Analysis (What do we have?) 12

 Step 4: Gap Analysis (What is our Gap?) 13

 Step 5: Solution Analysis (What do we do to close the gap?)..... 14

 Step 6: Implementation (How do we close the Gap?)..... 15

 Step 7: Evaluation (How do we make sure its working?) 16

Succession and Leadership Management..... 23

Section V. Current Workforce Composition 24

Section VI: Foreign Service..... 27

Section VII: Civil Service 36

Section VIII: Summary 40

*Addendum : TRAINING AND DEVELOPMENT ASPECTS OF USAID’S LEADERSHIP
 SUCCESSION MANAGEMENT EFFORTS*

Section I. Overview of USAID

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.

Values

Loyalty: Commitment to the United States and the American people.

Character: Maintenance of the highest ethical standards and integrity.

Service: Excellence in the formulation of policy and management with room for creative dissent. Implementation of policy and management practices, regardless of personal views.

Accountability: Responsibility for meeting the highest performance standards.

Community: Dedication to teamwork, professionalism, and the customer perspective.

Diversity: Commitment to having a workforce that represents the diversity of America.

USAID History

The Foreign Assistance Act of 1961 effectively reorganized U.S. government foreign assistance programs, including the separation of military and non-military aid. The act placed primary emphasis on long range economic and social development assistance efforts and mandated the creation of an agency to administer programs in support of these efforts. Two months after passage of the act, President John F. Kennedy established the U.S. Agency for International Development (USAID).

USAID unified pre-existing U.S. government assistance programs, combining the economic and technical assistance operations of the International Cooperation Agency, the loan activities of the Development Loan Fund, the local currency functions of the Export-Import Bank, and the agricultural surplus distribution activities of the Food for Peace program of the U.S. Department of Agriculture (USDA).

USAID has undergone a number of restructurings over the years to improve its performance. Foreign assistance reforms announced in January 2006 greatly increase alignment of foreign assistance activities carried out by USAID and the Department of State. This reform will bring USAID into the 21st century and increase its capacity to be the leader in the development field.

The USAID Workforce

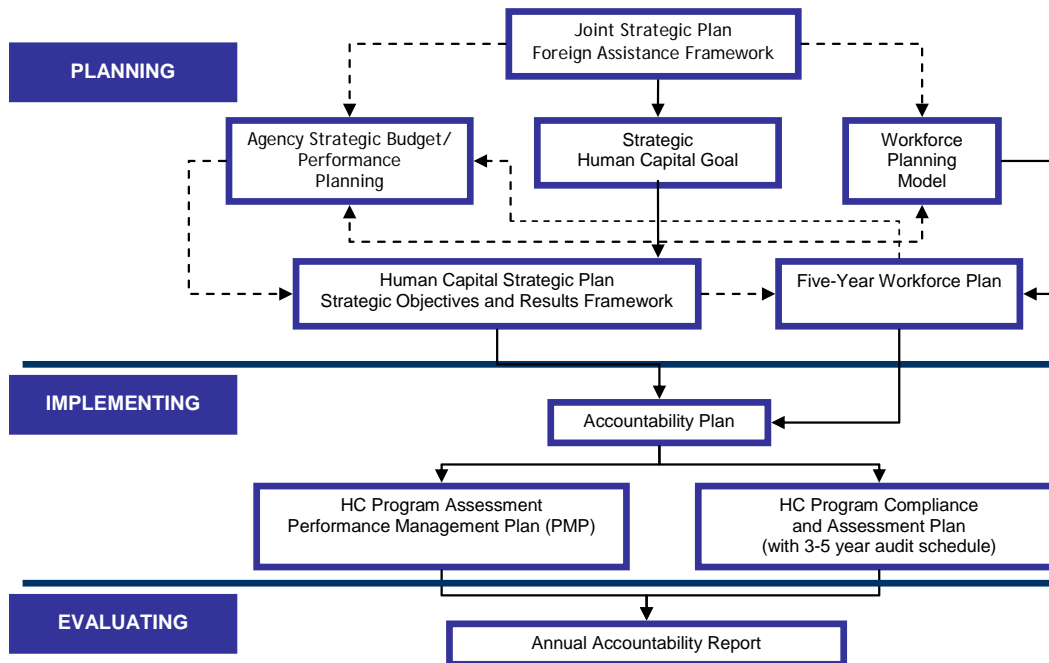
USAID relies upon two groups of employees to fulfill mission goals: US Direct-Hire (USDH) and Non-Direct-Hire (non-USDH).

- US Direct-Hire Employees are either Civil Service (CS) employees or Foreign Service Officers (FSOs).

- Non-USDH Employees are Foreign Service Nationals (FSNs), US Personal Service contractors (US PSCs), or other US citizens hired under a variety of non-USDH mechanisms.

Section II. Introduction

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, and accountability. The figure below represents the integrated and strategic nature of USAID’s human capital management lifecycle in its entirety. The Joint Strategic Plan and the Foreign Assistance Framework provide the stimulus and direction for all efforts, shaping the processes and goals that dictate this plan.



This Five Year Workforce Plan is one piece of the Agency’s wider Human Capital Management process, and focuses on the agency’s comprehensive workforce planning efforts. The goal of this Five Year Workforce Plan is to articulate the results of the Agency’s workforce planning process, such as projected staffing requirements and targeted initiatives to meet those requirements. This document describes the current workforce, explains the seven-step workforce process, and describes out the solutions and strategies underway to strengthen the Agency’s workforce. While this first plan covers only US Direct Hires, future annual plans (FY 2010) will cover non-Direct Hires. OHR expects to issue the next plan in the Spring of 2009 and future plans every Spring thereafter.

Joint Strategic Plan and Foreign Assistance Framework

USAID’s workforce planning process begins with the Strategic Direction. The State Department and USAID *Joint Strategic Plan: Fiscal Years 2007 to 2012* sets forth the direction and priorities

for both organizations and provides the implementation strategy for U.S. foreign policy and development assistance. The following Strategic Goals constitute the strategic planning framework for both agencies:

- Achieving Peace and Security
- Governing Justly and Democratically
- Investing in People
- Promoting Economic Growth and Prosperity
- Providing Humanitarian Assistance
- Promoting International Understanding
- Strengthening Consular and Management Capabilities

USAID Human Capital Strategic Plan

The USAID Human Capital Strategic Plan (HCSP) outlines USAID's five-year strategic plan for the management of human capital. The USAID HCSP FY 2009-2013 addresses the Human Capital Assessment and Accountability Framework (HCAAF) five standards of success. The plan discusses future steps needed to meet emerging workforce challenges and acknowledges areas that still require improvement. The Strategic Human Capital Goals outlined in the plan drive the Workforce Planning objectives. The Strategic Objectives outlined in the plan are as follows:

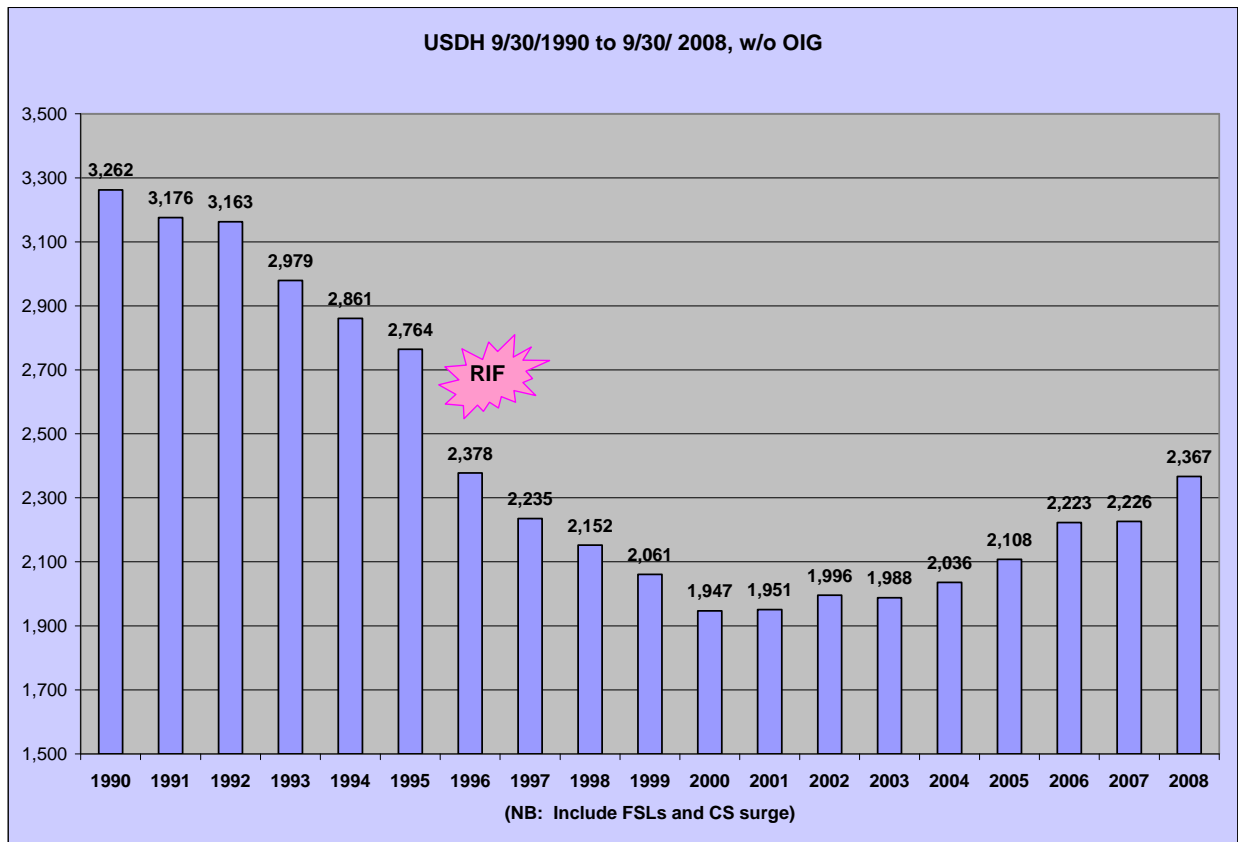
- SO1. **Strategically align staff with agency priorities:** Align workforce size, competencies, and talent pipeline with evolving USAID mission.
- SO2. **Increase staff mobility and readiness to rapidly meet emerging priorities:** Hire and train highly qualified FS and CS personnel and ensure they can be easily deployed to provide support quickly in areas of highest need.
- SO3. **Ensure a diverse workforce and a culture of inclusiveness:** Sustain a diverse workforce and culture of inclusiveness by monitoring and continually strengthening diversity-enhancing policies and programs - focusing on diversity beyond compliance, and looking at the subject through leadership, retention, recruitment, as well as the tools that help promote its goals.
- SO4. **Ensure employee high performance through continual development and performance management:** Improve training, skills development and career development programs, and bolster high-performance incentives.
- SO5. **Provide first rate HR services and tools to support USAID's mission and increase efficiencies:** Increase OHR capacity and efficiency through hiring, planning, and enhancing use of technology.

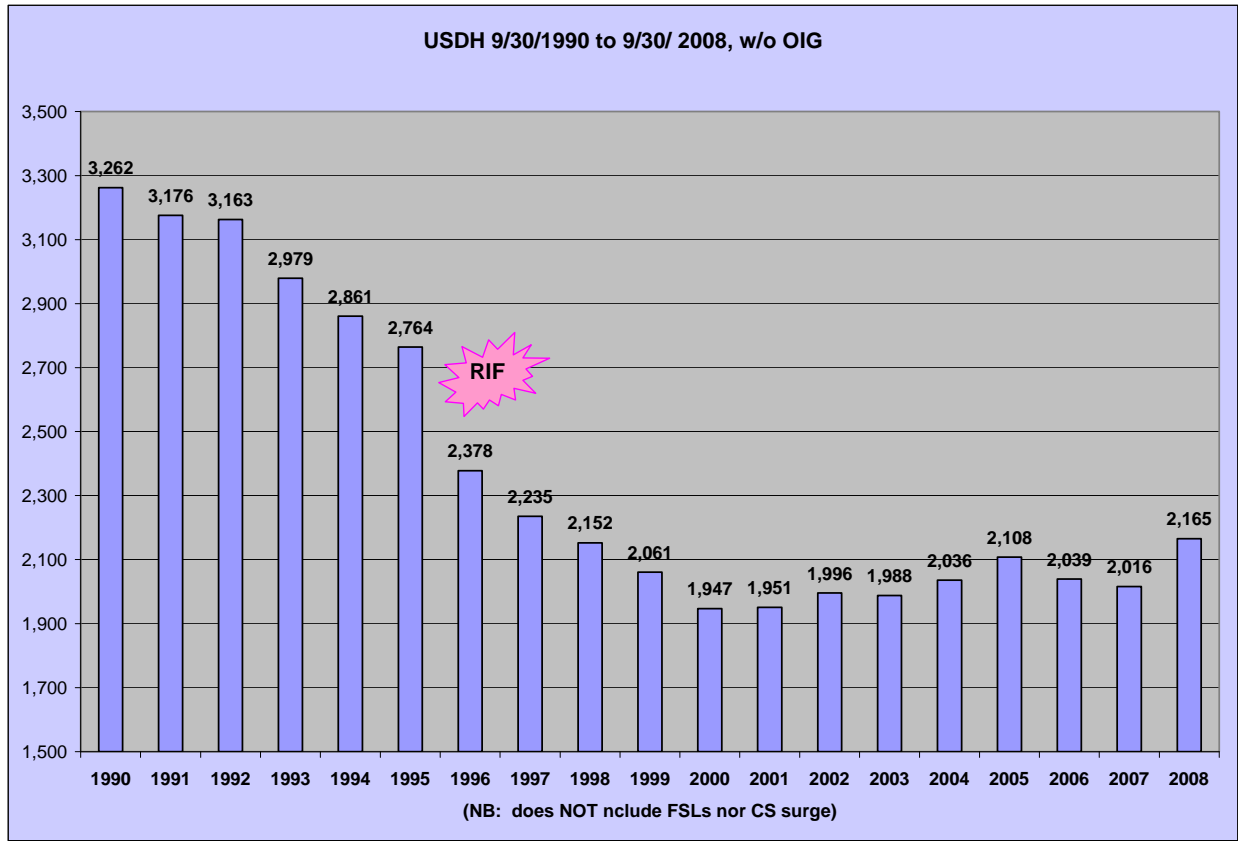
Section III. Challenges

This workforce plan sets the targets and processes for significantly increasing the permanent Foreign Service Officer (FSO) corps, rebuilding and revitalizing the agency’s USDH workforce which includes the Civil Service’s capacity to support the success of the mission. The FY 2009 budget request includes the largest personnel increase ever proposed for USAID. The objective is to strengthen the Agency’s capacity to effectively deliver U.S. foreign assistance with increased technical expertise in the field and to engage more broadly with development partners. The larger, better-trained workforce will be ready to quickly meet routine and surge demands.

The goal of significantly increasing the size of the FSO corps directly links to the Agency’s current and future mission and arises from the workforce challenges USAID has faced in the past. In the 1990s, a reduction in the federal workforce led to declining direct-hire staff levels. This decade of downsizing, including a major reduction-in-force (RIF), generated a host of human capital challenges.

The magnitude of the RIF and the declines in staff can be seen readily in the diagrams below (the first with FSLs and the second without). Staff levels from 1990 were steadily decreasing while USAID’s mission has expanded. The 1995 RIF caused a significant staff decrease and continued to do so, reaching its lowest point in 2000. The second chart shows that the beginning of recovery in 2001 was reversed in 2006 without the gimmick of FSLs. This lack of human resources has put the success of USAID’s current and future mission at risk.





The cost of more than a decade of downsizing while not replacing attrition caused a void referred to as the ‘missing middle’. The missing middle would be in position to move up when senior staff retires over the next 5 years. Even with the reduction in staff, USAID’s workload grew, prompting the Agency to use non-USDH staff to fill the gap created by the missing USDH. The table below illustrates the effects of minimal recruitment over the course of a decade on the USDH workforce demographics. This table shows the average age, time in service, and time in grade for the current USDH workforce by service and grade.

USAID Workforce Plan
FY 2009 – FY 2013

October 1, 2008 -- Excludes FSLs and the Office of Inspector General										
EMP GRADE	TOTAL WASH	TOTAL O/S	GRAND TOTAL	AVG AGE	AVG TIG*	AVG TIS**	MALE	% MALE	FEM	% FEM
<i>Sr. Foreign Service</i>										
FE-CM	7	6	13	60	2	30	7	54%	6	46%
FE-MC	12	20	32	57	2	26	24	75%	8	25%
FE-OC	24	66	90	55	2	25	60	67%	30	33%
SUBTOTAL SFS	43	92	135	56	2	26	91	67%	44	33%
<i>Foreign Service</i>										
01	75	187	262	53	4	20	166	63%	96	37%
02	56	153	209	48	4	14	109	52%	100	48%
03	41	222	263	43	2	9	143	54%	120	46%
04	30	87	117	39	2	7	57	49%	60	51%
05	4	6	10	37	2	7	3	30%	7	70%
06	97	5	102	33	0	2	39	38%	63	62%
Sub-Total FS	303	660	963	45	3	12	517	54%	446	46%
TOTAL SFS/FS	346	752	1098	46	2	14	608	55%	490	45%
<i>Civil Service</i>										
EX 02	1	0	1	59	0	14	0	0%	1	100%
EX 04	8	0	8	53	3	11	6	75%	2	25%
ES	17	0	17	54	2	21	10	59%	7	41%
SL	1	0	1	58	2	29	1	100%	0	0%
18	22	0	22	53	2	12	16	73%	6	27%
15	206	0	206	53	5	20	118	57%	88	43%
14	260	0	260	49	5	19	109	42%	151	58%
13	214	0	214	44	3	16	72	34%	142	66%
12	121	0	121	43	4	16	29	24%	92	76%
11	80	0	80	40	2	12	12	15%	68	85%
10	11	0	11	51	7	29	0	0%	11	100%
09	63	0	63	46	3	19	7	11%	56	89%
08	32	0	32	48	4	19	3	9%	29	91%
07	23	0	23	48	8	21	7	30%	16	70%
06	4	0	4	49	9	19	0	0%	4	100%
05	1	0	1	50	13	23	0	0%	1	100%
03	3	0	3	38	7	15	0	0%	3	100%
TOTAL CS	1067	0	1067	47	4	18	390	37%	677	63%
TOT FS & CS	1413	752	2165	47	3	16	998	46%	1167	54%
* AVG TIG: Average Time in Grade ** AVG TIS: Average Time in Service										

As stated previously, USAID has employed non-Direct Hire such as contractors and Foreign Service Nationals (FSNs) to fill the gaps for which the Agency had no USDH. For the Agency to rationalize its workforce, it needs to recreate the FS positions at the FS-4, FS-3 and junior FS-2 positions. Thus over the next 5 to 7 years, the Agency will move towards using USPSCs and other U.S. citizen non-USDH staff numbers solely to fill temporary, highly specialized skilled positions. The timing of this transition is dependent on the speed at which JOs gain the necessary experience to fill former USPSC roles.

Section IV: Human Capital Comprehensive Workforce Planning Process

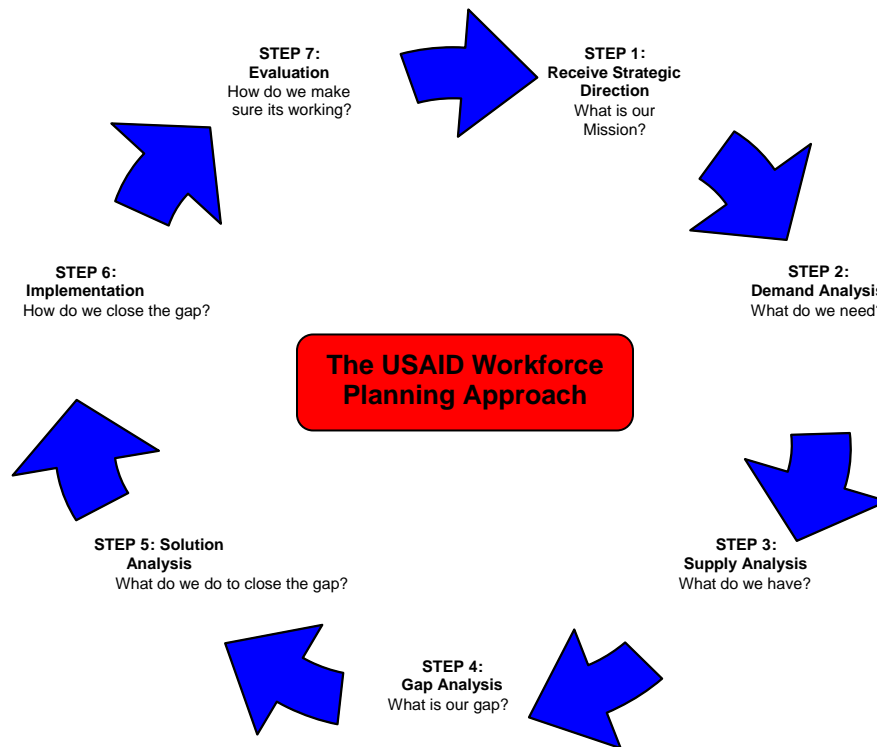
To ensure that USAID puts the right people in the right places with the right skills, USAID uses a cyclical workforce planning process. The purpose of workforce planning is to provide a structured process for making future-focused workforce decisions based on informed assumptions about an organization's 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 better integration of budget and staffing considerations into management decisions.

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. The Model is the underpinning of the Development Leadership Initiative and USAID's 2012 vision, that will significantly increase the size of the Foreign Service. The Model provides data to the budget office that is the basis for a more accurate operating year staffing budget estimate by determining not only numbers of staff, but types and locations.

The Model combines development and stewardship elements to create an initial framework for staffing and projects positions 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 the 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. The Model determines the quantitative workforce needs, while the qualitative staffing needs will be supplied by the Competency Management component of the LMS when it is rolled out.

The Consolidated Workforce Planning Model, in concert with attrition data and recruitment data, yields the gap analysis from which the agency constructs its hiring plans. This is completed annually looking forward five years. For the FS, a five-year recruitment plan is developed by backstop. For the CS, quantitative data is used to help the Agency plan ahead for future gaps.

The USAID Workforce Planning approach is essentially a straightforward process. It can be broken down into seven basic steps:



1. Strategic Direction: update of strategic/developmental importance of countries
2. Demand Analysis: determine your strategic direction and predict your future demands
3. Supply Analysis: measure your current supply
4. Gap Analysis: identify the gaps between the supply and the demand
5. Solution Analysis: develop solutions that address the gaps
6. Implementation Planning: determine how to implement those solutions
7. Evaluation: evaluate the impact and adjust accordingly

Step 1: Strategic Direction (What is our Mission?)

Goal setting is an important first step in the Agency's planning process. As noted above, the model is currently designed to reflect the strategic and developmental importance of each country to determine the optimum size of the mission needed there. Each year, based on current circumstance, Agency management will confirm or change the current business model. Management can also adjust the parameters used to determine the strategic/developmental importance of the country. Other parameters will be updated as their source indices are updated each year to provide the starting point of the model projection. Management will also provide their best estimates of USAID's program funding trends which drive the other elements of the Consolidated Workforce Planning Model (CWPM). The Model's other independent

parameters (e.g. country difficulty) will be updated based on recognized indices. These directions from the Agency's management will be the basis for the demand analysis below.

Primary Players:

- A/AID
- COO
- F
- Human Resources (OHR)
- The Workforce Planning Team (OHR led including members from the different offices and bureaus which are engaged in the Agency's Strategic Planning e.g. COO, M/MPBP, and selected strategic planners from other bureaus)

Steps and Procedures:

- Agency Senior Management meet to determine changes, if any, to the business model or basic parameters of the CWPM, and review the Strategic and Development importance of each country to determine any necessary changes.
- OHR takes the changes and adjusts the parameters and indices as necessary.

Step 2: Demand Analysis (What do we need?)

In the next step, the demand analysis, the future mission and functions of the organization are taken from the first step above to create the specifics of the workforce that is needed to accomplish these goals. The Workforce Planning Team collects and analyzes information about USAID's strategic direction, budget changes, organizational changes, external demands, and other anticipated impacts on the workforce. They then translate this information into new or revised assumptions for the Consolidated Workforce Planning Model.

Demand analysis uses the strategic direction provided and predicts future demands. It details the future mission and functions of the organization, and profiles the workforce needed to carry out the mission/functions.

The output of this analysis – the results of the Model – are the number of each type and category of employees (and for USDH, grade) needed to accomplish USAID's Mission.

Demand is calculated from the following steps:

- Determine the Mission size from updated parameters
- Determine the Program funding
- Update factors
- Verify business model with MGMT adjust assumptions
- Vet numbers with the Regional Bureaus and others

Primary Players:

- Bureau of Foreign Assistance
- Deputy Administrator

- Office of Human Resources (OHR)
- Workforce Planning Team (OHR led)
- Bureau and Office Heads (or their representatives)
- Budget Office (MPBP)

Steps and Procedure:

- The Workforce Planning Team uses strategic and developmental direction provided by Agency management (Step 1) to determine changes to USAID's strategy, budget, or organizational structure needed. The team reviews and refines the model assumptions based on these anticipated changes.
 - The WPT asks Bureau and Office representatives to attend meetings as needed to provide advice and input (e.g., the OMS office could be asked to discuss the anticipated impact of co-location on mission staffing).
 - The spreadsheet operator tests new assumptions during the meetings to determine the relative impact of the changes on the required workforce.
 - The WPT revises or refines the assumptions to more accurately reflect USAID's future state.
 - WPT members review final assumptions with OHR and Agency leadership.
- The Workforce Planning Team runs the model with the revised assumptions.
 - WPT inputs the program funding projections that have been agreed upon.
 - The spreadsheet operator runs the model using the approved assumptions and the funding estimates.
 - WPT provides MPBP with information about estimated staffing to be in the Annual Budget Request guidance.
 - All Offices, Bureaus, and Missions react to projections and estimate how they will staff to attain them during the given budget year, justifying any deviations and keeping within the set numbers for each region.
 - Note that each Office, Bureau and Mission will be provided with the Model generated Organigram for the end state, at least three years out. The operating unit will be provided the authority (subject to availability of funds) to hire any type of employee to fill any of the end state USDH positions until USAID can provide them with a competent USDH.

Step 3: Supply Analysis (What do we have?)

The purpose of supply analysis is to collect and analyze demographic information about the existing workforce to compare with model projections. A supply model is the projection of current organizational population for a designated planning period, assuming normal attrition and no other actions (i.e., hiring freeze or reductions in force). Supply analysis describes and defines the current workforce in terms of the future workforce (i.e., 'to be' workforce). USAID collects and analyzes demographic information about the existing workforce to compare with model projections.

Primary Players:

- Human Resources (OHR)
- AMSs and EXOs

Steps and Procedures:

- The Office of Human Resources collects and analyzes demographic information for the current workforce.
 - OHR Extracts demographic information from personnel data systems (NFC and WebPASS Post Personnel) for each program/function. AMSs and EXOs must certify data is correct.
 - The spreadsheet operator combines the data sets and inserts the information into the model to serve as a comparator to the Model's projection of demand.
 - OHR conducts a demographic analysis of the information and incorporates the model and demographic results into program/functional profiles which include:
 - Total Number of Employees
 - Breakdown by employee type
 - Breakdown by Service of Occupational Category/Backstop
 - Breakdown by Fund Source
 - Breakdown by location
 - RNO Distribution
 - Gender Distribution
 - Grade Distribution
 - Age Distribution
 - Education Levels
 - Retirements
 - Separations
 - Retirement eligibility
 - All these factors are used to determine the number, type, location and backstop of personnel we have on board in a projected year.

Step 4: Gap Analysis (What is our Gap?)

The next phase of the workforce plan is to review the supply and demand information and identify current program gaps, confirm or negate previously identified gaps, and identify available resources. Mission and bureaus then review the information and suggest revisions, and OHR finalizes the gaps and issues.

Primary Players:

- OHR
- Office and Bureau Representatives

Steps and Procedures:

- OHR uses the model projections/demand and identifies attrition, float, and other parameters needed to determine critical gaps and issues.
 - OHR uses the historical supply parameters to calculate/estimate the most likely number of retirees, promotions out, and other separations.
 - OHR estimates the float due to training and the junior officers who are not yet working in their backstop, but will be.
 - OHR calculates the future supply from above.
 - This is compared to the demand projected by the Model to determine the gap for each Backstop.
 - OHR identifies USAID's most critical workforce gaps and issues based on the following considerations
 - Magnitude of the gap
 - Accuracy of the workforce data
 - Reliability of the assumptions

Step 5: Solution Analysis (What do we do to close the gap?)

Solution analysis is where the USAID-wide or program specific solutions are developed for identified workforce gaps. This step ensures all possible solutions are given adequate consideration, from recruitment to training, as well as from retention to contracting out. It also incorporates management input for the proposed solution and integrates these into the recruitment process. As seen below, the MPBP uses the recruitment plan to help determine the budget. OHR also uses the recommended solutions to inform budget computations.

Primary Players:

- Office of Human Resources (OHR)
- Workforce Planning Team (OHR led)
- Bureau and Office Heads (or their representatives)
- Budget Office (MPBP)

Steps and Procedures:

- OHR develops proposed workforce solutions.
 - Appropriate OHR staff develops targeted solutions to address the gaps and issues.

- OHR staff integrates information provided by the bureaus into the solutions development process.
- OHR works with program or mission representatives when appropriate to develop solutions.
- For each gap or issue, OHR develops a proposed solution that outlines the proposed solution itself, provides a plan for implementing the solution, estimates costs (funding and staff), and identifies success metrics.
- OHR presents the solutions to the WPT for review.
- WPT presents the results to date of the workforce planning process, including proposed solutions to the Agency management for approval.
 - WPT presents revised model assumptions.
 - WPT presents workforce gaps and issues.
 - WPT presents proposed solutions including:
 - Recruitment plan
 - Training plan
 - Retention incentives plan
 - Miscellaneous solutions
 - Agency management approves or rejects workforce planning process results.
- MPBP (Budget office) uses recruitment plan to estimate budget.
- OHR uses model results and solutions to estimate several budget units:
 - O.E. and S&B: OHR's internal budget
 - Personnel Support: OHR's external budget
 - Training: OHR's centralized training budget.

Step 6: Implementation (How do we close the Gap?)

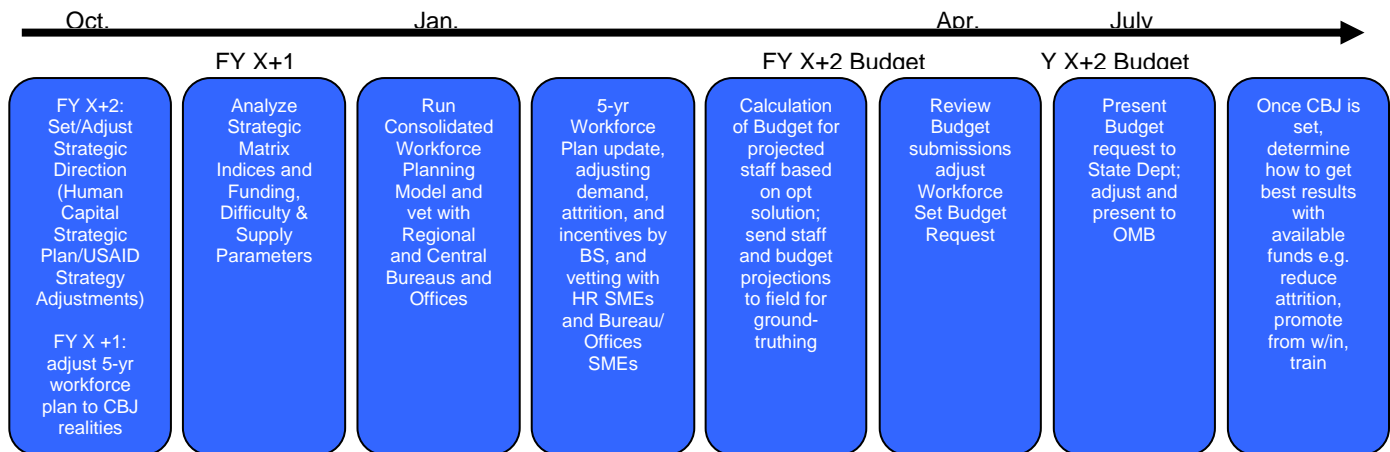
Once the resolutions of the gaps have been determined, the implementation phase begins in which the action plan is created, and the human resource staff work with organizations or groups to begin implementing process solutions.

The figure below displays the Workforce Planning Roadmap that provides a time line of the implementation process.

Workforce Planning Roadmap

Workforce Planning Budget
Formulation

• 9 Steps over 13 Months



The entire Workforce Planning Process is melded into the Annual Budget Cycle. Based on these analyses, OHR provides 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.

Bureau and Office Representatives are functional experts. They provide input for assumptions and review/revise projections, as well as implement solutions. They provide insight and information that inform the model and solution development process. Bureau, Office, and Mission leaders deal directly with the workforce and have the greatest insight into the type of staff needed, the nature of the work, and how that work will change in the future. The Workforce Planning team will work closely with representatives from the Missions, Offices and Bureaus to ensure that the best possible assumptions and data are used for workforce planning purposes.

OHR staff and Bureau and Office Representatives implement solutions, and report on solution usage and effectiveness. They will be jointly responsible for implementing the solutions that result from the planning process. OHR is primarily responsible for designing or developing these solutions, but the actual implementation will require the support and participation of the entire Agency to ensure that they are as appropriate and as effective as possible.

Step 7: Evaluation (How do we make sure its working?)

The last and final step of the Workforce Planning Process is monitoring and evaluation. OHR has implemented a comprehensive accountability process. The Program Compliance and Assessment Plan (PCAP) monitors and assesses the effectiveness, efficiency, and legal compliance of the agency's HC and HCM programs, processes, procedures, and policies in support of its mission. The PCAP strategy is used to conduct cyclical audits/reviews to monitor and assess the effectiveness and efficiency of HRM/HC systems, policies, procedures, and activities. The PCAP strategy is also utilized to collect metrics (using the Performance Management Plan (PMP) which is updated quarterly) to monitor and evaluate the implementation of the HC Strategic Plan.

Based on the results of the evaluation, we will identify and disseminate information about workforce planning that will improve all aspects of the process. OHR will report the results of the evaluations in the annual Human Capital Management Report (HCMR).

Consolidated Workforce Planning Model

The foundation of the entire 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 planning (discussed later).

The Consolidated Workforce Planning Model, in concert with attrition data, 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).

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 and the Office of the COO. In the past, the Model determined mission size 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 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 assignments. 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.

Overview of Workforce Planning Solutions

Recruitment

Due to USAID's new strategic recruitment outreach and hiring practice improvement, we are experiencing greater applicant interest and attracting larger numbers of qualified candidates.

The Strategic Recruitment Outreach Program uses an aggressive assortment of marketing and outreach options such as college visits, career fairs, advertising, and other special programs (such as USAID's diversity campaign with Career Builder and Facebook) to provide the widest possible outreach to underrepresented populations within the Agency. USAID will involve senior leaders, managers, and subject matter experts from diverse backgrounds to augment the OHR recruitment staff at recruitment events. OHR is strengthening and establishing new relationships with colleges, universities, and trade organizations.

OHR is making extensive use of announcing vacancies on an open and continuous basis, in order to maintain a constant pool of qualified applicants for FS and select CS occupations that require large recruitment numbers annually (e.g., Contract Officers). We also improved the content of our vacancy announcements (career patterns).

- OHR evaluation activities now include effectiveness of recruitment efforts beyond the number of applicants, including outreach. OHR tracks the success of outreach activities using return on investment (ROI) data that include an automated recruitment referral function for announcements (Avue) which monitors where applicants heard about the Agency. We are continuing to develop ROI metrics to aid us in evaluating recruitment events and activities in relation to the Agency's goals and objectives.
- OHR hiring improvement initiatives have significantly reduced the time to hire and improve security clearance process time for both CS and FS. One of OHR's key objectives over the next two to three fiscal years is to continue to reduce the overall hiring cycle time for CS, FS and Senior Executive Service recruitments.

Competency Management

Competency Management helps to inform the qualitative piece of the supply and demand analyses. USAID defines competencies as observable and measurable patterns of knowledge, skills, and abilities, linked to behavior anchors, that identify an individual's or an organization's

occupational job functions. Behavior anchors are verbs that describe the demonstrative or observable behavior.

USAID has used competencies since the early 1990s. Now USAID is implementing best practice competency management, i.e., defining competencies by backstop/occupational group in terms of what good performance looks like and conducting automated assessments to determine competency gaps. This, as well as the development and use of USAID automated competency management tool, represent significant accomplishments for USAID.

Competency development and identification are important in workforce planning because it leads to more focused hiring decisions, strategic succession planning, cost-effective training that is tailored to employees who have specific or common needs, and greater expert consulting to managers and supervisors regarding strategic alignment of their organization's tasks and functions. USAID has recently begun using the new competency component of Learning Management System (LMS), which it began populating in FY 2007. The LMS competency management module will link to trainings, position descriptions, and career path development plans within the system for all USDH by the end of FY 2013. The module will enable employees and managers to assess their competencies, determine gaps, and identify appropriate learning activities necessary to fill competency gaps. Competency models and competency-based assessments, training, and position descriptions are developed via partnership between OHR and the organizational unit(s) which host the job series or backstop. To ensure full utilization and efficiency of this tool, USAID will:

- Establish competency models and conduct assessments: Currently, USAID has created competency models, and conducts annual competency assessments for the HR, IT and Acquisitions occupations. OHR conducted the first competency assessment using the new automated tool for Human Resources (HR), GS-201 occupational group. For this, USAID used the OPM-identified Series 201 human resources competencies. USAID has developed competency models for Contract and IT specialists and in FY 2008 conducted assessments for both groups.
 - Development of competency models: The OHR/TE will work with USAID organizations to develop competencies for all USDH. The FS competency model is projected to be completed in FY 10, CS in FY 11, and FSNs and US PSCs in FY 13.
 - Annual assessments: Once an organization's completes its competency model(s), it will conduct yearly assessments with the aid of OHR to determine competency gaps and develop and execute plans to close the critical gaps. The tool will generate Individual Development Plans (IDPs) linked to the employee's competency assessment. This will be implemented for FS in FY 11, and CS in FY 12.
- Tie recruitment to competencies: OHR will ensure that the questions in Avue that are used to rate applications for jobs are linked to competencies. OHR will also link competencies to the Avue Interview guides to ensure that our new hires possess competencies that are most needed now and in the future. Competencies and Avue questions are projected to be linked in FY 10-13.

Assessing competencies requires that each competency be assigned a proficiency level which varies based on job role. The USAID proficiency scale describes the degree to which an employee possesses a competency and is the same for all Backstops'/occupational groups'

competency models. The scale includes a “not applicable” rating level if a particular competency is not relevant for a given position level. The scale ranges from proficiency levels of 1-5:

- NA-Not Applicable
- 1-Awareness (applies competency in the simplest situations, requires close and extensive guidance, demonstrates awareness of concept and processes)
- 2-Basic (applies competency in somewhat difficult situations, requires frequent guidance, demonstrates familiarity with concepts and processes)
- 3-Intermediate (applies competency in difficult situations, requires occasional guidance, demonstrates understanding of concepts and processes)
- 4-Advanced (applies competency in considerably difficult situations, generally requires little or no guidance, demonstrates broad understanding of concepts and processes)
- 5-Expert (applies competency in exceptionally difficult situations, serves as a key resource and advises others, demonstrates comprehensive and expert understanding of concepts and processes)

Once the most critical gaps are identified, OHR and the organization will create a plan (solution analysis) to close the gaps including training and other developmental opportunities. OHR intends to include these gap analyses and improvement plans in the annual Workforce Plan in FY 2011 or FY 2012 for the USDH workforce.

Hiring

USAID Administrator Fore has brought a dramatic change in the Agency's direction with an initiative to dramatically increase USAID's career Foreign Service Officer Corps to strengthen the Agency's capacity to effectively deliver U.S. foreign assistance with increased technical expertise in the field and engage more broadly with development partners. This new workforce will be well trained and ready to quickly meet surge demands as well as routine demands. This initiative captures a new vision “to accelerate dramatically the advancement of democracy, prosperity and human well-being in the world's developing countries,” as well as a new mission “to serve as the US government's primary instrument for human advancement in the developing world...through a world-class, on-the-ground presence” in order to build and sustain a more democratic, secure, and prosperous world. In support of this new mission and vision, USAID proposes to significantly strengthen the FSO corps resulting in “...USG technical assistance experts working directly with the people of strategic partner nations to expand economic and democratic opportunity, increase human capital, combat instability, and increase partnership with the American private sector to advance human progress.”

The resulting aggressive recruitment effort to rebuild and revitalize the Agency's workforce and to provide the needed capacity for USAID to respond quickly to meet routine and unforeseen program needs began in FY 2008 and will continue through FY 2012.

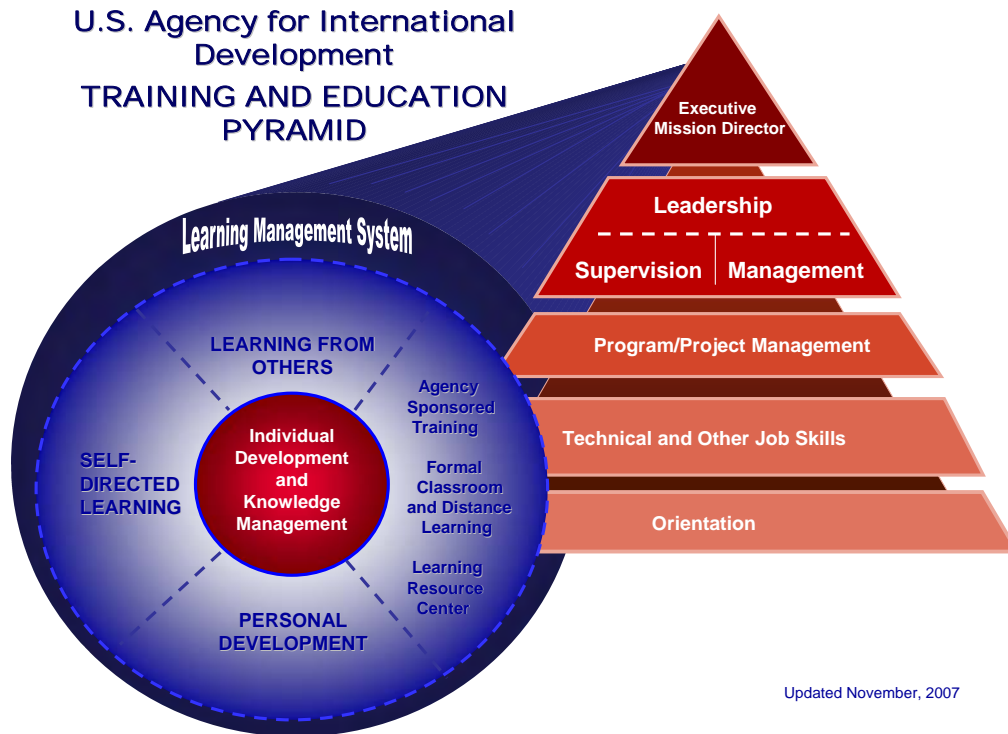
Training

USAID uses cutting-edge technology to more quickly and effectively offer our staff the essential training and development it needs. We offer best-in-class, targeted employee development programs that close competency gaps and enhance performance for all employees. USAID's

supervisory and leadership training opportunities support individuals as they make the critical transition to becoming a new supervisor, manager, or executive. As resources are available, USAID apportions approximately 10 percent of the HR staff training budget for supervisory and leadership training, providing formal training for 400-500 staff from all employment categories each year. In FY 2006 and 2007 the training budget was reduced by 50 percent, which necessitated a reduction in the number of course offerings. Funding for training has been restored to prior year levels in the FY 2008 budget.

USAID has recently moved to a new agency-wide approach to training and established the USAID University. The Learning Management System (LMS) is the underlying support for the USAID University, which offers a range of common training options for all employees through both online and classroom trainings.

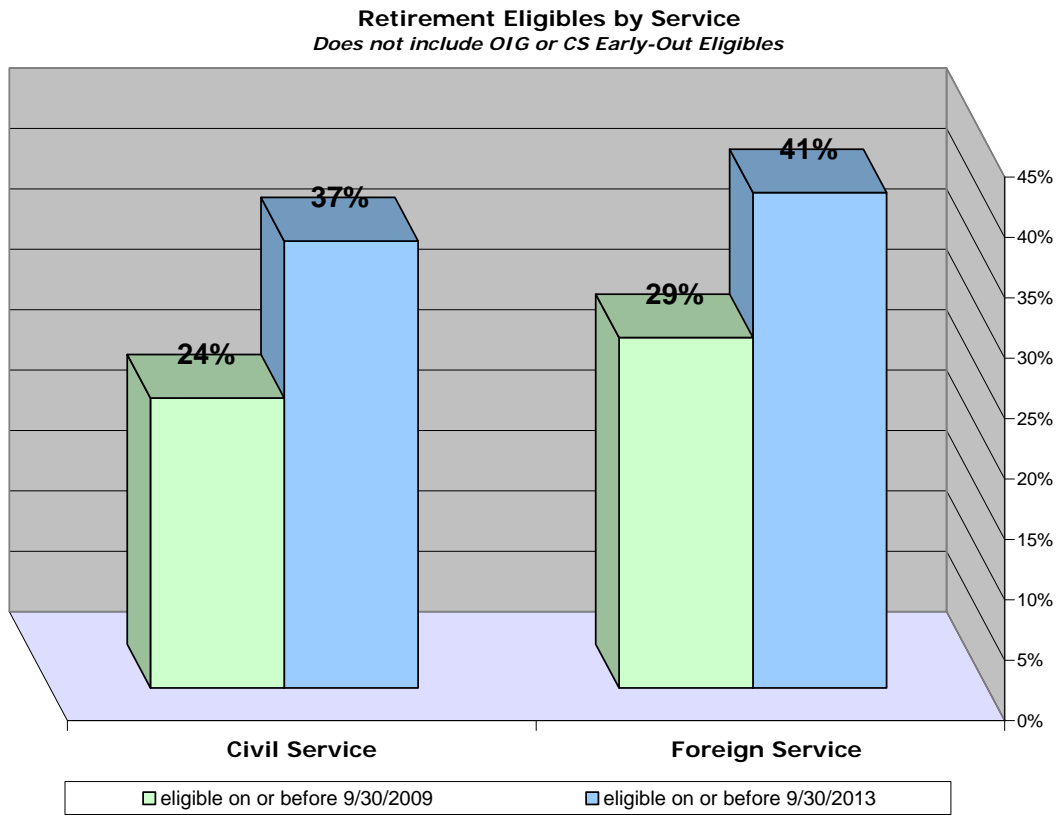
The USAID Training and Education Pyramid below illustrates the functionality and utility of the Learning Management System (LMS). As shown, the LMS is multi-faceted, and encompasses self-directed learning, personal development, learning from others, Agency sponsored training, formal classroom and distance learning, and use of the Learning Resource Center.



Supervisory and leadership training is presented using a blended learning approach incorporating classroom and on-line learning. There are e-learning pre-requisites for several of the classroom courses to provide additional content. Classroom participation requires individuals to complete a variety of assessments to identify strengths and areas for additional competency development. Each of the offerings is designed to address some of the leadership competencies as defined in the Office of Personnel Management (OPM) Executive Core Qualifications (ECQs). The offerings are designed to address various OPM ECQ and Fundamental Competencies. Training is evaluated using on-line evaluation tools and feedback from the evaluations is used to assess the effectiveness of the training and to keep the content current.

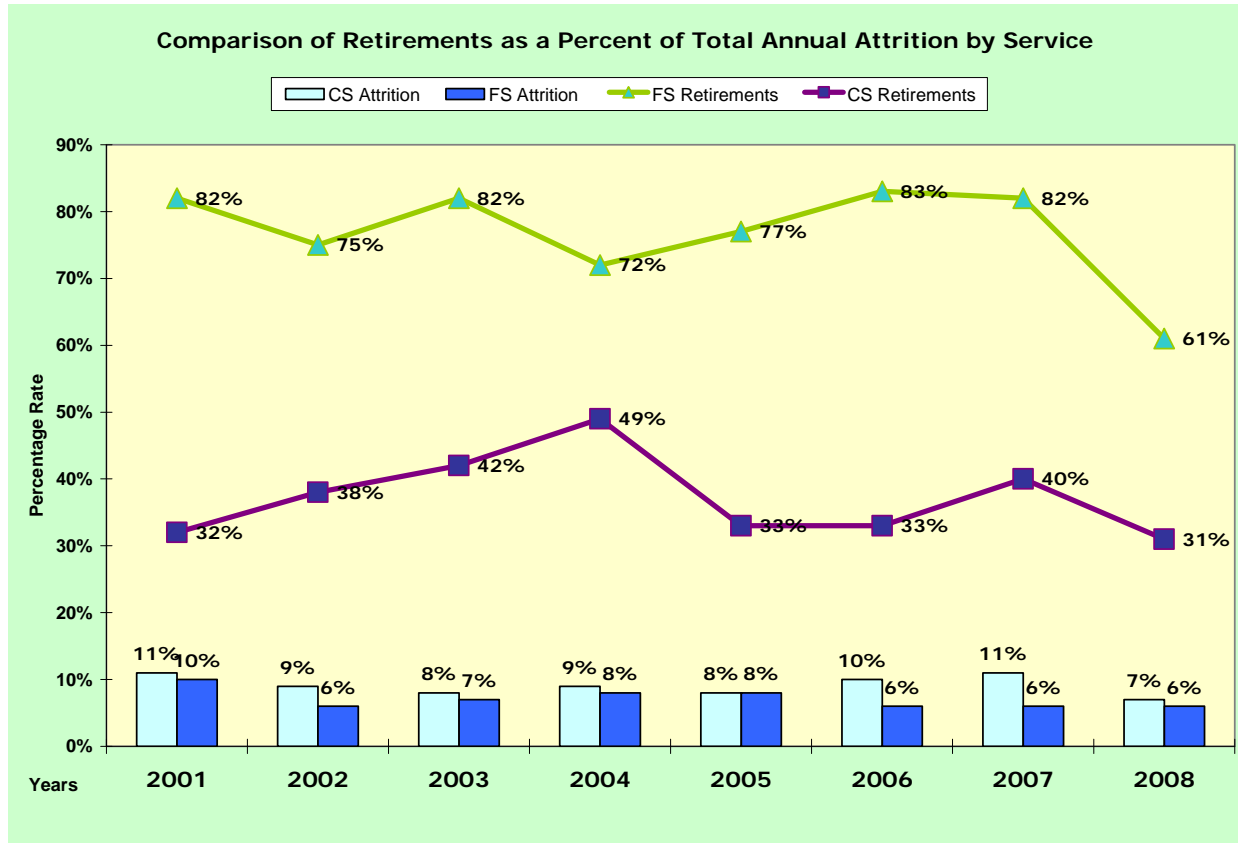
Attrition

As with many other federal agencies, USAID is facing a potential wave in retirements over the coming years due to the aging of the “baby boomer” population. Between FY-2009 and FY-2013, the Agency projects that approximately 23% of its Career Civil Service and 37% of its career Foreign Service employees will retire.



OHR anticipates that CS attrition rate will remain at 8 to 11 percent per annum and the FS attrition rate will remain around 6%.

The attrition and retirement rates for both FS and CS are shown in the graph below. The graph illustrates that CS has consistently had a higher attrition rate than FS (other than in 2005, where the rates were even).



FS attrition is primarily caused by retirement, while CS attrition is largely due to non-retirement separations including resignations, terminations, and transfers to other agencies. One reason for this difference is an increasingly competitive federal marketplace for talent.

Retention

USAID strives to create work attractors to not only retain current staff, but to position USAID to be able to continue to recruit “the best and brightest.” Recognizing that retention is as essential to talent management as recruitment, USAID offers the following work attractors:

- Employee development programs
- Flexi-time, alternative work schedules, telecommuting, and transit subsidies
- Student Loan Repayment Programs (SLRP)
- Recruitment Bonuses
- Retention Bonuses, including the Joint Information Technology Skills Incentive Program which pays retention incentives to IT employees with high-demand skills
- Relocation Payments

Succession and Leadership Management

All of the above solutions, as well as the recommendations for different categories of workforce below contribute to the effective management of succession at USAID. The goal related to

USAID's succession is to develop adequate bench strength in preparation for the impending mass retirement. In order to achieve this objective, USAID must ensure:

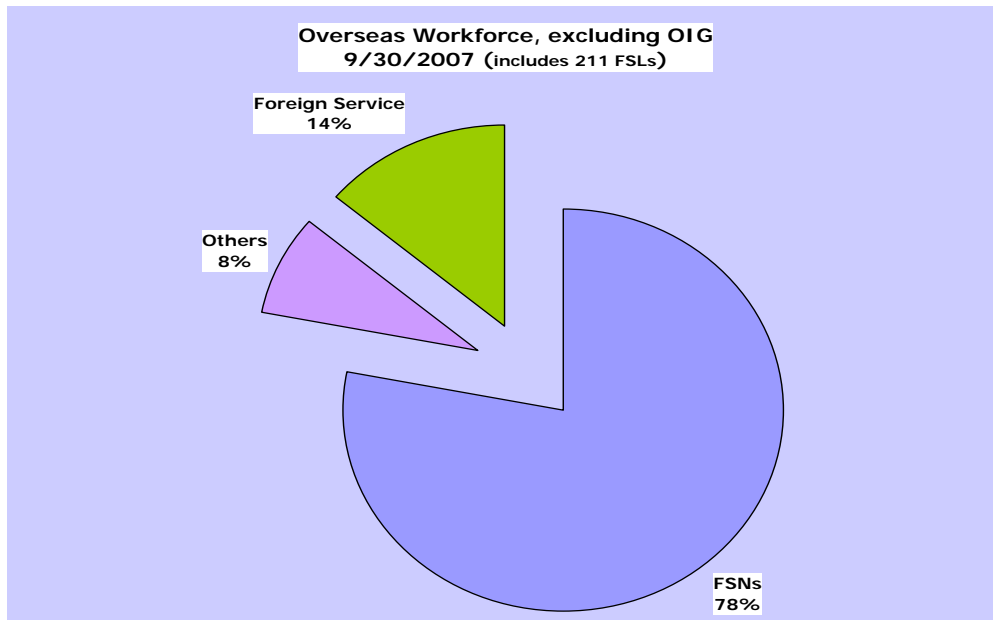
- Efficient and effective recruitment mechanisms
- Retention incentives to retain key staff
- Appropriate development of staff at all levels, including development of future leaders
- In pursuing this goal, USAID is mindful that it is a dynamic and evolving organization. As a result, USAID's succession plan must be forward-looking. The Agency's goal is to grow leaders whose experience and skills are broad-based and adaptable to emerging needs, changing roles, functions and positions.

All the requirements are discussed in this 5 year Workforce Plan, and more details are provided in the to this 1st Addendum to this plan: Training and Development Aspects of USAID's Leadership Succession Management Efforts

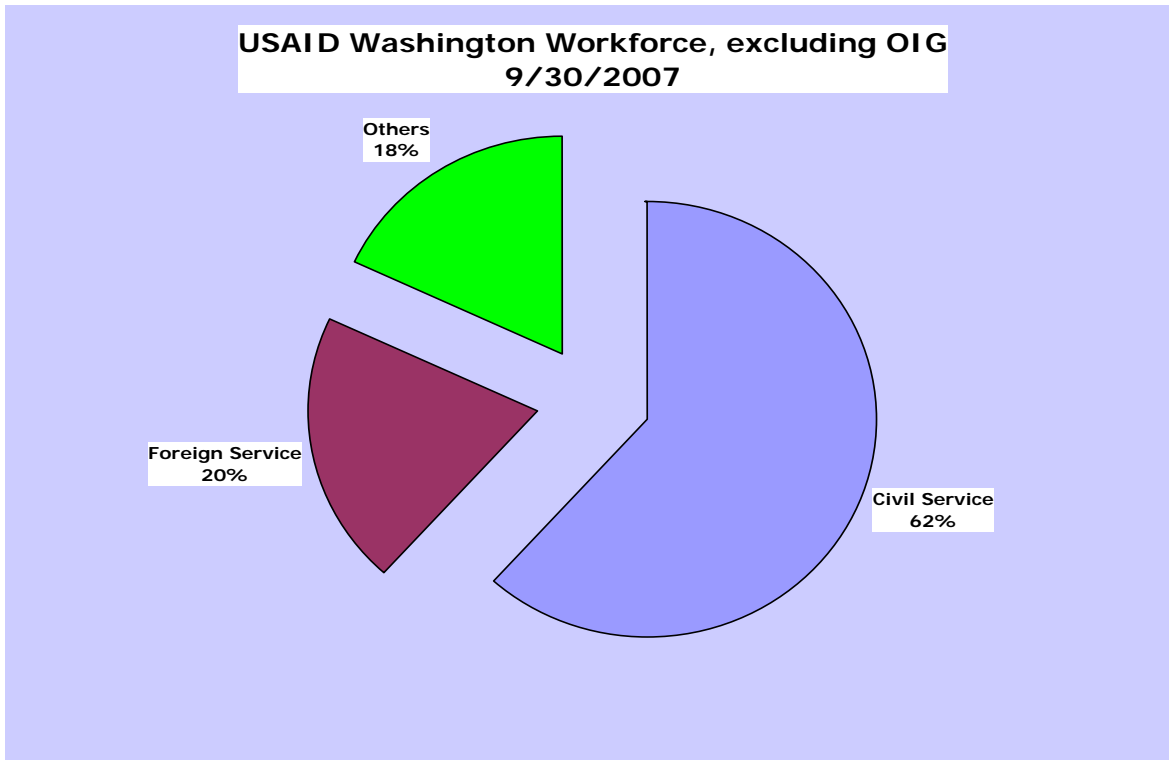
Section V. Current Workforce Composition

At the beginning of FY 2008, USAID employed 2016 career USDH personnel: 997 CS and 1019 FSOs. In the same year, USAID employed 4220 Foreign Service Nationals (FSNs) and 723 Personal Services Contractors and other categories of personnel (USPSC/Other).

The following graph displays the composition of the overseas workforce. This shows that FSNs currently dominate USAID's overseas presence, encompassing 78% of the workforce, while FSOs only account for 14%.



The following graph illustrates the composition of the Washington workforce. CS dominates the Washington workforce at 62%, with FS holding 20% of the positions which includes a small training float and other complements (details, reassignment, etc).

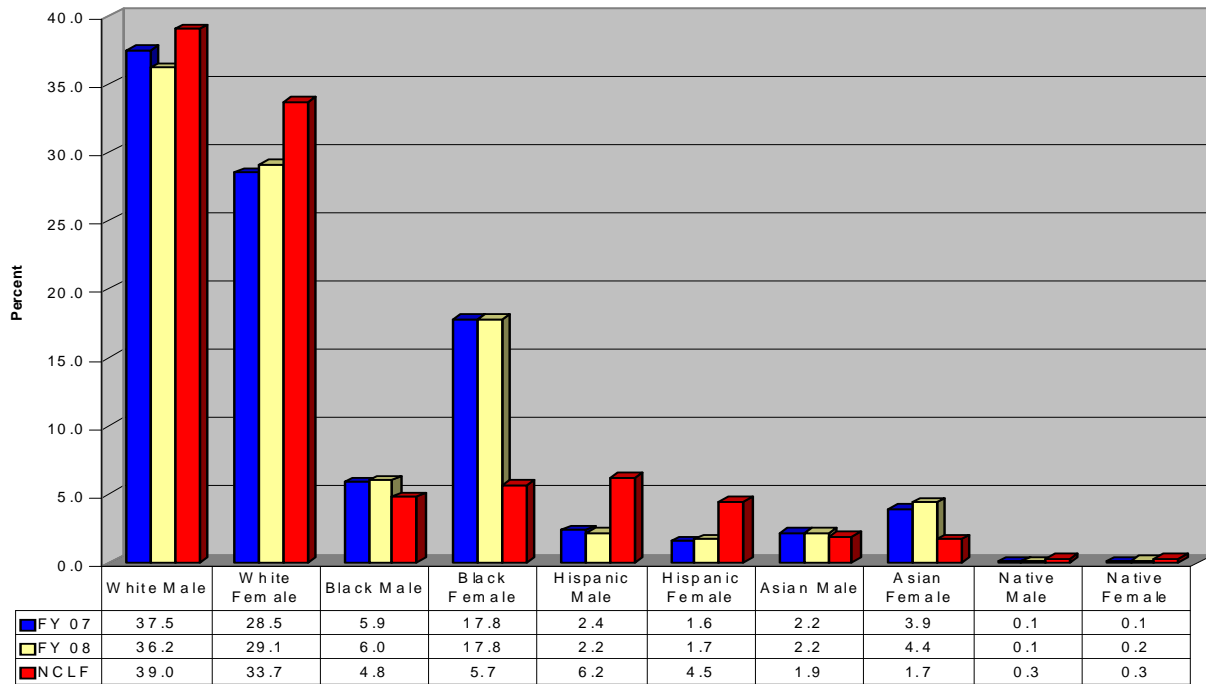


The following chart displays the number of USAID staff by employment category from the year 1995 to 2007.

Number of USAID Staff by Employment Category FY 1995 - FY 2007													
All Data As of September 30													
Excludes the Office of the Inspector General													
Employment Category	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005*	2006*	2007*
Foreign Service	1337	1176	1092	1043	1017	996	992	990	986	1000	1111	1197	1230
Civil Service	1427	1202	1143	1109	1044	951	959	1006	1002	1036	1100	1026	998
FSNs (includes FSN DH)	5211	4622	4253	4079	4205	4400	4585	4725	4852	4936	4902	4766	4657
USPSCs	591	509	490	490	544	613	631	628	596	623	583	547	628
PASA	44	32	35	31	39	27	24	36	32	50	71	117	132
RSSA	111	93	89	106	114	117	117	136	132	114	96	54	7
IPA	6	4	3	5	6	4	4	3	4	3	6	3	3
Fellows	106	97	113	142	132	127	114	97	76	75	73	56	38
TAACS	25	27	36	30	38	38	50	60	51	56	53	18	7
Other	19	25	4	6	4	2	3	3	4	2	9	12	93
Grand Total	8877	7787	7258	7041	7143	7275	7479	7684	7735	7895	8004	7796	7793

* 9/30/ 2005 FS includes 71 FSLs and CS includes 32 surge employees
 9/30/2006 FS includes 181 FSLs and CS includes 3 surge employees
 9/30/2007 FS includes 211 FSLs and CS includes 1 surge employees

In terms of diversity, USAID outranks the Federal Workforce (FWF) and the National Civilian Labor Force (NCLF) percentages overall. USAID is more diverse than the FWF in all categories except Hispanic and Native American. The following chart shows the diversity of USAID as compared to FWF and the NCLF percentages.



Section VI: Foreign Service

The Foreign Service is a rank-in-person personnel system (based on the military model) with new employees generally entering at bottom levels. FS is governed by different tenure, promotion, and retirement rules than the CS. USAID aims to significantly increase the number of FSOs by the end of FY 2012, enhancing our capacity to effectively deliver U.S. foreign assistance. This initiative will strengthen both our technical capabilities and provide more effective stewardship of U.S. funds.

The plan is to increase the number of officers in the following backstops: Program/Project Development, Executive Officers, Controllers, Economic Growth, Health, Education, Crisis Stabilization, Regional Legal Advisors, and Contract Officers. In addition to recruiting and hiring new FSOs, the Agency will focus on effective training for new hires, with a focus on language training.

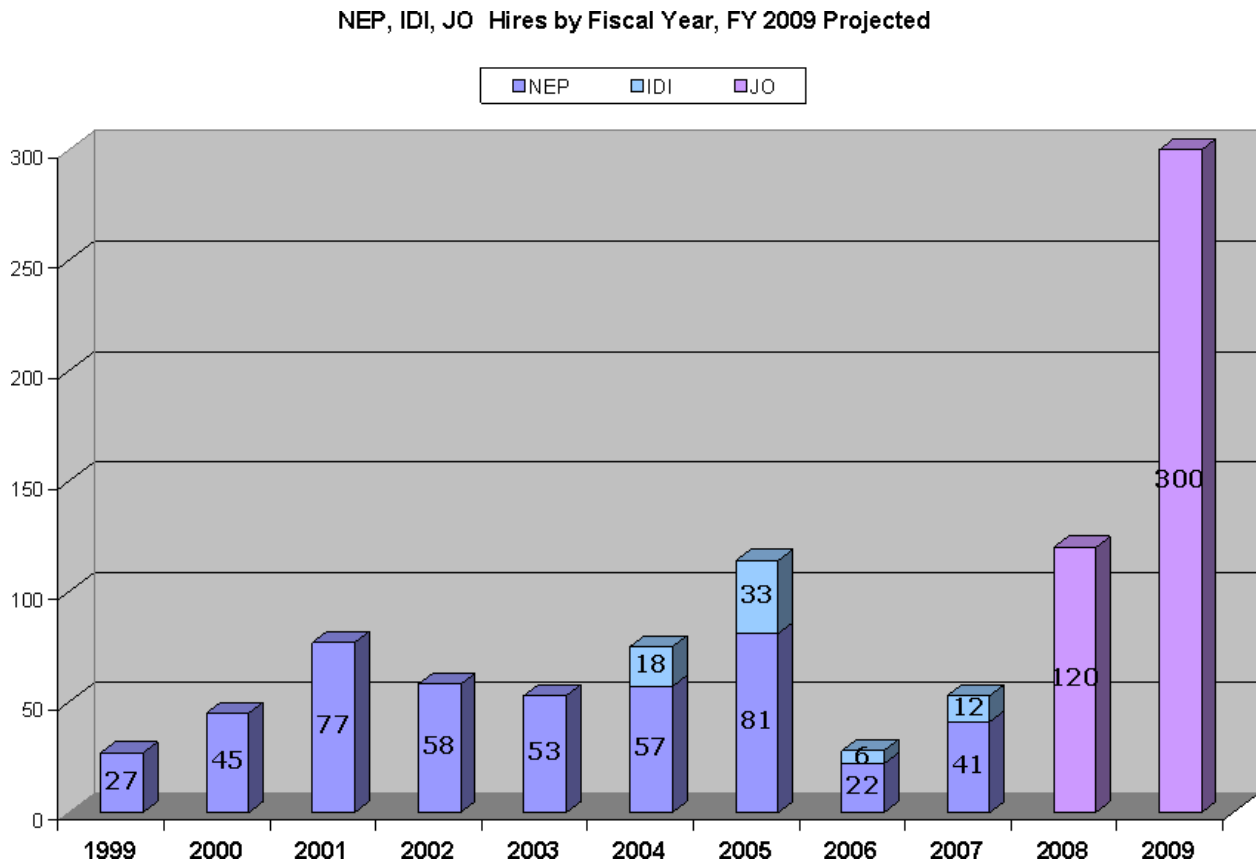
Since the FS is a rank-in-person personnel system, most new hires come in at junior-level ranks. For the next three years, hiring efforts will focus primarily on hiring new Junior Officers (JO) for the FS with limited mid-level hiring.

The JO Program is designed to quickly and effectively train new hires. OHR is bringing in a new JO class every 2 months. The duration of training for JOs will be 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.

The JO Program is a combination of the former Foreign Service International Development Intern (IDI) Program and the New Entry Professional (NEP) program. The IDI program was created to attract junior level staff, usually hired at the FS-6 level. USAID reinstated the IDI recruitment program in 2004 to attract entry-level junior officers into the Foreign Service. However, the restrictive requirements for eligibility under the program resulted in a limited number of qualified candidates (see Figure 9). The NEP program was for more experienced personnel, typically brought in at the FS-4 level. To address these issues, the NEP and IDI programs were phased out in September 2007 to allow for the development of a hiring program that attracts people with more experience than the IDI program, but does not require the experience of the NEP program.

The JO Program was created to capture a larger pool of applicants with more experience, i.e. more of the necessary competencies USAID requires in FSOs. A number of elements from both the NEP and IDI programs were incorporated into the JO program, with a greater emphasis on the IDI program. The JO program will be used to recruit all entry-level career candidates into the FS. The program will seek the best qualified junior professional candidates who are willing to make a long-term commitment to the FS and international development

The following diagram shows the number of NEP, IDI, and JO hires by fiscal year.



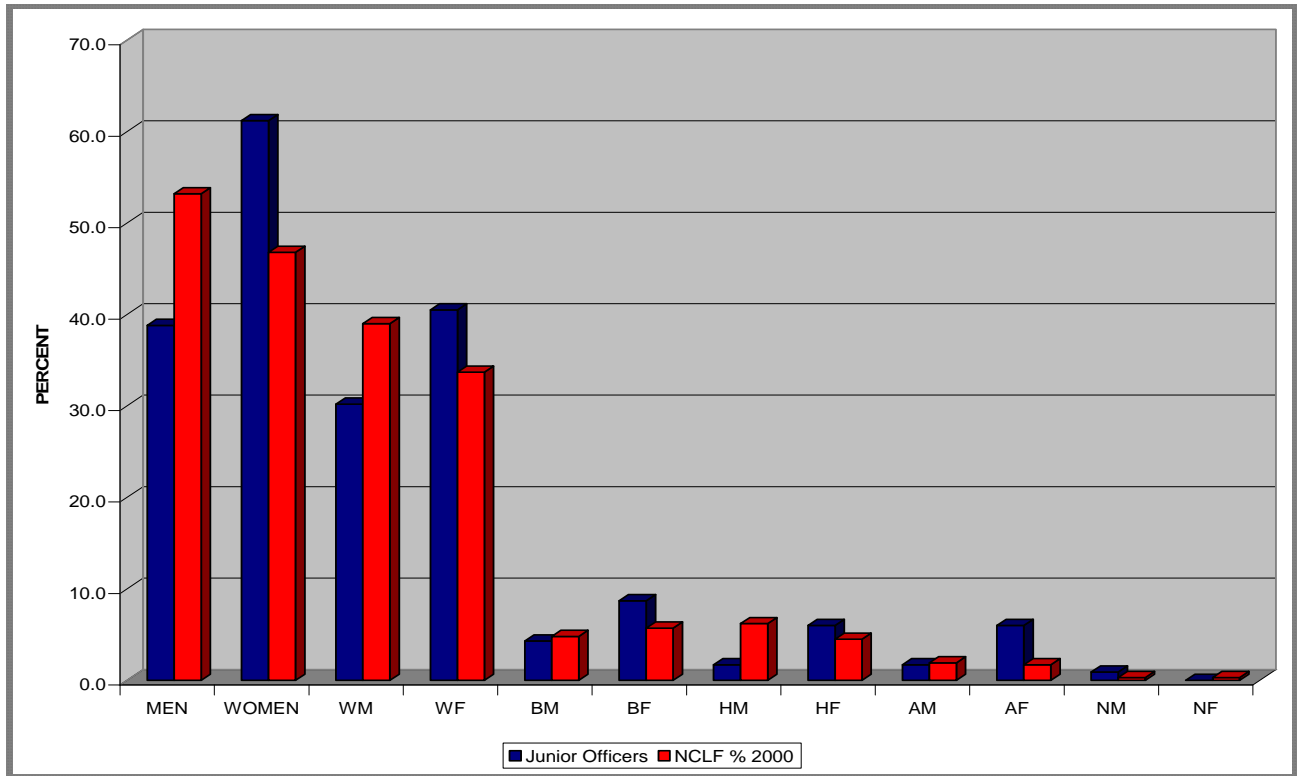
The majority of new career hires during the FY 2009 –FY 2013 period will come through the JO program. The agency will continue to use temporary hiring authorities to fill critical gaps while the JOs gain the necessary experience. These temporary hiring authorities include:

- Recall authority, which allows us to bring back retirees with critical skills for specific assignments.
- Foreign Service Limited appointment authority (FSL authority), which allows us to appoint mid- and senior level employees for up to five years (non-career). Upon meeting performance requirements, some competitive FSLs may become eligible for conversion to career candidate status.
- USAID's CS to FS Appointment Program, which provides the Agency with an additional recruitment and hiring mechanism for filling Foreign Service overseas vacancies that remain unfilled at the end of the major assignment cycle.

OHR has streamlined FS recruitment by implementing continuous, open recruitment, acquiring temporary staff (including recall of a retired Career Ministers to run the initiatives and junior staff to handle the pre-employment clearance processes), running simultaneous assessment panels, and working with the Office of Security to expedite security clearance. As a result, time

from advertising closing to offer averages six months, and in at least one case, it was one month. In the past, an average of 12 to 14 months was seen as good.

Consistent with the Foreign Service Act of 1980, USAID has focused efforts on attracting a more diverse workforce, a workforce that represents America, through its recruitment outreach efforts and by paying candidates travel costs to come to Washington for the assessment. The chart below illustrates the diversity of the JO new hires in 2008 through July.



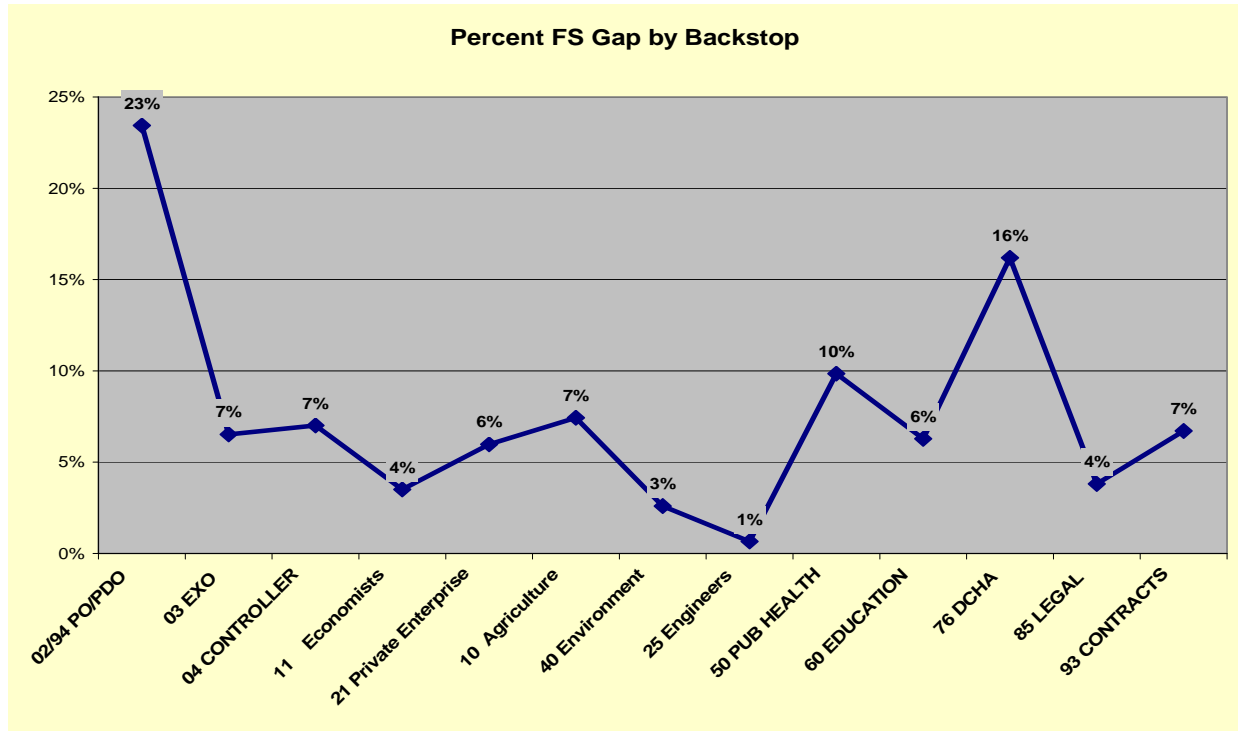
TOTAL	MEN	WOMEN	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
116	45	71	35	47	5	10	2	7	2	7	1	0
%	38.8	61.2	30.2	40.5	4.3	8.7	1.7	6.0	1.7	6.0	0.9	0.0
NCLF % 2000:	53.2	46.8	39.0	33.7	4.8	5.7	6.2	4.5	1.9	1.7	0.3	0.3

USAID will bring on-board 120 JOs by the end of FY 2008 and thus meet our September 30, 2008 gap closure target. USAID's 2012 FSO hiring targets by Backstop is outlined in the table below.

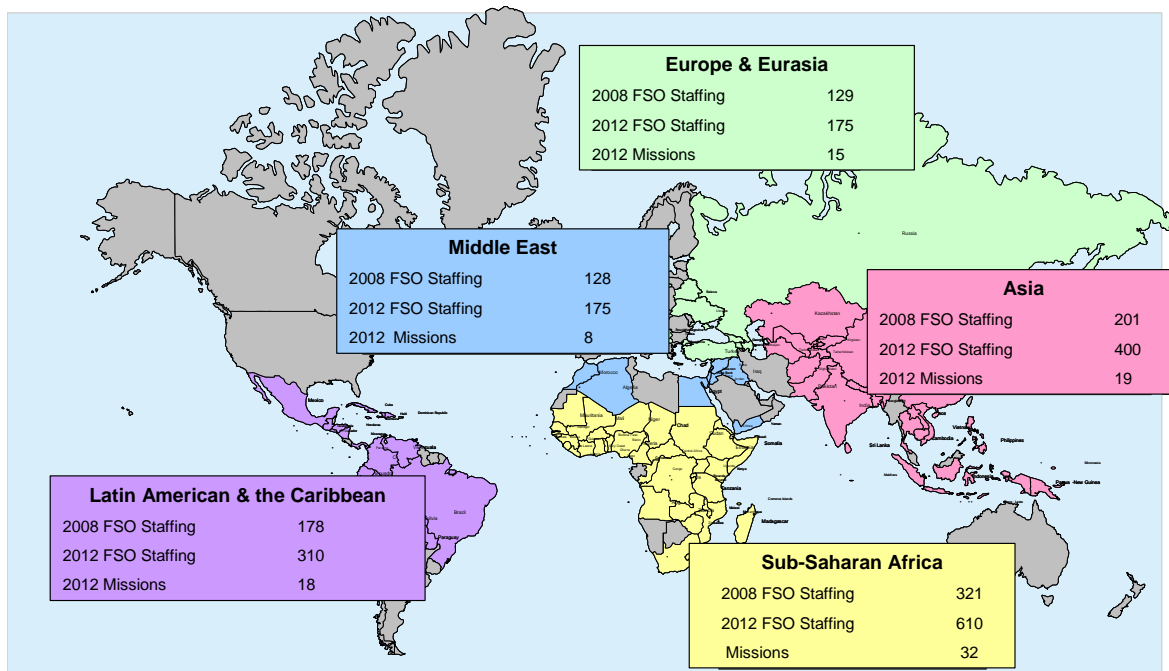
FY 2009 - FY 2012 FS Recruitment Targets						
BACKSTOP	FY 2008 **	FY 2009 **	FY 2010 ***	FY 2011 ***	FY 2012 ****	TOTAL
02/94 PO/PDO	27	70	100	100	47	344
03 EXO	3	25	30	29	14	101
04 CONTROLLER	14	35	35	24	10	120
EGAT	21	76	76	84	48	305
11 Economists	7	11	12	12	8	50
21 Private Enterprise	12	25	25	33	16	111
10 Agriculture	2	21	26	26	20	95
40 Environment	0	11	12	12	3	38
25 Engineers	0	8	1	1	1	11
50 PUB HEALTH	15	52	50	41	20	178
60 EDUCATION	8	18	15	25	20	86
76 DCHA	22	54	72	72	22	242
85 LEGAL *	5	10	12	15	8	50
93 CONTRACTS	5	30	30	30	21	116
TOTALS	120	370	420	420	210	1540

Note: The chart is a plan developed from the new CWPM as vetted with the regional bureaus.. It is somewhat different than the recruitment plan we are now using though total numbers for each year were held nearly constant.
 *BS 85, Legal Officers enter at FS-02 and are on the JO complement until they go overseas.
 ** FY 2008 reflects OMB cap of 120, originally we requested 210. FY 2009 reflects OMB cap of 370 in lieu of 420. These are tentative numbers.
 *** FY 2010/2011 total of 420 replaces attrition of 70 and includes a plus up of 350. These are tentative numbers.
 **** FY 2012 replaces attrition of 70 plus 190. These are tentative numbers.

The figure below illustrates the distribution of backstops that make up the current FS gap that will be filled through workforce planning efforts.

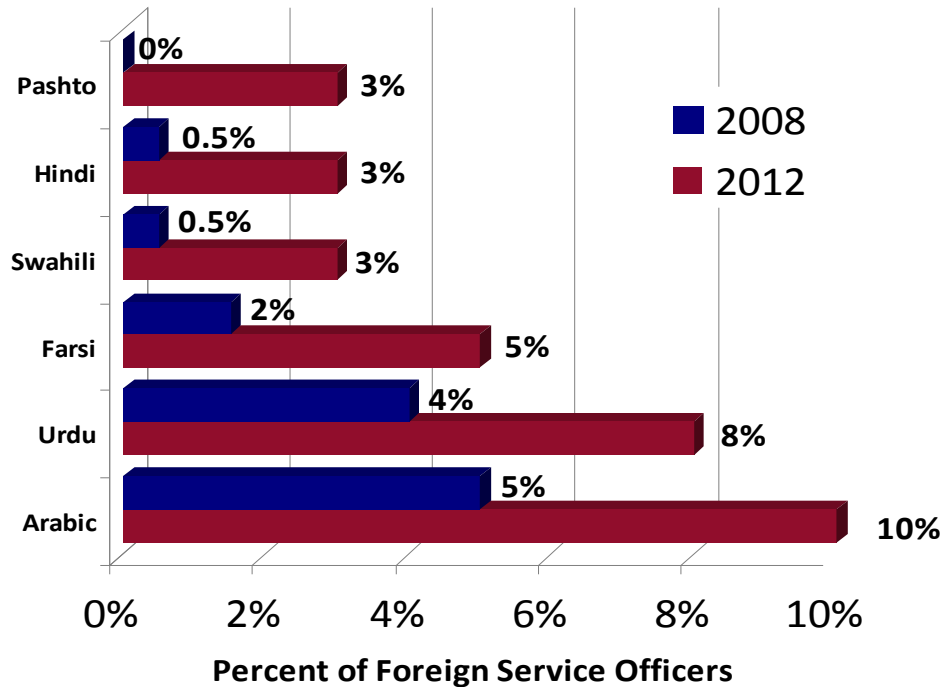


USAID (using the Consolidated Workforce Planning Model) has calculated projected staffing goals by geographic region. The map below illustrates current and projected FSO levels and mission numbers by region.



In order to succeed in these varying regions of the world, as well as the increasing technical areas, 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 our development professionals in this goal, traditional classroom learning and on-the-job training is supplemented by a library of over 7,000 e-learning courses. Further, 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.

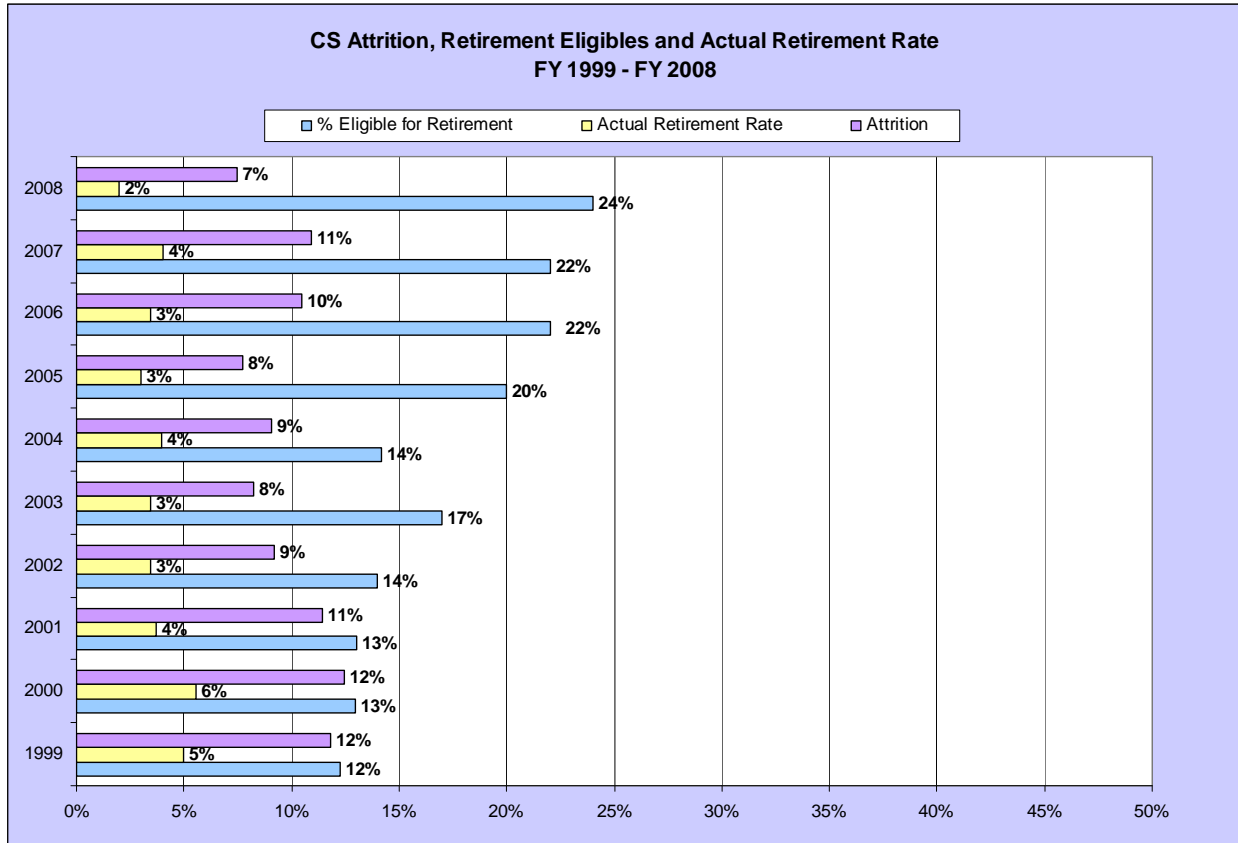
FSOs must meet USAID foreign language tenuring requirements before departing for assignment overseas. Language training and testing is provided through the Foreign Service Institute. The Agency aims to increase language training to create a larger core of language-proficient FSOs. The chart below outlines target percentages that will be proficient in each language.



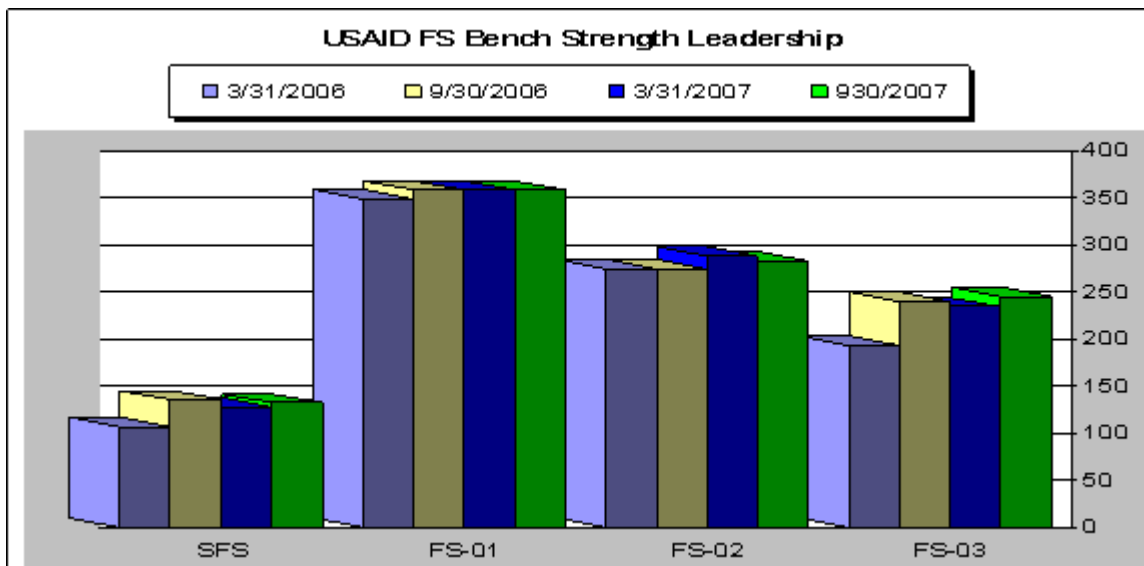
Attrition

Attrition for the Foreign Service workforce between FY-2009 and FY-2013 is projected to be approximately 50-60 employees per year. In the Foreign Service, retirements account for about 80% of annual attrition.

The chart and graph below represents retirement eligible FSOs, actual retirement rate, and attrition over the period of FY 1998-2007.



The chart below displays the current composition and numbers of FS leadership. It shows that the number of employees for each category has remained relatively stable since 2006.



The next three charts reflect eligible now, by end of FY 2009 and by end of FY 2013. They provide a frightening view into the future especially in the case of SFS and FS-1 staff.

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					

Section VII: Civil Service

Success of USAID foreign operations and missions rely heavily on the support drawn from Civil Service (CS). Therefore, USAID is striving to ensure that all CS workforce gaps are identified and addressed as quickly and efficiently as possible. The CS strategies include more systematic use of intern programs (including reinstatement of Student Career Employment Program (SCEP) which replaces the old COOP program), continued use of the Presidential Management Fellows, as well innovative approaches to rapid filling of Mission Critical Occupations (MCOs) positions.

USAID is facing increasing competition for Information Technology, Health (Backstop 50), human resources and contract professionals. To compete in this competitive market place, USAID is planning to expand use of retention, relocation, and recruitment bonuses to targeted mission critical occupations in FY 2009, funding permitting. USAID is currently paying retention incentives to IT employees with certain critical skills. The Agency is also utilizing the Student Loan Repayment Program (SLRP), and is considering offering retention incentives to Contract Specialists.

As part of its Recruitment and Outreach Branch, OHR is continually working towards a more centralized intern program, being that each Bureau/ Office in the Agency currently manages its own program. The Agency has a Recruitment Coordinator that helps to manage these programs so they can be used as a strategy to help fill critical shortages in key backstops, as well as to meet some diversity targets.

The agency is, and will continue to use these student programs as feeders into entry level CS positions, with the goal of attracting the diverse 21st century workforce the Agency strives to achieve. USAID is using non-paid summer interns, and is currently developing a SCEP intern

program targeted to students at universities in the metro area (USAID is hiring 12 SCEPs for FY 2009). The Agency will also create a recruitment strategy for those with disabilities by participating in the Workforce Recruitment Program (WRP) for College Students with Disabilities.

The Presidential Management Fellows (PMF) Program has proven to be a very successful feeder to fill future mid-level manager gaps. USAID's overall demographics heavily swayed towards GS-14, GS-15 and SES levels. Since PMFs address a critical need, OHR is centrally funding the OPM 'tax' for each PMF. We are hiring between 30 to 40 PMFs a year and expect to continue in this range. These employees have been shown to be more likely to stay with the agency as a result of participation in the program. Feedback from USAID managers indicates that PMF recruits are highly talented and make valuable contributions to USAID's management and program operations. In 2007, USAID hired 33 Presidential Management Fellows (PMF), and USAID plans on continuing the use of PMFs through 2009 and beyond.

Through use of USAID's extensive intern program efforts, USAID will increase CS minority representation and retention. The Agency will also engage in targeted outreach programs to increase diversity.

- In fall 2008, USAID initiated a new centrally funded internship program to increase diversity. The pilot program includes 14 new interns of which 13 are diversity interns. Eight of the interns are in Mission Critical Occupations.

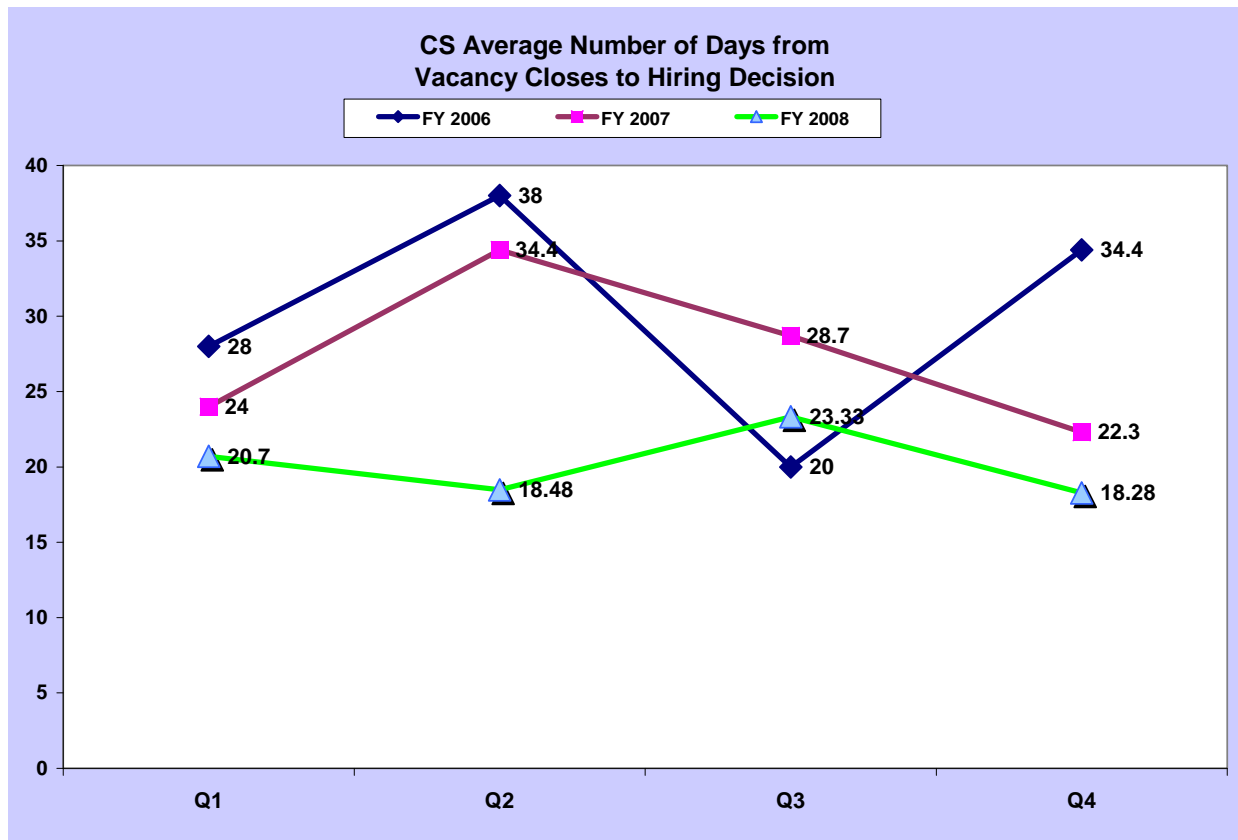
These interns were hired through the following Minority Serving Institutions:

- Five Hispanic Association of Colleges & Universities (HACU) interns
- Two Historically Black Colleges & Universities (HBCU) interns
- Two Washington Internships for Native Students (WINS) interns
- Two students with disabilities

USAID has also been significantly expanding outreach initiatives to veterans. OHR's Outreach and Marketing Branch participates in the Military Transition Program at several local military installations by hosting Federal Employment Workshops that reach over 600 veterans per year. The Agency also participates in the Hiring Heroes Career Fairs for severely wounded veterans at Walter Reed Army Medical Center. USAID has sponsored 3 veterans from the Operation Warfighter Program (OWF) whose participants are severely wounded veterans who conduct detail assignments to Federal agencies while in rehabilitation status. USAID has also hired 3 disabled veterans in MCOs (contracting and human resources).

Automation of recruitment, reorganization of the staffing functions, redesign of staffing processes, acquisition of staff, development of staff and education of managers have resulted in USAID's significant progress in improving hiring to date time.

The chart below illustrates the improvement in the time to hire for CS from the years 2006 to 2008.



In decreasing the time to hire, the front-end of the recruitment process has been automated using the tracking tool, Avue PAR. This tool was piloted in FY 2007, and will be fully

implemented for CS by the end of FY 2008. 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 system to initiate, transmit, track, manage, approve, administer and execute the complete range of personnel actions –not just recruitment actions. Managers and staff working on a personnel action can look up the current status, total cycle time, cycle time at different phases of the process, approvals and other similar action-specific information. Managers can also ask questions, request assistance and dialogue on-line with their Office of Human Resources (OHR) supporting professionals, administrative officers and senior approving managers. USAID also plans to pilot and implement the automated feed (SF-50 creation) to the National Finance Center (NFC) for at least one organization by the end of Calendar Year 2009 (dependent on NFC test window availability). USAID will use the Avue PAR tracking tool to generate metrics (baseline and targets) that will aid in identifying new opportunities for process improvements that will result in expediting the front-end of recruitment and thus shorten the time it takes to replace staff or acquire staff for new positions.

OPM has identified three CS specific Mission Critical Occupations (MCOs): Human Resources Specialist, Contract Specialist, and Information Technology. This assessment is consistent with USAID's own workforce planning analysis. To date USAID has made the following progress in filling MCO gaps:

Human Resources Specialist (GS-201): USAID met their vacancy gap closure target for 2008 and made significant progress in closing competency gaps identified in last year's assessment. OHR, using the competency management assessment tool discussed previously, identified three areas for gap closure. The following describes the progress made by OHR in closing the identified gaps:

- To enhance staffing specialists' skills as HR consultants, a three day seminar (October 1 – October 3, 2007) was conducted for all staffing specialists to develop or enhance their skills as HR consulting professionals.
- In December 2007, USAID conducted FSLA training.
- In Q3 FY 2008, USAID will conduct a four-day combination workshop on Job Analysis/Qualifications Analysis with USDA.
- By September 30, 2008, USAID will conduct a "Leadership for Non-Leaders" course for HR specialists.

Contract Specialists (Acquisition & Assistance, GS-1102): USAID is positioned to meet end of FY 2008/ and FY 2009 targets. Strategies for reducing vacancies include:

- Recreate entry-level positions using various hiring mechanisms including interns: This has been largely completed through the hiring of PMFs and SCEP.
- Use open and continuous vacancy announcements.
- Update the retention incentive policy for USAID: The revised policy (ADS Chapter) has been completed, forms have been created, and operations for implementing incentives have been designed. A recruitment bonus for one GS-1102 with specialized skill set has been distributed, and the funding level and eligibility for SLRP has been set. The SLRP will be run in Q4 2008. While the

goal is to close gaps for Contract Officers, these retention policies will apply to all USDH staff.

- o Attend selective recruitment outreach events. M/OAA senior staff members have, and will continue to represent the Agency at one or more recruiting events.

Information Technology: USAID met closure targets through the use of retention incentives tied to specific skills, and through OHR's reduction in the time to hire.

The table below shows the progress from 2007 to 2008 in filling the three MCOs previously discussed. It also outlines projected long term attrition, and the 5 year goal for staff size.

Mission Critical Occupations	STARTING POINT (DATA FROM BEGINNING OF MEASUREMENT YEAR)							STARTING POINT (DATA FROM BEGINNING OF MEASUREMENT YEAR)		
	One-Year Target for Number of Employees (Staffing Level to Reach by End of this Measurement Year)	Number of Employees On Board as of October 1, 2007	Projected Attrition for This Year (October 1, 2007 to June 30, 2008)	Targeted Staffing Gap(-) /Surplus(+) to Close This Year (target as set on October 1, 2007)	Long-Term Goal for Number of Employees (e.g., Staffing Level to Reach by End of 5 Years)	Projected Long-Term Attrition	Staffing Gap (-)/ Surplus (+) to Close Long-Term (Including Attrition)	Actual Number of Employees On Board on June 30, 2008	Was One-Year Target Met for Closing the Gap/ Surplus?	Staffing Gap(-) /Surplus(+) Based on Long-Term Goal as of June 30, 2008 (Not Including Attrition)
GS CONTRACT SPECIALISTS	86	80	-6	-12	192	-40	-152	86	Yes	-106
GS HUMAN RESOURCES SPECIALISTS	45	42	-5	-12	60	-40	-58	45	Yes	-11
GS IT SPECIALISTS	56	56	-4	-4	59	-18	-21	56	Yes	-3
Totals:	191	178	-15	-28	311	-98	-231	191	N/A	-120

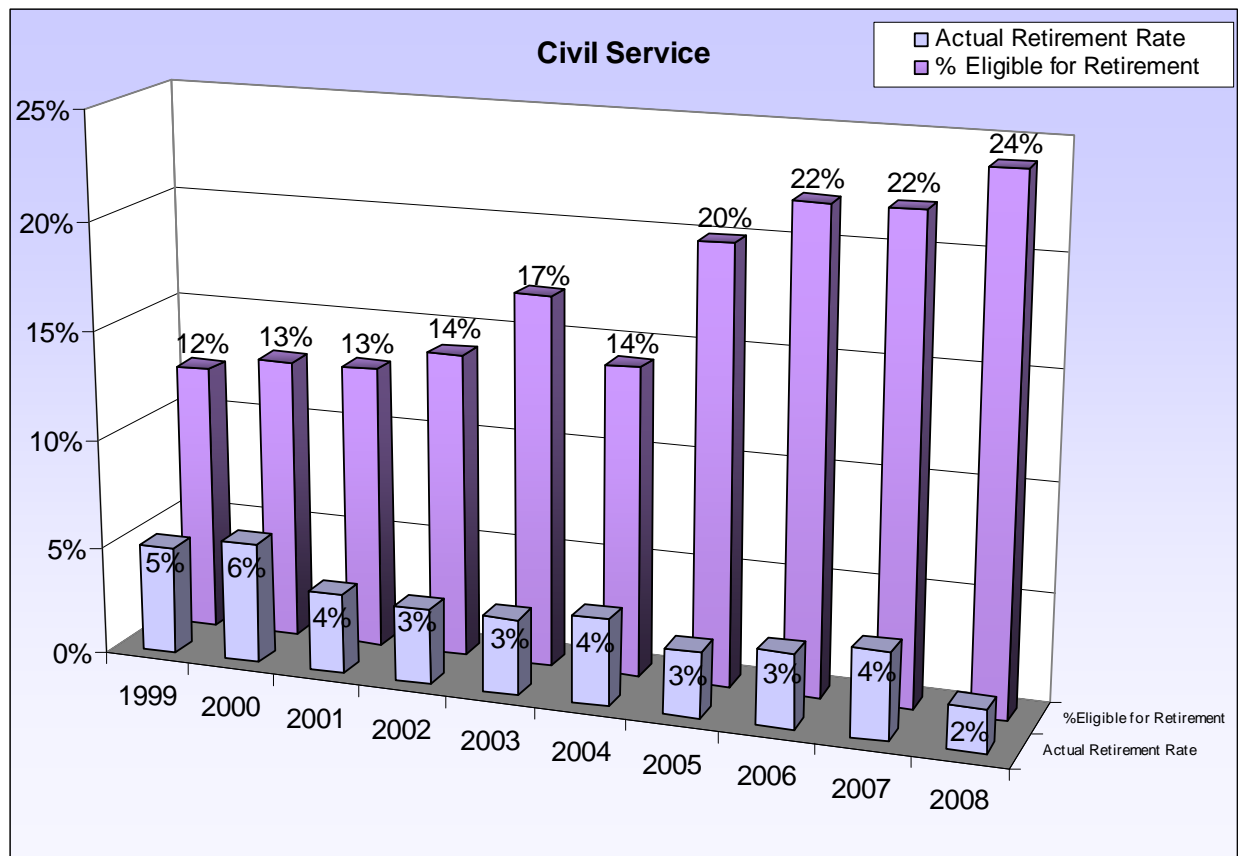
In addition to filling employment gaps, USAID is committed to continual training and development of current and future CS staff, not only to ensure that staff have the proper skills to perform their job efficiently and effectively, but also because the presence of strong training and career development programs have been shown to be powerful work attractors.

USAID also began a pilot with the Department of State in 2006 to institute a mentoring program for CS employees as a form of career development and to increase retention. The program is a structured, one-year program. CS employees can sign up to be mentored and CS as well as FSOs can sign up to be mentors. USAID is utilizing a software program from the Department of State to match potential "mentees" with mentors, based on needs. Once a match is made, a team gets together to review the system's matches and ensure they are appropriate. The program includes monthly activities for a year, such as one-on-one mentor-mentee meetings, forums, speakers, and other events. Additionally, USAID offers a Situational Mentoring option,

where individuals can volunteer to be available for any questions, concerns, etc. on an as-needed basis, separate from the structured program.

The benefits of this program have been tremendous, allowing mentees to learn about career enhancement, navigating the organization and professional development. The program has grown drastically in participation. In FY 2006, 16 employees signed up to be mentored and only eight employees volunteered to be mentors. The program has been obtaining more visibility, and in FY 2007, the mentoring program began with 32 CS mentees and 25 mentors. The mentoring program also helps the Agency transfer current and critical tacit knowledge and experience.

The chart below shows the percentage of CS employees eligible for retirement compared to the actual retirement rate.



As shown, in 2007 over 22% of all CS was retirement eligible. The actual retirement rate has remained steady between 3 and 4 % since 2001.

Section VIII: Summary

To reach the goal of “getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests abroad,” USAID has developed the tools and policies

outlined in this workforce plan. These tools and policies will further USAID's objective to drastically increase the size of our overseas presence, while simultaneously maintaining our critical support services to ensure the optimal execution of this intention.

USAID will continue these efforts through the creation of future workforce plans, and increased integration and utilization of the Consolidated Workforce Planning Model. Future workforce plans will also cover non-Direct Hire staff.