



USAID
FROM THE AMERICAN PEOPLE

HUMAN RESOURCE TRANSFORMATION STRATEGY AND ACTION PLAN 2016-2021



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EXECUTIVE SUMMARY

Purpose

The HR Transformation Strategy and Action Plan is designed to achieve a fundamental change in the way USAID supports the human resources and talent management needs of its current and future workforce. The success of USAID's talented and committed workforce and, through them, the Agency's success in carrying-out its mission, is directly impacted by the support and services staff receive from the Agency's HR network. As such, this HR Transformation Strategy will impact all segments of USAID's workforce.

The HR Transformation Strategy is based on the findings of a current state assessment completed in November 2015; a series of strategic choices made by workforce representatives and USAID leadership; and the input of an Advisory Group (AG) representing a cross-section of Agency employees. The Transformation Strategy is also fully aligned with the findings and recommendations of the 2015 Quadrennial Diplomacy and Development Review (QDDR).

The scope of this HR Transformation Strategy covers all HR services, including those that fall under the Office of Human Capital and Talent Management (HCTM), those carried out by Executive Officers (EXOs), Administrative Management Services (AMS) staff, and supporting functions provided by other operational areas under the Office of Civil Rights and Diversity (OCD), the Bureau for Management (M), the Office of the General Counsel (GC), and the Office of Security (SEC).

Results Framework

The goal of this Strategy is to create HR services that support a 21st century workforce in carrying out USAID's mission. Three Transformation Objectives supported by Intermediate Results and cross-cutting enablers underpin this goal.

The top priority for year one is to address TO 1 which will improve customer service, clarify roles and responsibilities, and clean up HR data.

Transformation Objective 1 (TO1): Efficient Customer-focused HR Operations Sustained

Future state vision: HR Services are streamlined and agile, leading to expeditious onboarding of new talent and giving employees access to self-service and consultative HR services options.

Intermediate Result	Future State Vision/Benefit to USAID
Customer Expectations of Timeliness, Accuracy, and Reliability of HR Services Exceeded	Expanded employee self-service capabilities and enhanced development and use of existing technologies will allow HR to better meet the needs of customers
Talented and Diverse Workforce Attracted and On boarded through Agile, Transparent Processes	USAID can proactively recruit candidates to meet forecasted or just-in-time Agency needs through appropriate mechanisms; hiring, security, and onboarding is expedited
HR Workflow Streamlined and Simplified	Effective "one stop shop" operations will maximize the efficiency and effectiveness of USAID HR service delivery and employees will know who does what and when
Accessible Clean HR Data Sustained and Controlled	Clean HR data and established processes and policies that sustain it will mean fewer HR mistakes and better data for decision making

Transformation Objective 2 (TO2): Agency Workforce Prepared for Today and the Future

Future state vision: A workforce that is prepared with the knowledge, skills, abilities, and attributes to meet the future needs of the Agency's mission. Employees understand how to navigate through the Agency to advance their careers which will improve retention of top talent and increase effectiveness of mission delivery.

Intermediate Result	Future State Vision/Benefit to USAID
Workforce Planning Strengthened to Enable Effective Staffing and Employee Mobility	Workforce planning processes and tools are strategic, forward-looking, consistent, and flexible (e.g., scenario planning); USAID is nimble and responsive to evolving agency requirements
Career Paths Designed to Meet Crisis and Opportunities	Career paths are linked to professional development needs and individual development plans and performance management process strengthening focuses on future potential rather than promotion
Staff Empowered Through Effective Management and Mentoring	Managers have the skills and support they need to effectively manage staff, or pursue non-supervisory career paths; managers will position staff to do their best work; employees will learn from formal career-enhancing mentors
Performance Management System Established and Upheld to Promote Excellence	Employees regularly receive honest feedback from their supervisor and support is in place to help employees improve performance in key areas; the performance management process is viewed as equitable and transparent and separate from promotions
Next Generation of Leaders Identified and Prepared	Promising leaders are identified and investments are made in their growth and aptitude; leaders across the Agency consistently demonstrate high aptitude in technical and soft skills

Transformation Objective 3 (TO3): Agency Culture and Workplace Enhanced

Future state vision: USAID will have a stronger "culture of accountability," where people demonstrate high levels of ownership to think and act in the manner necessary to achieve organizational results. Moreover, the diversity of the American population, in terms of race, national origin, disability, gender, and sexual orientation is reflected in USAID's staff at all levels. Finally, all employees will see their personal contribution to the USAID mission and will, across the board, be better equipped to address the unique challenges and occupational stresses associated with being a part of an agency with an international mission.

Intermediate Result	Future State Vision/Benefit to USAID
Accountability Improved at all Levels	USAID is a transparent, communicative place to work where accountability is defined as a partnership, consistent across teams, between manager and employee, wherein employees own their success within their clearly defined roles
Employee Wellness and Engagement Improved	USAID has a culture where all employees feel connected to the organization and the mission and their wellbeing is taken seriously by the Agency
Diversity and Inclusion Promoted	Diversity recruiting is targeted and strategic, and selection bias does not prevent diverse candidates from being hired; all staff and supervisors are trained in diversity and inclusion topics regularly and that training is evaluated on a regular basis; Agency leaders and managers factor diversity into staffing decisions

Implementation

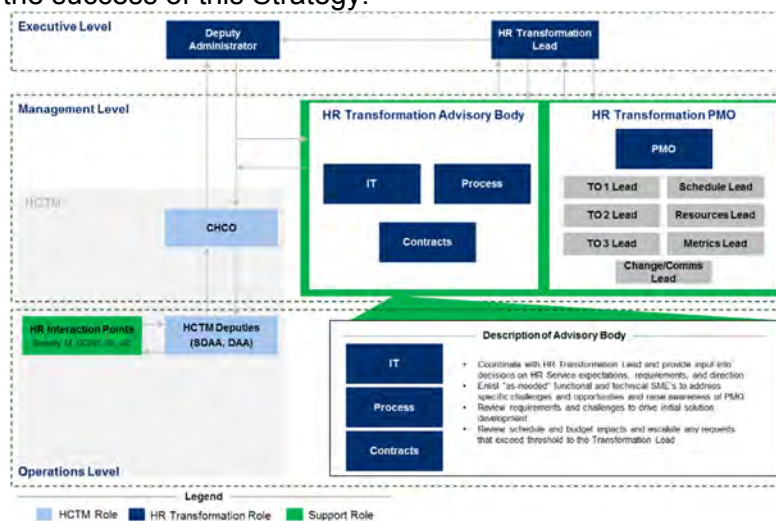
The HR Transformation Strategy is expected to span five years and address the HR issues that have adversely impacted the customer experience for many years. This undertaking identifies an **Execution Model** that is essential to the success of this Strategy.

At the **Executive Level**, the Deputy Administrator (DA) holds ultimate authority over the Strategy; the HR Transformation Lead reports to the DA and is responsible for oversight of the HR Transformation Strategy across the HR network.

At the **Management Level**, a Project Management Office (PMO) is responsible for planning and designing the implementation of the HR Transformation Strategy, including tracking and measuring performance metrics, change management and communications.

An HR Transformation Advisory Body will maintain a holistic view of this project, with the goal of addressing root causes, not symptoms, when advising on any changes to this Action Plan. The PMO team and the Advisory Body will be a mix of Foreign Service and Civil Service staff at the Executive (SFS/SES) and non-executive levels as well as Foreign Service National employees. The Chief Human Capital Officer (CHCO), the HCTM Senior Deputy Assistant Administrator (FS), M Bureau representatives, and other permanent and rotating members will serve on the Advisory Body to ensure excellent communication and buy-in across the HR network and the broader Agency.

At the **Operational level**, the HCTM Deputy Assistant Administrators and other units will operationalize the detailed HR Transformation implementation plans when approved by the DA.



Resources and Monitoring

The HR Transformation Strategy will be accompanied by a Project Appraisal Document (PAD) for each TO, which will fully detail the resources required to execute the Strategy. The PAD will be developed and managed by the PMO. The PMO will also develop a Performance Monitoring Plan (PMP) to identify and track the progress of the implementation of this Strategy. The PMP will include indicators, baseline and annual targets, and descriptions of how each indicator will be tracked and measured.

1.0 INTRODUCTION

1.1 Purpose of the HR Transformation Strategy and Action Plan

The intrinsic values embodied in USAID's mission have enabled the agency to attract and retain some of the most talented and committed development professionals (Direct Hire (DH) and Non-DH) in the world. Their success, and through them the Agency's success, in carrying out USAID's mission, is directly impacted by the support and services they receive from the Agency's Human Resource (HR) network. This strategy represents the direct input from employees across the agency, including HR staff.

The **Strategy** is based on the evidence that emerged from a current state assessment completed in November 2015; a series of strategic choices and trade-offs made by workforce representatives and USAID leadership during two offsite labs, and the input and guidance of an Advisory Group (AG) of staff from across the Agency and HR leadership. The strategy takes stock of the barriers that will need to be overcome, as well as a number of the enablers that will be needed to help the transformation take root.

The **Strategy** and **action plan** outlined in this document are designed to achieve a transformational change in the way USAID supports the human resources and talent management needs of its current and future workforce – with the ultimate goal of HR services that support a 21st century workforce in carrying out USAID's mission. It does so by defining a roadmap for achieving this strategic goal and three associated transformation objectives (TO). The top priority in year one of the implementation will be TO 1, including the design and adoption of a new, far more efficient way in which HR will operate.

The **scope** of this HR Transformation covers all HR services, including those that fall under the Office of Human Capital and Talent Management (HCTM), those carried out by Executive Officers (EXOs), Administrative Management Services (AMS) staff, and supporting functions provided by the Bureau for Management (M), Office of Civil Rights and Diversity (OCD), the Office of the General Counsel (GC), and the Office of Security (SEC). U.S. Direct Hires (USDH), Foreign Service Nationals (FSN), U.S. and Third Country Personal Service Contractors (PSC), and those hired through other mechanisms are all vital parts of the USAID workforce. As we build a strong HR foundation through implementation of this Strategy, the improvements will benefit the entire workforce. The particular HR challenges faced by FSN and USPSC will also be addressed through the work of the FSN Advocacy Council and the PSC Advocacy Council.

The **purpose** of this HR Transformation Strategy is to provide an action oriented roadmap for moving HR services from the current state to the future state. This strategy is a departure from prior efforts to address HR issues in its level of specificity, and detailed discussion of project management, resource needs, and actionable steps laid out over five years to move from concept to transformation. It is also a living document for keeping the transformation journey focused, on-track and to demonstrate transparency and accountability to the rest of the Agency. Critical to the success of the transformation will be the understanding, confidence and participation of stakeholders working across USAID – which will require leaders to proactively communicate and engage the workforce on everything related to the transformation, from start to finish.

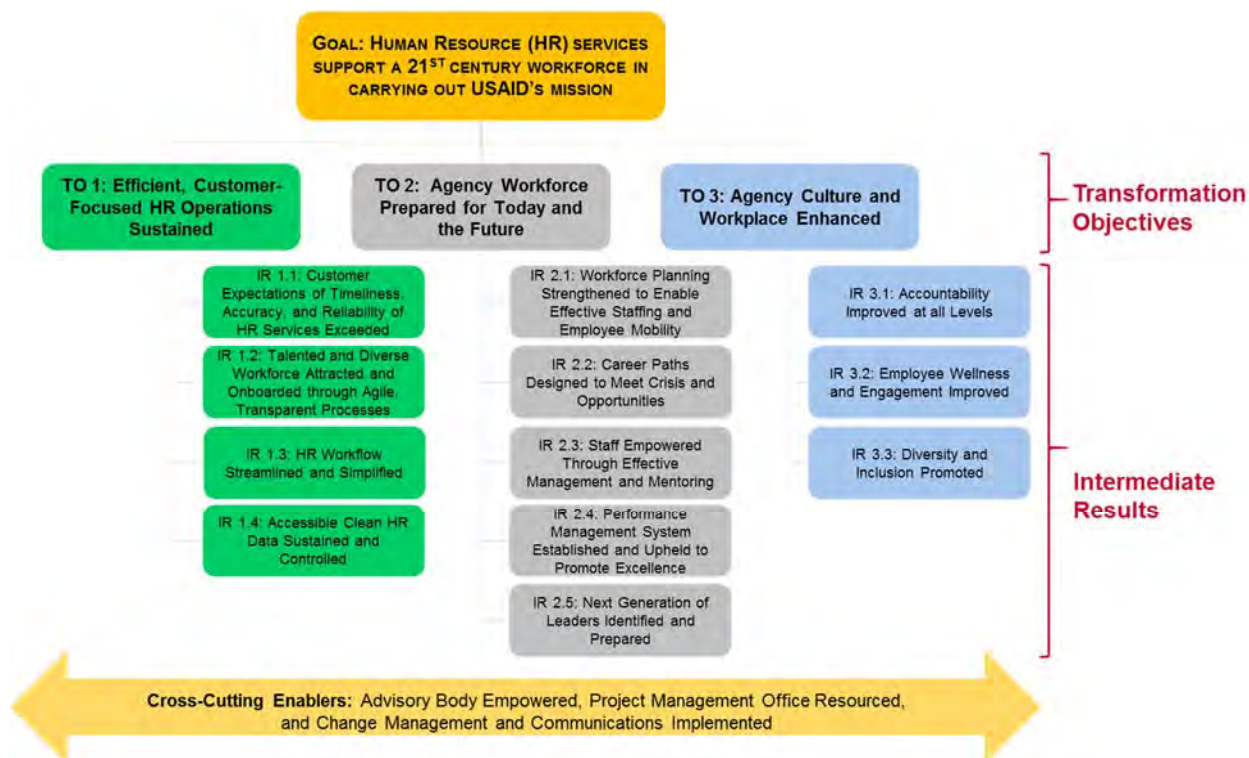
The word transformation is intentional. This is a long term effort that spans five years and addresses the issues that have adversely impacted the customer experience for many years. As many in the Agency know well, this is not the first attempt at HR reform. Much of the good work and strategizing that USAID has already done (with the support of several different implementing partners), has been incorporated into this document in order to have one, consolidated strategic plan. Relevant ongoing initiatives have been noted in Appendix B. However, the list may not be all inclusive. Differentiating it from past attempts, this Strategy identifies several cross-cutting enablers that will be essential to the success of this Strategy.

Additionally, the five year timeline takes into account the issue of **sustainability**. The leadership of the Agency is aligned on this transformation, but, more importantly, a groundswell of demand from employees will ensure that this Strategy comes to fruition. Deliberately managing the impact of changes to both internal (e.g., the next Administrator and Deputy Administrator) and external (e.g., Office of Personnel Management (OPM), Congress) stakeholders will be essential to maintaining momentum through 2021.

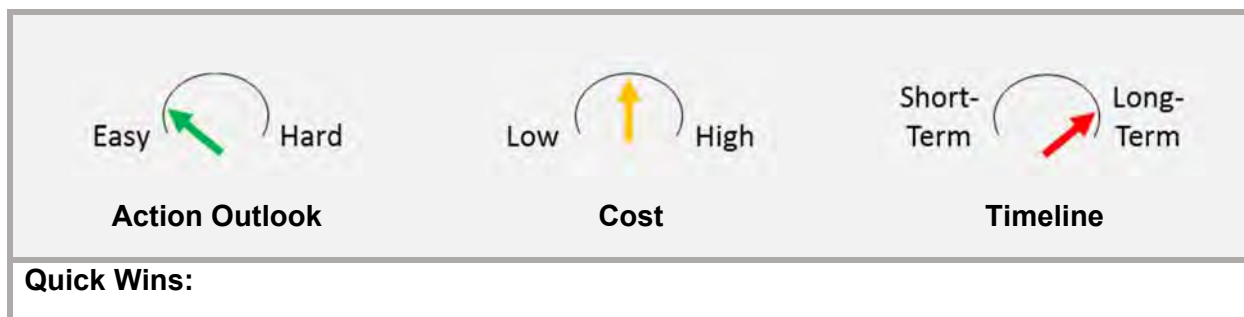
1.2 Results Framework

The goal of this HR Transformation Strategy is to create and sustain services that support USAID's 21st century workforce in carrying out the USAID mission. The goal is supported by three TOs which drive this reform agenda. These TOs are supported by intermediate results (IR) and cross-cutting enablers.

HR Transformation Results Framework



The following discussion of each IR includes a description of the problem, the desired end state vision that defines success, and an outline of action steps needed to achieve the result. Based on the work conducted by the Advisory Group and HR leaders, this Strategy also describes the inputs, dependencies, and barriers for each intermediate result, indicated with icons.



For each IR, a summary of requirements is provided on a dashboard to visualize the following information:

Action Outlook is a high level indicator of how difficult achieving the IR will be. Easy actions will require little effort, medium designates considerable effort and coordination for several entities, and difficult means extensive coordination, time, and bureaucratic challenges are needed to achieve the result.

Cost provides a barometer of budget expenditure. Low means little new cost will be generated (<\$500,000), Medium translates to moderate budget requests (\$500,001 - \$2,000,000), and High dictates large budget expenditures (>\$2,000,000).

Timeline refers to how long the effort will take. Short-term means 0-24 months, Medium is 24-36 months, and Long term is greater than 36 months.

Potential Quick Wins are actions which could be implemented quickly to build momentum for the intermediate result.

Cross Cutting Enablers required for successful strategy implementation are identified and explained in section 4.0.

2.0 CURRENT STATE

This HR Transformation Strategy has been developed in response to the current state of USAID's HR function as assessed in the Fall of 2015. For the purpose of this Strategy, the HR function was defined to include activities performed by HCTM, AMS Officers, EXOs, and other operational units supporting the HR lifecycle (e.g., Security, M/Payroll, OCRD, and GC).

2.1 Background

After collecting information from various groups across the Agency and understanding the state of HR from the customer point of view, Deputy Administrator Lenhardt formed a Human Resources Transformation Advisory Group (AG) to lead a transformation of the HR function, which kicked off in October of 2015. This group, chaired by Sharon Cromer, includes representatives from across the Agency who undertook the complex task of reviewing and providing recommendations, along with the HR leadership team, to substantively improve USAID's HR function. The HR Transformation was identified as a priority to address widespread frustration from HR customers (those who use HR services) and HR Staff (those providing HR services). This approach is a departure from surface level fixes USAID has relied on in the past. This work has brought together leaders from across the Agency to reimagine how USAID's HR system will operate in five years' time and create a strategy and action plan that is focused on improving the quality of the customer experience, beginning with measurable improvements in USAID's most urgent HR priorities. The scope of the HR Transformation includes all HR services – those that fall under HCTM, and those carried out by EXOs, AMS Officers, and supporting functions from other operational areas, such as M/Payroll, SEC, OCRD, and GC.

To begin the effort, the AG produced an analysis of the current state of USAID's HR function to act as the basis for recommendations and to inform the desired HR future state. Best practice solutions were then identified to help inform decision makers about what is possible and enable USAID to create an optimal future state. Key HR personnel and USAID leaders met to make strategic choices to help design an HR Operating Model (how work flows into, through, and out of HR) for USAID over four working sessions. Two intensive, off-site strategy sessions for leadership were held to identify the vision, priorities, and strategy of the transformation. Throughout this process, the substantive positive changes recently made in the HR function were emphasized to ensure that existing strengths are built upon rather than pushed aside.

The outcome of the process outlined above is the basis of this document, which serves as a strategy for the actionable, immediate, and measurable goals in support of USAID's efforts to build a strong HR function to ensure future mission success and staff retention.

2.2 Current State Assessment

In October and November 2015, a team led by the AG conducted an assessment of what is working well and what is not, and identified specific pain points and opportunities across HR. The current state assessment was comprised of four components: a baseline document/data analysis, interviews and focus groups, an HR survey exploring work activities, and a leadership survey.

- The baseline analysis involved understanding the overall effectiveness of HR programs through existing data, Standard Operating Procedures (SOPs), prior documentation/assessments, existing technology, and policies, which proved that USAID suffers from an inefficient and disorganized HR work flow, making effective delivery of HR services difficult.
- Interviews and focus groups were conducted with employees across the Agency, in which widespread frustration with the state of HR was expressed among both HR employees and customers of HR, as well as a shared feeling that the status quo fails both groups.
- To understand the current operating model and alignment of HR programs and services to the mission, a Work Activity Analysis was completed and uncovered that HR employees across the Agency, at every pay grade, are performing mostly “transactional” tasks as opposed to consulting and advising customers or designing HR policies and initiatives.
- Lastly, an HR Maturity assessment was conducted among Agency leadership which included a comparison of current state HR to a future state ideal, and revealed that major improvement across all aspects of HR over a 3 to 5 year period is desired.

2.3 Findings: Accomplishments

The assessment yielded key information regarding the existing strengths and recent accomplishments related to HR at USAID. For example, in the past five years USAID has:

- Digitized records and cleaned up stored personally identifiable information (PII)
- Established the HCTM eligible family member (EFM) Unit
- Stood up the Staff Care Center
- Opened Bangkok, South Africa, and Washington Training Centers
- Opened USAID University
- Hired over 800 FSOs
- Created the FS Career Mapping Toolkit
- Initiated pilots and start-ups (e.g. FS Optimization, Performance Management, Time to Hire)
- Created the FSN Advocacy Council and held Two Consecutive Worldwide FSN Workshops
- Created the Peer-to-Peer FSN Worldwide Network
- Implemented improvements to the New Employee Orientation
- Created the Mission Director/Deputy Mission Director Training Program
- Achieved a significant increase in the Federal Employee Viewpoint Survey (FEVS) score within HCTM and began to turn around a decline Agency-wide
- Created a FEVS action planning process with results in many OUs

2.4 Findings: Pain Points

In addition to the successes, pain points were uncovered that centered around four themes: (1) customer service, (2) process and policy, (3) tools and technology, and (4) talent and culture.

<p>Customer Service</p> <p>The felt experience of the customer has suffered for years because HR is not set up to effectively meet customer needs and the skillset of HR specialists varies widely. Internally, HR has suffered from a lack of leadership alignment, lack of training, and a reactive culture.</p> <p>Example Pain Point:</p> <ul style="list-style-type: none">• Many feel that HR staff are unavailable, are not transparent, and do not have the skills needed to perform the job effectively	<p>Process and Policy</p> <p>Customers feel that the processes and policies HR adheres to are not transparent or consistent, which results in a perceived lack of integrity. In actuality, policies are routinely overlooked both within and outside of HR, and USAID generally manages by exception instead of the rule.</p> <p>Example Pain Points:</p> <ul style="list-style-type: none">• Assignment process is perceived to be corrupt and unfair due to the lack of transparency and standardization• Answers to questions are not consistent
<p>Tools and Technology</p> <p>Lack of integration among HR systems coupled with insufficient adherence to processes and policies means the systems that HR uses are not effective tools to enable customer service. Ultimately this has resulted in poor data quality.</p> <p>Example Pain Points:</p> <ul style="list-style-type: none">• Inaccurate data and discrepancies are rampant within and between the systems• Lack of integration between systems increases manual effort needed by both customers and HR staff	<p>Talent and Culture</p> <p>A lack of talent management and accountability across USAID impact HR's performance from two perspectives: 1) HR is unable to meet expectations because deadlines and processes are not adhered to by customers, 2) HR staff are not managed effectively and thus deadlines and processes are not adhered to by HR staff.</p> <p>Example Pain Points:</p> <ul style="list-style-type: none">• The current AEF process focuses on procedure rather than impact; constructive feedback is generally not provided• Staff expect timely actions from HR, but are often late submitting inputs

Many of USAID's pain points can be traced to a common root cause: an inefficient operating model (see figure below). An inefficient operating model makes basic HR processes difficult for both customers and HR staff. The current HR operating model has resulted in what those within and outside of HR feel on a daily basis – the symptoms of corrupt data, lack of accountability, ineffective management, and ultimately, low customer satisfaction. The underlying root causes that drive these symptoms must be addressed in order to have an effective operating model.

An inefficient operating model means:

1

Workflow is not streamlined

- True workload is not captured in one central place
- Work requests come through the Help Desk, email, phone, etc.
- Leadership/Management cannot manage and prioritize workload

2

Roles and responsibilities are not clearly defined

- Lack of awareness of who does what, leads to a duplication of efforts and shadow organizations/systems

3

Workload is decentralized and there is a lack of Standard Operating Procedures

- Knowledge of HR Staff is inconsistent or inaccurate; leads to conflicting information provided to customers

These operating model deficiencies result in:

Lack of Data Integrity

Lack of Accountability

Ineffective Management

Low Customer Satisfaction

These issues are exacerbated by an Agency-wide culture that lacks accountability:

Workforce and Performance Management are Perceived as Unfair and Non-Transparent

- Performance issues across the Agency generally go unaddressed; Constructive feedback is not included in AEFs and rating inflation is rampant
- Right-sizing teams and obtaining the right staffing mix is challenging
- There is a lack of clarity regarding the promotion process

Leadership does not Create an Environment that Supports the Workforce

- Employees Agency-wide expressed distrust of their immediate leadership when faced with difficult decisions
- Low courage and commitment scores within HCTM indicate low engagement and predict poor customer service attitudes

Employees do not feel like they are part of One USAID

- Employees Agency-wide expressed tension along multiple dimensions
 - Civil Service vs. Foreign Service
 - Race
 - Direct vs. Non-Direct Hires
- Rewards are generally not in line with staff values

Moreover, the impact of an ineffective operating model is exacerbated by an Agency culture that many in the current state analysis described as lacking accountability at all levels. This lack of accountability amplifies pain points rooted in the lack of operating model, such as a non-empowered workforce, lack of adherence to policies, and poor customer service. The lack of accountability also contributes to many standalone pain points, such as a sense of unfairness in ratings, assignments, promotions, and rewards.

3.0 TRANSFORMATION APPROACH

3.1 Vision for Developing and Implementing the HR Transformation

The AG adopted the following vision statement to guide the design and implementation of the HR Transformation Strategy. The vision statement serves as an aspirational direction for the transformation process going forward. It is not intended as the vision for the HR function itself. The vision will serve as the motivator for the transformation. It reads:

We share the responsibility for establishing strong core HR capabilities that exceed expectations of customers and prepare the workforce to deliver the mission today and in the future.

3.2 Guiding Principles

Guiding Principles for the HR Transformation serve as rules to be adhered to by everyone involved in the HR Transformation effort. They are:

- (1) We hold ourselves and others accountable for carrying out the vision***
- (2) We work in partnership across the Agency to share ownership of the transformation***
- (3) We strive for simplicity and excellence in operational processes and systems***
- (4) We commit to exemplify the leadership discipline necessary to sustain the transformation***

3.3 Performance Monitoring Plan

High-impact, sustainable transformations begin with clear criteria for evaluating progress and success over time. With that in mind, we will develop a detailed Performance Monitoring Plan (PMP) to identify and track the progress of the implementation of this strategy. The PMP will include indicators, baseline and annual targets, and descriptions of how each indicator will be tracked and measured.

Each Transformation Objective in this strategy includes a set of illustrative indicators that may be included in the final PMP.

3.4 Resources and Implementation

Execution of this Transformation Strategy will require significant resources – both budgetary and human – including long-term technical assistance over the five-year strategy implementation period. This Strategy document is designed to be accompanied by detailed Project Appraisal Documents (PADs) for each of the TOs which fully details the resources required and available to execute the Strategy. The PAD will be created and managed by the PMO for the HR Transformation. The PMO will plan and design the implementation activities under the HR

Transformation Strategy. The PMO will also measure performance (e.g. successes and challenges) and track risks and issues (see Section 4.2 for more on the PMO).

Initially, inquiries about on-going HR operations and services during the transition to the future state of this Strategy will be addressed by an **ombudsman**. This role will be concerned with consistency in HR services. The ombudsman will not be a standard entry-point for handling HR issues. As the transformation progresses and employees become familiar with the future state HR roles and processes, the ombudsman role may be modified.

4.0 POTENTIAL BARRIERS AND ENABLERS

4.1 Barriers

Several potential barriers to success are addressed in this strategy through Cross Cutting Enablers. Perceived barriers include: lack of accountability, resource constraints, ineffective communication, and failure to address root causes of the pain points. The first three barriers deal with management and ownership of this transformation effort. The final barrier, failure to address root causes, is a relic of past attempts to correct deep problems by treating symptoms, rather than addressing sources. This strategy addresses this through an execution model, outlined below.

4.2 Cross-Cutting Enablers

Given the complexity of the task at hand, oversight and clear cut responsibilities around project management will be needed to ensure successful tracking and management of the transformation over the next five years.



Cross-Cutting Enabler 1: Advisory Body Empowered The USAID Front Office, including a designated HR Transformation Lead, will continue to lead this transformation, setting the direction and scope. An Advisory Body (AB) will be established to vet any proposed changes to this Strategy or proposed solutions. The Advisory Body will keep the holistic view of this Strategy in mind, with the goal of addressing root causes, not symptoms, when advising on any changes to this action plan. Oversight and adherence to the guiding principles will address accountability and allow the project plans to adjust to treat root causes as they are identified, eliminating calls for more overarching assessments.

Cross-Cutting Enabler 2: Project Management Office (PMO) Resourced

- ❖ To mitigate risks associated with lack of oversight and resource constraints, we will establish a PMO to monitor progress of the entire HR transformation portfolio. This PMO will oversee project management and the performance monitoring plan (indicators and targets), track risks and issues, manage dependencies across IRs, and provide a forum for leadership involvement. To avoid unintentional de-prioritization of this transformation, the PMO members will take on this role on a full-time basis and be accountable for portfolio success. This entity will be responsible for communication and change management (described below). The PMO will engage leadership to make priority and resource constraint decisions, inform them of success metrics and project timelines for each Transformation Objective, and regularly report to the HR Transformation Lead.

Cross-Cutting Enabler 3: Change Management and Communications Implemented

- ❖ This transformation is uniquely positioned to succeed, even when compared with similar attempts in the past. Leadership buy-in at the highest levels has never been stronger, starting with the Administrator and Deputy Administrator. In addition to Front Office support, it is essential that this HR transformation is owned and supported by employees across the Agency in close partnership with both unions (AFSA, AFGE). Implementation of this Strategy will set an example of transparency and accountability, two characteristics of Agency culture that employees desire to see embodied by leaders. To this end, change management efforts may include stakeholder analysis, a readiness assessment, leadership action plan, risk analysis and mitigation to manage resistance, and communications to include promoting success stories. In the context of this transformation, the PMO will include resources dedicated to communicating with leaders and employees to keep them informed about changes, progress, and milestones of the transformation, and solicit feedback.

USAID Leadership commitment is strong.

USAID's leaders have personally committed to advancing the HR Transformation. Their recent comments highlighted how they will think outside the box, balance short and long term requirements, leverage the diversity of the Agency, test ideas to see what works, and tweak plans along the way.

"It is clear that we will need to depend on each other to make this transformation successful."

"I am committed to measuring what is working, and course correcting to reach our objectives."

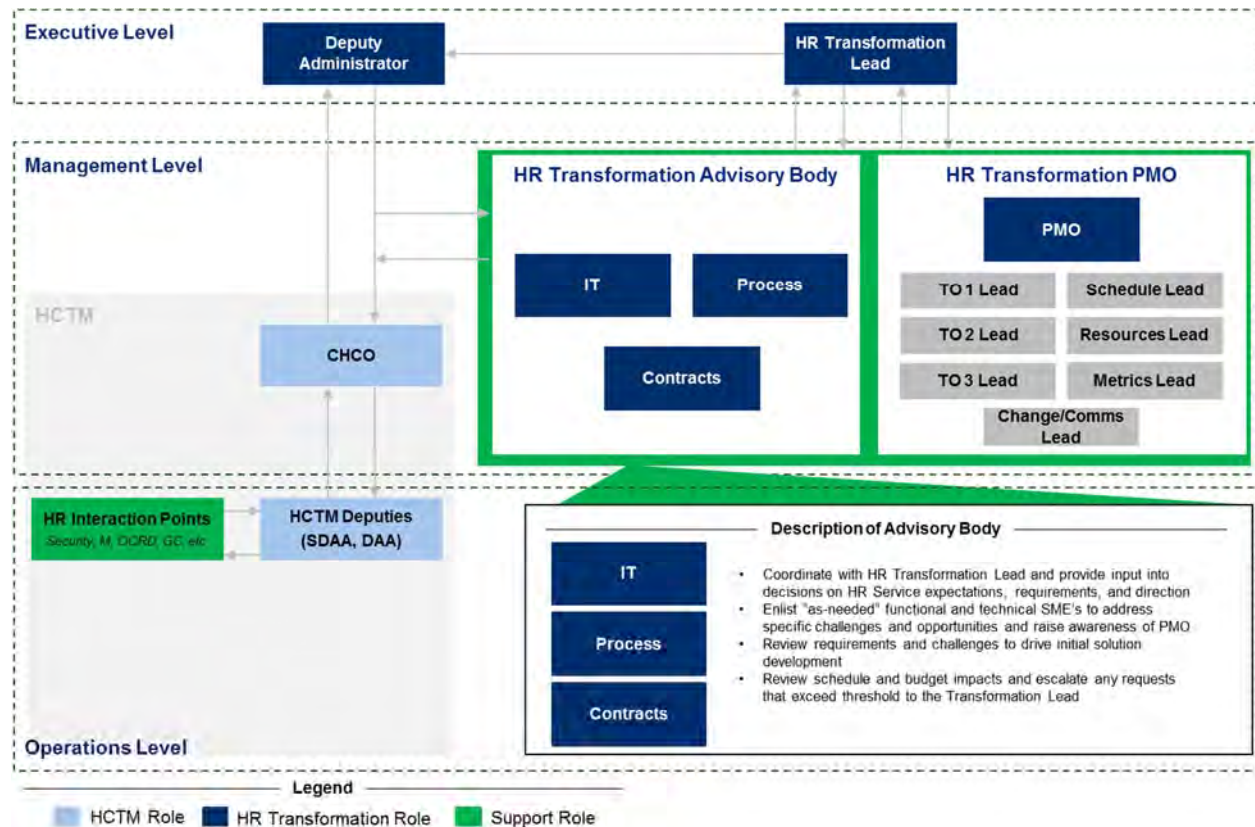
"I will help make the case for change, loudly when needed."

"This is a big problem – We need to put all our power behind it."

4.3 Execution Model

The cross cutting enablers, shown above, refer to three important entities which will monitor and manage the HR Transformation Strategy. Structurally, the enablers fit into an overall execution model which is depicted in the organizational chart below.

HR Transformation Execution Model



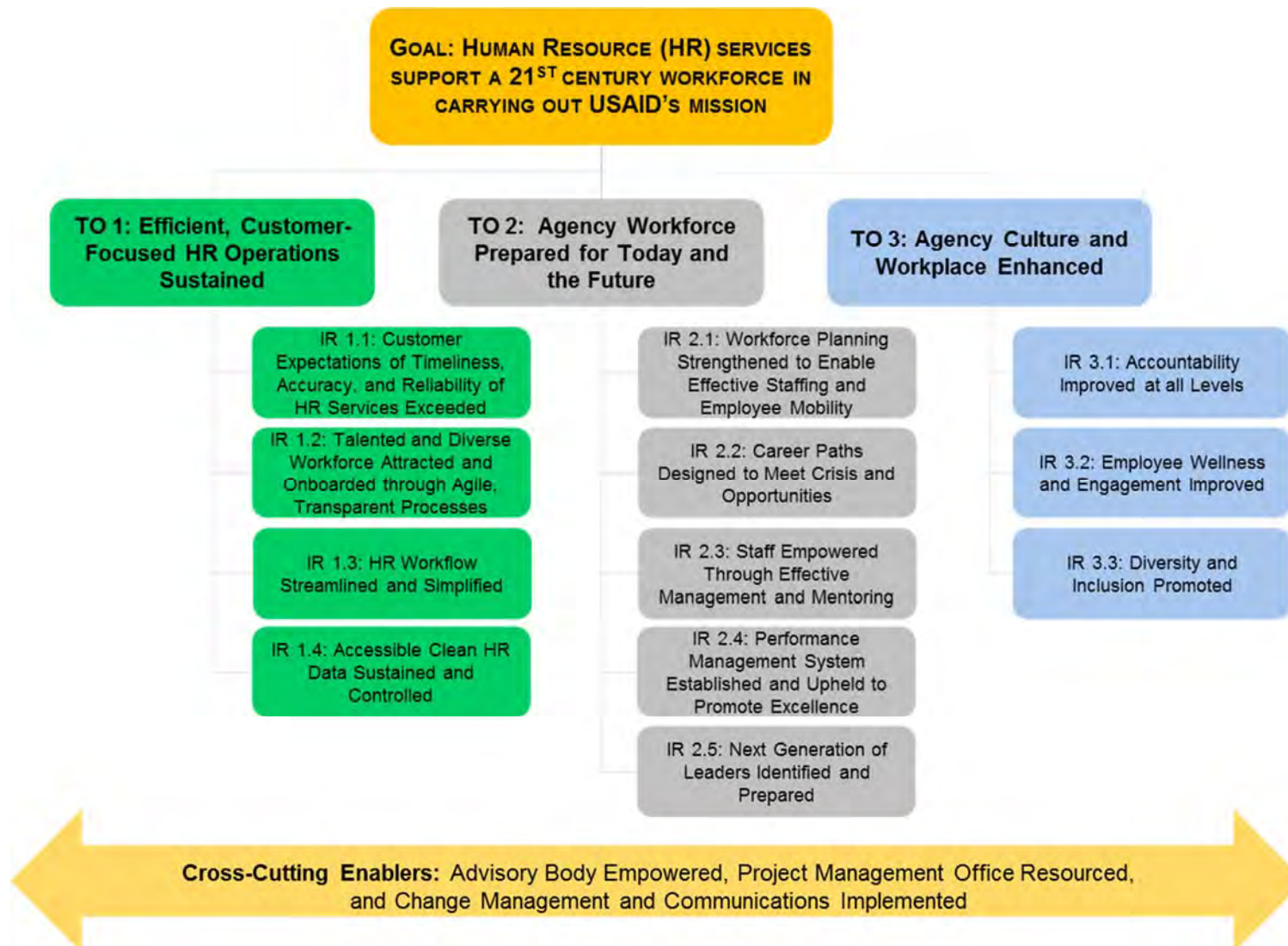
At the **Executive Level**, the Deputy Administrator is the Project Sponsor with ultimate authority over the Project; the HR Transformation Lead is responsible for managing the execution of the HR Transformation Project.

At the **Management Level** the Chief Human Capital Officer (CHCO) is responsible for the daily oversight of HCTM. The PMO is responsible for designing activities that will implement the HR Transformation Strategy, including each of the three transformation objectives, as well as managing resources, metrics, change management, and communications. The Advisory Body helps make decisions on issues pertaining to contracts, IT, and processes at a certain threshold level and makes recommendations through the HR Transformation Lead to the Deputy Administrator above the threshold. The PMO team and the Advisory Body will be a mix of FS, CS, and Executives (SFS/SES) and non-executive level employees. The CHCO, HCTM Senior Deputy Assistant Administrator (SDAA), M Bureau representatives, and a FSN representative will serve on the Advisory Body, along with other permanent and rotating workforce representatives.

This level will also be responsible for ensuring procedure and process improvements made as part of the HR Transformation align with policies found in the Automated Directives System (ADS), Foreign Affairs Manuals (FAM), and any other governing documents.

At the **Operational level**, the HCTM Deputy Assistant Administrators and other unit managers execute day-to day operations and implement the approved HR Transformation plans. In the past, HR recommended reforms were not fully implemented because the responsibility of planning, designing and implementing the recommendations were placed on HR staff in addition to their full time jobs. In developing this HR Transformation Strategy, USAID leadership recognized that setting up the PMO with highly qualified, full-time staff needed to be a top priority to ensure that this Strategy would be implemented. As the implementation plans are developed by the PMO, vetted by the Advisory Body, cleared by the HR Transformation Lead and approved by the Deputy Administrator, HCTM and other staff who are part of the HR network will be provided with clear roles and responsibilities, standard operating procedures, training, tools, and other support needed to operationalize the approved HR Transformation plans.

5.0 HR TRANSFORMATION: RESULTS FRAMEWORK 2016 – 2021



TRANSFORMATION OBJECTIVE 1 (TO1) : EFFICIENT, CUSTOMER-FOCUSED HR OPERATIONS SUSTAINED

Context: USAID's HR operation, which encompasses all functions from hiring and payroll to assignments and benefits, has long been deemed an employee pain point. HR customers feel that HR is not set up to address their needs and, as a result, getting the right answer in a timely manner is challenging. Conversely, HR staffs are not equipped for success. They are insufficiently trained and their workflow is mismanaged, meaning that HR staffs are too often dealing with emergencies instead of working proactively to maintain a functional HR system.

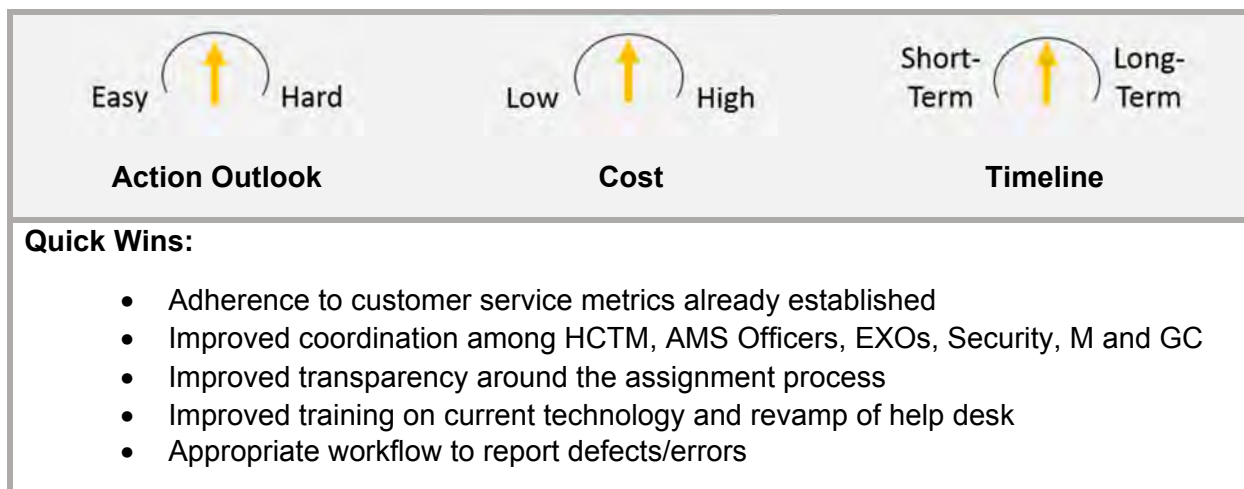
Problem Statement: The first priority of USAID in the HR transformation process is to change the felt experience for the HR customer. The majority of the dissatisfaction to date has been traced back to operational inadequacies, so focusing on improving the efficiency and effectiveness of HR operations will result in the most immediate and lasting impact to the customer.

End State Vision: At the end of the HR transformation, HR will make an impactful contribution to the overall ability of the Agency to meet its mission by providing a more streamlined, agile approach that allows employees to focus on the Agency's mission.

Illustrative Indicators

- **Improved customer experience** – Measured by improvements in scores on periodic administration of a customer satisfaction survey
- **Improved time to hire** – Measured by decreases in the time it takes to onboard an employee from the time of the job announcement through automated tracking tools, such as Service Now
- ❖ **Illustrative Impact Evaluation Opportunities**
 - Are HR processes becoming more efficient?

Intermediate Result 1.1: Customer Expectations of Timeliness, Accuracy, and Reliability of HR Services Exceeded



Problem Statement: Currently HR processes are not standardized and documentation is nonexistent or unclear. Roles and responsibilities are unclear leading to errors in data and misinformation to customers. Training and adoption of HR technology is inconsistent and incomplete. There is a lack of integration between systems that impacts data quality and increases the need for manual processes. For example, HR Connect (the system that records HR transactions) requires processes to be followed to accommodate some manual workarounds or fix errors that occur in the edit process. Additionally, ServiceNow (workload tracking system) is not being used to capture all inputs, leaving HR management with no insight into true workload. In addition, the HR function is currently isolated from other parts of the Agency. Without better engagement with HR, the challenges faced by personnel and programs, and other organizational units of the Agency, cannot be properly resourced and addressed.

Due to a lack of standardized processes, ill-defined roles and responsibilities, discrepancies within and between systems, as well as a reliance on manual processes, customer service is often unreliable and shadow systems and processes have been created by HR customers to track and maintain their own data. These problems are exacerbated by the fact that systems are not commonly governed and managed. Access to systems or parts of systems is limited to certain roles, inhibiting input and disempowering others responsible for HR actions.

End State Vision: At the end of the Transformation, expanded employee self-service capabilities and enhanced use of existing and new technologies will streamline and standardize processes to meet the needs of customers. This will ultimately enable direct access to data and the status of HR requests ranging from assignments to benefits to retirement. We will possess technology capabilities for priority HR areas so that applications and tools can be assessed and implemented to improve service and reduce cost in the long run. Ideally, we will reach a level of sophistication which sets the agenda for other federal agencies on technological optimization.

Coupled with improved training programs that reach all HR employees, new, better defined processes and data management will give employees an improved understanding of HR processes to ensure they have the knowledge to be agile and empowered in their position. All of this will contribute to ensuring that USAID governs by rule rather than by exception. Process

maps and standard operating procedures will be created to enable governance and a process for continually maintaining them will be implemented. In addition, we will, through partnerships, be better informed to take on HR transformation and modify its action plan, as needed, to account for lessons learned and avoid reinventing the wheel. USAID will have technology that is user friendly and integrated across the Agency.

Inputs, Dependencies, and Barriers:



Inputs: When developing processes for HR functions, we will ensure that customers across the Agency have a voice in their creation and maintain alignment with business needs. This will be crucial to exceeding customer expectations. Also, key to building effective processes is having supporting technology that is user-friendly and enhances communication across the Agency. In order to use the technology effectively, there needs to be comprehensive training as well as standard operating procedures (SOPs) that create uniform processes for operating the technology. Additionally, a data cleanup and sustainment effort must be completed, and people knowledgeable on the systems must be involved in creating SOPs for operational processes.

Learning from and contributing to innovative HR partnerships will require participation from willing partners at identified organizations and establishing identified points of contact within those organizations. Established vetting process for ideas will also need to be developed. A shared workspace to track and gather input will be required as well as an analytical approach to ensure that partnerships are effectively influencing operations.



Dependencies: Prior to standardizing processes, the operating model (see IR 1.3) must be defined so that roles and responsibilities are clear and workflow is understood. Additionally, the root causes of data integrity issues must be identified and addressed so that mistakes are not made in the future. A governance process is needed to prevent processes from being changed or modified without controlled consent. Stakeholders and management must not only buy in to the new processes but champion them to their employees and peers. Also, there needs to be a focus on ensuring the right people with the right skills will carry out these new processes. For technology and best practice implementation to be effective, appropriate budget allocations need to be made to support the systems as well as coordination between M Bureau and HCTM on matters that are currently addressed in siloes in either department.



Barriers: Inadequate funding/resources, cultural impediments, a lack of accountability, and a lack of transparency will be key barriers to success as new processes are created and implemented. Also, a pattern of poor communication and a lack of role understanding across HR will need to be overcome.

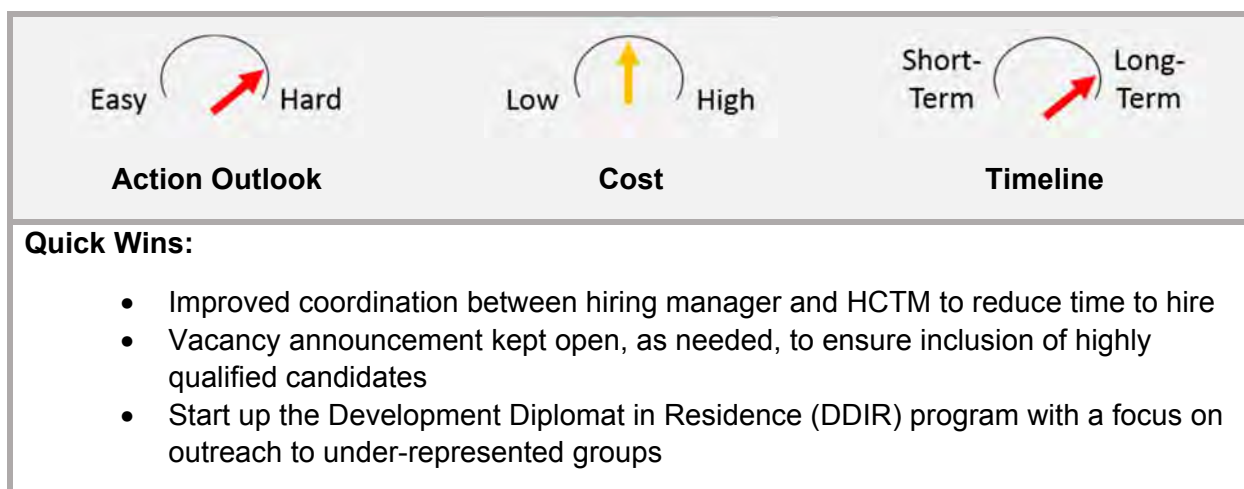
Without clean data, technology enhancements cannot be accomplished. Another potential barrier is a lack of understanding across the Agency around the technology that exists today. Systems and work streams that operate in siloes create barriers to effective use of technologies. Given the many areas of overlap

and dependencies, clear leadership around HR transformation must be established.

Action Steps:

- ❖ **Analyze current state view of the customer** to provide a baseline, customer-oriented perspective on how all current HR processes (such as assignments, benefits, retirement, etc.) are being performed.
- ❖ **Understand the best providers of HR Services in the industry** to begin forging relationships and knowledge exchanges.
- ❖ **Identify strengths and weaknesses of best providers** to recognize how to leverage the knowledge of others.
- ❖ **Understand how best providers can assist USAID** to capitalize on knowledge and practices that are most applicable for USAID.
- ❖ **Request mentorship with best providers** to help solidify and formalize the relationship.
- ❖ **Improve customer service** to foster a more collaborative environment between HR and the rest of the Agency through training, monitoring feedback on interactions, and coaching.
- ❖ **Map processes** to understand how actions are being performed in the current state.
- ❖ **Identify staff resources/skills needed** for effective customer service and to execute the operating model.
- ❖ **Prioritize and schedule process improvement projects** to identify what needs are most pressing and to create a comprehensive improvement plan.
- ❖ **Identify technology enhancements and implementation opportunities** to understand where improvements can be achieved.
- ❖ **Develop solutions** for the technological issues plaguing USAID.
- ❖ **Obtain agreement and approval for technical enhancements** from stakeholders for improving and implementing technology.
- ❖ **Continue mapping future state** to improve processes for the customer and maximize efficiency within HR.
- ❖ **Define and implement customer service standards** to provide a baseline understanding across HR as to what customer service standards HR employees are expected to adhere to.
- ❖ **Incorporate Customer Service Standards into Performance Management** to provide tangible and measurable feedback surrounding customer service for HR employees.
- ❖ **Implement customer service training** to train HR employees on how to meet the customer service standards that are expected of them. Provide this on a recurring basis.
- ❖ **Pilot new technologies** to test their effectiveness.
- ❖ **Define and implement measurable metrics** to track and understand how effectively technology is supporting HR and customer needs.
- ❖ **Implement new processes** to create effective and well run HR processes.

Intermediate Result 1.2: Talented and Diverse Workforce Attracted and Onboarded through Agile, Transparent Processes



Problem Statement: Recruitment, selection, hiring and onboarding have been a consistent source of frustration for the Agency. Hiring takes a long time, which inhibits the Agency's agility and responsiveness and causes frustration among candidates. The multitude of hiring mechanisms are often considered confusing, and a lack of clear and advisory communication between hiring managers and HR leaves both parties frustrated. There is risk to the Agency's ability to fulfill its mission in the future if we are no longer able to recruit and efficiently hire and onboard qualified candidates with the right skill sets.

End State Vision: We will proactively recruit diverse candidates to meet Agency needs, informed by strategic workforce planning and knowledgeable hiring managers who are aware of the business case and positive impacts that diversity brings. We will identify and stage qualified candidate pools from diverse institutions to ensure the Agency workforce reflects America and can carry out the Agency's mission in the global arena. Candidates will receive regular, clear communications and accept offers of employment online, through a modernized onboarding solution. Early and continual identification and engagement of the most promising candidates will provide a means to onboard qualified new hires more quickly and smoothly. The onboarding experience is a seamless one, performed online where forms are digitally signed and each role in the onboarding process has a dashboard that tracks actions so that each player in the process can be held accountable for outstanding actions.

Inputs, Dependencies, and Barriers:



Inputs: To create lasting solutions for recruiting, hiring and onboarding, we will need to ensure HR staff are not only held accountable, but are trained and committed to the Agency mission. HR employees will have opportunities to be imbedded in Missions or Bureaus to gain a better understanding of policies, constraints, and mission needs to inform a more holistic and strategic vision around the hiring process. Lastly, comprehensive technology will be made available to foster communication and understanding between the stakeholders involved in the recruiting, hiring, and onboarding processes.



Dependencies: Technology will need to be integrated across all USAID offices involved in hiring and SOPs will be required to document HR processes. Additionally, USAID leadership may need to modify existing security requirements and establish levels of security needed for each position in the Agency.

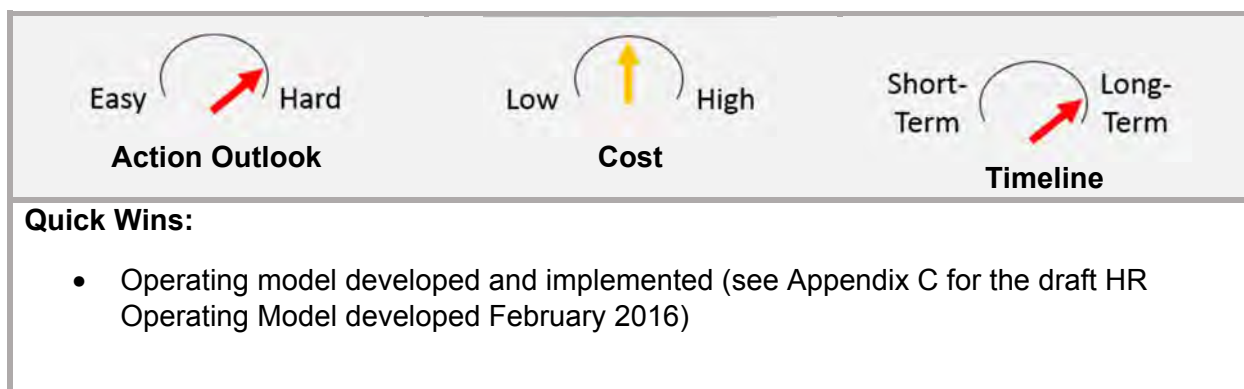


Barriers: Potential barriers to successful recruiting, hiring and onboarding are the high number of applications received for job openings, HR staff and/or hiring managers that are not equipped to perform recruiting, hiring or onboarding, a cumbersome security process that requires secret clearances at most levels, and the lack of integrated workflow.

Action Steps:

- ❖ **Understand issues preventing hiring agility** to provide a baseline understanding of inefficiencies with hiring.
- ❖ **Review onboarding process** to improve understanding of what is effective and ineffective with the current onboarding approach.
- ❖ **Identify bottlenecks in current hiring process** to better understand where the issues with onboarding lie.
- ❖ **Review university partnerships including the DDIR** to improve recruitment and thought leadership.
- ❖ **Identify Points of Contact for specific partnerships** to manage and maximize specific, knowledge-based relationships.
- ❖ **Improve processes** to begin streamlining the recruitment, hiring, and onboarding process.
- ❖ **Prepare staff** to ensure new processes are understood and can be effectively implemented by staff and that staff are trained and skilled to provide more advisory services to customers.
- ❖ **Set and communicate Diversity Targets and Goals** to ensure there is a common understanding of the Agency's business objective regarding diversity hiring (Link with IR 3.3).
- ❖ **Create and implement onboarding solution** to create tangible improvement in USAID's onboarding experience both for the Agency and new hires.
- ❖ **Define and implement measurable metrics** to track and understand progress.
- ❖ **Maximize effectiveness of current hiring mechanisms** to ensure the myriad hiring mechanisms are understood and used effectively across the Agency and make modifications, if needed.

Intermediate Result 1.3: HR Workflow Streamlined and Simplified

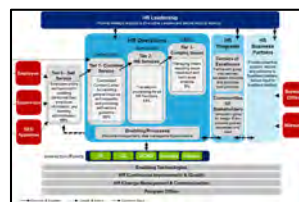


Problem Statement: There is an insufficiently defined HR workflow, inconsistent knowledge of HR procedures, and unclear roles and responsibilities among HR Staff. These three issues are critical factors of an HR operating model, which is currently not set up to meet customer needs and results in poor customer service for employees.

End State Vision: An effective HR operating model will be designed and implemented to maximize the efficiency and effectiveness of HR service delivery and the operations of HR functions. HR customers will experience improvement in customer service as roles, responsibilities, and workflow are clarified (including those of EXOs, AMS, M/Payroll, and SEC. HR will have a more constant pulse on business needs to better collaborate with its customers. This will be achieved by shifting HR from being predominantly transaction-focused to having a more efficient balance of transactional and strategic HR capabilities. To do this, HR will have identified and trained staff that can be flexible in times of ambiguity. Centers of Excellence (COEs) or Communities of Stakeholders (see Appendix C – HR Operating Model) are groups of experts and other stakeholders working on a focused issue on a permanent or temporary basis who will be engaged to explore best practices, monitor and evaluate performance, and recommend course corrections.

What is an Operating Model?

An HR Operating model identifies the roles and relationships of USAID's future HR organization, the model shows where work originates (e.g., how customers contact HR), how that work is assigned to the HR staff (e.g., a general inquiry for immediate action to junior staff or a complex matter routed to an expert or specific HR division), and what elements will be put in place to address unique issues (e.g., a community of expertise on assignments or employee engagement). The operating model also indicates the requirements for stable operations (e.g., systems, governance, and leadership).



See Appendix C for the proposed HR Operating Model ideal state.

Inputs, Dependencies, and Barriers:



Inputs: A dedicated, cross disciplinary team was established in February 2016 to design the new HR Operating Model. This team included stakeholders from all entities that will contribute to the HR Operating Model, including HCTM, M/Deputy Assistant Administrator (M/DAA), M/Payroll, M/CIO, and EXO. The HR

Transformation Lead will have early and on-going consultations with the Unions and will also focus on communications to help foster Agency buy-in. Space for collaboration and the use of effective technology that enables communication is necessary for a successful implementation of the operating model.



Dependencies: A comprehensive understanding of existing processes and critical workflows will be crucial to determining how to best standardize processes and incorporate current workflows into a new operating model. A review of how requirements impact roles and responsibilities will also need to be completed to staff this team appropriately.



Barriers: One potential barrier to success would be a lack of AFSA and/or AFGE support. However, efforts are ongoing to gain Union buy-in and collaboration to achieve a better working environment for all USAID employees. This effort represents a tremendous opportunity for collaboration. Also, effective change leadership is essential to ensure employees understand the changes resulting from the new HR operating model.

Action Steps:

- ❖ **Define roles and responsibilities** to ensure the structure and ownership of the operating model are understood.
- ❖ **Define job profiles** to further refine what types of career models and skills are needed to meet customer needs.
- ❖ **Size teams** to define the number of resources needed to execute each part of the new operating model.
- ❖ **Develop transition plan** to establish how to implement pieces of the new operating model in a phased approach to best meet customer needs in the near term.
- ❖ **Obtain initial approval and maintain engagement of leadership/Unions** so buy-in and investment from key stakeholders can be secured.
- ❖ **Identify and capture critical workflows** to understand how work is accomplished most efficiently through the new HR operating model.
- ❖ **Review existing technology and compare alternatives** to ensure the best technical support is used to deliver services that exceed customer expectations.
- ❖ **Build capability** to effectively create and sustain the HR operating model.
- ❖ **Define and implement measurable metrics** to track and understand how the HR operating model functions and what improvements need to be made.
- ❖ **Communicate change and make necessary accommodations** to ensure employees both understand what the operating model is and how it will work for them.

LEARNING FROM BEST PRACTICES: CASE STUDY OF ABBOTT LABORATORIES

At Abbott, each business unit had its own dedicated HR support in place to handle all HR projects, transactions, and concerns. As Abbott acquired new businesses, however, more HR resources were required; the HR team was drowning in transactional overload.



Intermediate Result 1.4: Accessible Clean HR Data Sustained and Controlled



Problem Statement: Inaccurate data is a fundamental problem that makes delivering HR services difficult. Incorrect data has four major negative consequences: inability to make data-driven decisions, inability to perform Agency-wide workforce planning, undermined trust in HR, and the creation of shadow tracking systems and duplication of work.

End State Vision: We will have clean HR data and established processes and policies in place in order to sustain the clean data over time and make it accessible to staff in an appropriately controlled fashion. Before data cleanup is finalized, the HR operating model will need to be defined and a governance process for maintaining clean data will need to be determined. The root causes of data discrepancies will be identified and these findings will contribute to the standardization of processes to sustain clean data going forward. Owners will be identified for certain data sets and data discrepancies will be monitored and reported on a continual basis so errors are identified early and processes are modified as needed. This will also help in improving the accountability of staff since data errors are typically an indication of deviation from or gaps in processes. We will have identified the system of record for each data set through

technology. We will allow data to be accessed in a simple, secure, and transparent fashion by customers. Clean and easily accessible data will make it easier for the Agency to use data to inform decision making.

Inputs, Dependencies, and Barriers:



Inputs: Business owners and a clean-up team will establish a consistent process and analyze the root cause of errors. These teams will also need to establish data process maps to ensure clear data flows going forward. In order to ensure that reliable data is consistently available, a dedicated PMO team, including M/CIO, will be assigned to implement IT enhancements or controls identified to sustain clean data.



Dependencies: This intermediate result is dependent upon the recommendations and outputs produced from standard operating procedure design teams, budget (OE), and OMB requirements.



Barriers: Potential barriers to achieving this result include lack of resources, complexity of data and root causes, decentralized data entry, a culture unwilling to address root cause or implement solutions, time constraints, a lack of technology integration, and the time to implement system change requests.

Action Steps:

- ❖ **Analyze and prioritize data errors** to confirm where and how data is corrupted and identify the most pressing needs.
- ❖ **Identify population of data to be cleansed** to provide a comprehensive understanding of what data needs cleansing and to be able to identify the level of effort needed to clean the data.
- ❖ **Define roles and responsibilities** to ensure the structure and ownership of the data cleansing effort is understood.
- ❖ **Cleanse data and update/create relevant process documentation** to ensure that processes are captured accurately and data cleansing is sustained over time and will not recur.
- ❖ **Create reporting processes** to help institutionalize data clean up and identify problems/ discrepancies as they arise to be able to educate staff immediately.
- ❖ **Define requirements for immediate technology enhancements** to enable the flow of clean data as well as the tracking and reporting of data discrepancies.
- ❖ **Build capability to sustain clean data** to ensure data remains reliable and accurate for the Agency.
- ❖ **Implement defined and measurable metrics** to track and understand progress against maintaining clean data.
- ❖ **Define data transparency initiative** to allow HR customers to access data in a controlled fashion.

TRANSFORMATION OBJECTIVE 2 (TO2): AGENCY WORKFORCE PREPARED FOR TODAY AND THE FUTURE

Context: USAID's need to attract and retain the best and brightest talent is as important now as it has ever been. The development landscape is changing with the ambitious, new Sustainable Development Goals, rapidly changing global dynamics, and competition from other development organizations. The brain trust of the Agency (1/3 of senior staff) is eligible to retire in the next three years. Only a thin band of mid-level managers exist at the Agency due to decades of not hiring – USAID requires engaged, well-supported leaders and managers at all levels. Currently, the Agency provides a suite of formal training programs for leaders and managers, though these programs are inconsistently utilized and may need to be better aligned with Agency priorities. Moreover, in USAID's challenge to recruit and retain talent, a range of other options are available for Millennials to work in innovative, vibrant organizations where they can change the world with less frustration and greater personal reward. Given these factors, building and retaining a workforce of the future must start today.

Problem Statement: USAID has a clearly articulated mission, but has not identified the attributes that the workforce needs in order to achieve it. Hiring mechanisms to bring people onboard are confusing and cumbersome, organizational structures may be outdated, and the characteristics of the workforce are not entirely consistent with the Agency's future direction. For example, technical officers may lack "soft skills" needed to engage with local counterparts and existing staff may not be best positioned to work in the growing number of non-permissive environments. Valuable programs and courses are available throughout the Agency but are not yet integrated or coordinated, resulting in staff feeling unsupported in their professional and career development. Management, mentoring, and leadership skills are inconsistent, and staff and supervisors are frustrated with the current systems for managing performance for both FS and CS careers. Furthermore, many career professionals do not have a clear path to progress within the Agency, which inhibits them from making the most effective contribution.

End State Vision: In the future, the workforce's skills, capabilities, and attributes will be aligned to support USAID's mission requirements. USAID will be better aligned to support the demands of the external environment and the needs of its workforce to progress in their careers throughout the Agency. Professional and career development will maximize employee contributions, create strong peer networks, build loyalty, and transfer institutional knowledge. Supplementing existing formal training programs with

The Global Workforce Learning Strategy

The Global Workforce Learning Strategy (GWLS) describes priorities for 2015 – 2019 that continue strengthening the capacity of USAID staff to ensure they are well-equipped with the knowledge, skills and resources required to achieve the Agency's ambitious and constantly evolving development and humanitarian assistance goals.



**Content marked with an asterisk in this section is pulled directly from the GWLS*

informal learning and mentorship will increase effectiveness of professional development and enhance learning within a long-term framework. The result is a workforce that is prepared with the knowledge, skills, abilities, and attributes to meet the future needs of the mission, and understands how to navigate through the Agency to grow their careers, which will improve retention of top talent and increase effectiveness of mission delivery.

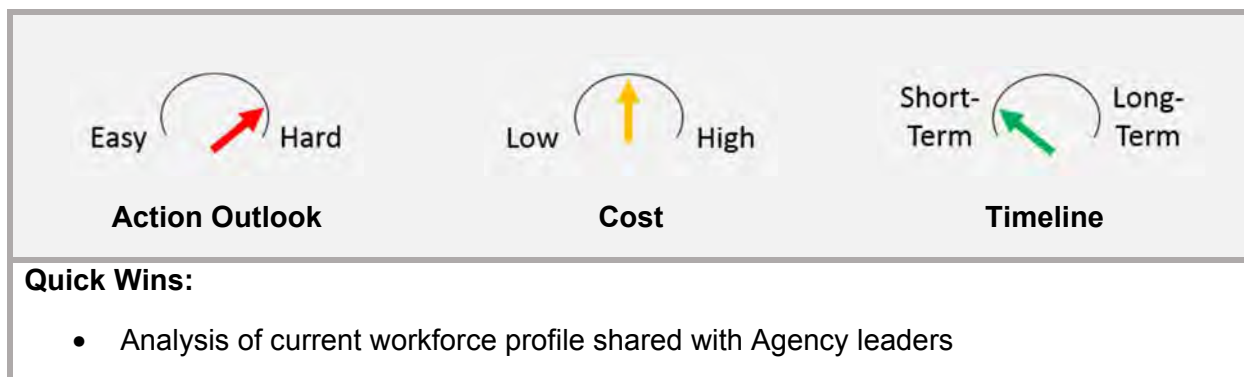
❖ Illustrative Indicators:

- **Improved employee satisfaction** (FEVS Survey, Strategic Management, Employee Skill/Mission Match, and Training/Development measures) – Surveys will be created and sent out to obtain baseline measurements at the start of the transformation; they will be distributed every 12 months to measure the impact of changes made
- **Decrease in skills deficits for mission critical competencies** – Baseline of mission critical competencies are established; skills are tracked via an online tool for every employee; competencies are updated regularly and available skills are compared to needs
- **Defined career paths to mission critical occupations** – Measured by an increase in the number of mission critical occupations that are associated with career paths visualized through automated tools
- **Rate of compliance with mandatory supervisory courses and refreshers** – measured by percent decrease in delinquent training completion

❖ Illustrative Impact Evaluation Opportunities:

- What is the impact of Strategic Workforce Planning on employee satisfaction?
- What is the impact of Career Paths on employee satisfaction?
- What is the impact of Strategic Workforce Planning on mission delivery?
- What is the impact of Career Paths on mission delivery?
- What is the impact of improved professional and career development on the retention rate at USAID?
- What are the most effective motivators of employees other than advancing to a higher level of positional leadership? *
- How effective is the Agency in maintaining employee job satisfaction for those who are not advancing position, i.e., to a higher FSO or CS position grade? *
- How effective are current leadership development courses? *

Intermediate Result 2.1: Workforce Planning Strengthened to Enable Effective Staffing and Employee Mobility



Problem Statement: USAID's five-year Workforce Plan and the Consolidated Workforce Planning Model (Model), developed in 2010, are out of date. Additionally, the Model was developed with limited input and was only used by some Bureaus and Offices, which inhibits the ability to make agency-wide staffing decisions. As a result, we use myriad hiring mechanisms to build our workforce in a way that is expedient, rather than establishing a workforce plan that responds to the current and future mission needs. Therefore, there is a suboptimal mix of employment types, a lack of clarity on the skills needed to fulfill the mission, and an inability to be responsive to changing mission dynamics or deploy staff quickly to a crisis area when a need arises. Furthermore, incomplete and inaccurate workforce data hampers the ability to analyze staffing profiles and workload. Planning is performed in silos and does not consider a data-driven, enterprise-wide view of agency workforce needs and priorities.

End State Vision: By 2017, we will have an understanding of the critical competencies needed for key FS and CS roles today and in the future. Employee skills and capabilities will be tracked in a useful manner, helping the agency identify staff to be deployed to crisis situations when needs arise. By 2020, we will have the organization structure and workforce characteristics that support achievement of the mission, including an optimally sized workforce with an effective mix of Foreign Service (FS), Civil Service (CS), Personal Services Contractors (PSCs), Foreign Service Limited (FSL), Foreign Service Nationals (FSN), and Contractors. Our workforce planning processes and tools will be strategic, forward-looking, consistent, and flexible (e.g., scenario planning), and will enable the Agency to be nimble and responsive to current and evolving Agency objectives. Workforce planning will be aligned with the Department of State's planning cycle for field staffing, which is conducted at an enterprise-wide level (rather than in silos), and effectively identifies workforce gaps.

Inputs, Dependencies, and Barriers



Inputs: This IR will require evaluation of hiring mechanisms, Congressional legislation for streamlined hiring authority, a business case analysis to show waste caused by existing staffing profile, and analytical tools.



Dependencies: Agency-wide core objectives will be required to execute this IR, as will a competency assessment of the workforce, clean data for accurate analysis, and budget.



Barriers: Barriers to success include: a lack of understanding of the levers that can be changed to meet the needs of new employees; continuing to make decisions based on positions rather than skills and competencies needed to fulfill the mission and an outdated view of what skills are needed to fulfill the mission; inadequate communications of staffing needs between HCTM and Bureaus; managers who do not allow GS series employees to assume hard-to-fill vacancies; and insufficient buy-in for the needs for strategic workforce planning.

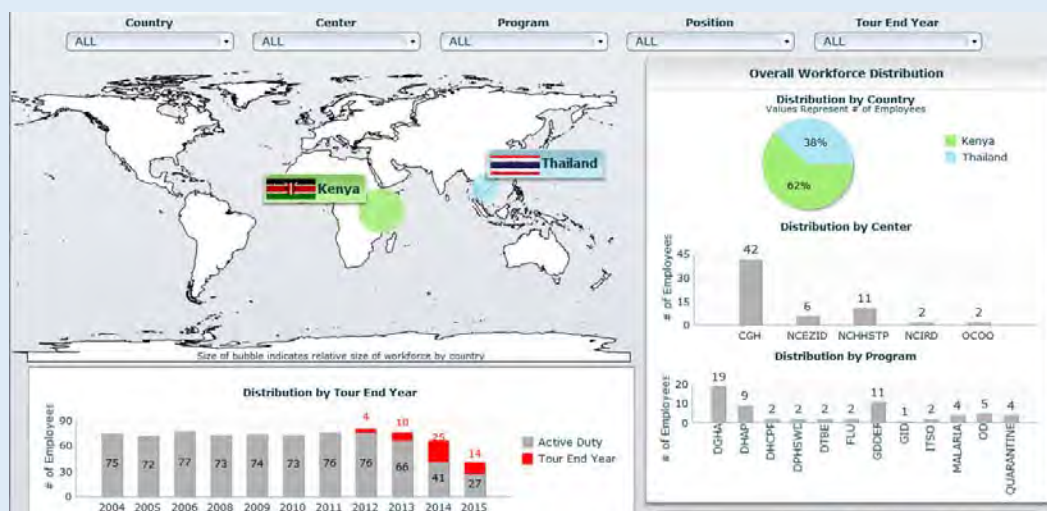
Action Steps:

- ❖ **Revisit the goals of the Strategic Workforce Planning (SWFP) effort** in order to align Agency leadership on the objectives to be accomplished and the final output of the project.
- ❖ **Identify key stakeholders** of the SWFP effort to gain an understanding of who should be involved and levels of required participation.
- ❖ **Conduct a SWFP orientation** with key stakeholders to educate participants on the process and their role.
- ❖ **Review existing SWFP processes and tools and assess gaps** in order to leverage the Agency's existing assets, where possible and build capacity, where needed.
- ❖ **Develop and document new SWFP processes and tools** that meet the Agency's needs.
- ❖ **Compile and publish the current workforce profile** so that Agency leadership has a baseline understanding of the existing workforce characteristics and the business case for SWFP.
- ❖ **Create workforce analytics dashboards and visualizations** that are accessible to USAID supervisors and leadership.
- ❖ **Conduct planning retreat** to discuss current mission state and trends, understand and align to Agency mission priorities, and identify the way in which different planning scenarios (e.g., advent of health crisis, increase in displaced refugees, terrorism, conflict situation, natural disaster, etc.) impact workforce needs.
- ❖ **Develop stakeholder engagement approach** to facilitate awareness and involvement of key stakeholders including Congress, unions, and employees.
- ❖ **Identify mission critical competencies and attributes** needed for today and required in the future to meet mission objectives.
- ❖ **Conduct analysis of external labor market** to gain an understanding of the availability of key workforce skills and attributes in the market and where they reside.
- ❖ **Assess current talent inventory** to determine the existing knowledge, skills, and ability of the workforce, as well as the demographic profile – including direct hires and non-direct hires.
- ❖ **Conduct a workload analysis** to gain insight into the level of productivity needed to accomplish the mission.
- ❖ **Develop and run SWFP scenario models** to determine and predict current and future workforce needs.
- ❖ **Identify workforce gaps and mitigation strategies** to uncover areas in which the organization and workforce can be modified to better address the mission. Strategies may include:

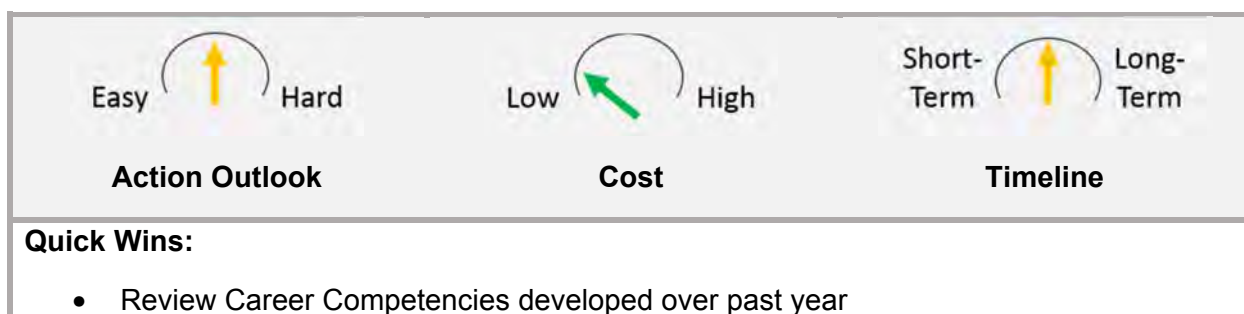
- Organization restructuring/realignment
 - Recruiting
 - Training
 - Resource Management
 - Partnerships
 - Contracts
 - Streamlining Hiring Mechanisms
- ❖ **Establish a process and governance structure to monitor workforce needs** and conduct SWFP activities on a regular, periodic basis.
 - ❖ **Design programs to address organization and workforce gaps** that take into consideration Agency resources, including time, budget, and manpower.
 - ❖ **Develop Strategic Workforce Plan and share analysis with Agency leadership** to educate senior staff on the outcomes of the project and enlist their cooperation in implementing recommendations.
 - ❖ **Implement workforce planning recommendations** to address organizational and workforce gaps over a 3 – 5 year time horizon.

LEARNING FROM BEST PRACTICES: WORKFORCE ANALYTICS DASHBOARD

A workforce analytics dashboard can help USAID leadership to predict the correct staffing and resources levels for future workforce and analyze current hiring patterns. The tool uses HR and budget data to assess the resources needed across the organization, and can inform future Congressional budget requests.



Intermediate Result 2.2: Career Paths Designed to Meet Crisis and Opportunities



Problem Statement: Employees often do not have a clear understanding of what it takes to move up within the Agency. Moreover, the same or similar positions in different Bureaus or Offices may have different job requirements or grades, causing confusion and adding to a lack of mobility in the Agency. Without established career paths, employees feel stymied in their growth and development and lack clarity on how to influence their individual progress, which adversely affects employee morale.

End State Vision: Employees will understand the skills and capabilities needed for their positions and those to which they aspire. There will be consistency across the Agency in requirements for similar positions and automated tools that outline career maps to assist in navigating requirements for career progression. Key competencies will be defined and standardized within career maps and job descriptions will support career ladders and lattices. Career paths will be linked to professional development needs, and individual development plans and performance management processes will reinforce ascendance through career ladders and lattices.

Inputs, Dependencies, and Barriers:



Inputs: Required inputs for this IR include: competency models, position descriptions, and implementation of an automated Career Pathing tool.



Dependencies: This IR is dependent upon agreement on Agency-wide goals and objectives and the Strategic Workforce Planning results.



Barriers: A lack of flexibility in hiring mechanisms and a lack of desire for transparency from managers are both barriers to success of this IR.

Action Steps:

- ❖ **Define goals and metrics for Career Pathing Program** so that HR and Agency leadership is aligned on expectations and how success will be measured.
- ❖ **Identify priority CS and FS positions** for career pathing based on their importance in supporting the Agency mission.
- ❖ **Review and update related competency models** for the key positions selected, to capture skills and attributes needed for current and future Agency priorities.

- ❖ **Review and standardize position descriptions** so that they are consistent across the Agency.
- ❖ **Encourage rotations through HCTM** for mid-career FSOs to gain HR skills and a better understanding of HR processes.
- ❖ **Determine career ladders and lattices** for key positions by mapping competency requirements.
- ❖ **Design career pathing tool** to provide a visual representation of career ladders and lattices and facilitate exploration of viable career options.
- ❖ **Configure career maps** in the Career pathing tool and test system functionality.
- ❖ **Develop training materials for employees and supervisors** so that they are familiar with the goals and requirements of the program, as well as the automated tools used to support it.
- ❖ **Develop and implement communications** to impacted employees and supervisors so they are prepared to being the program.
- ❖ **Establish a Career pathing policy and develop standard operating procedures** for successful execution of the program.
- ❖ **Pilot Career Pathing Program** with a select group of employees in order to evaluate program components.
- ❖ **Measure results and adjust program components** accordingly to capture the benefits of the program and make necessary modifications.
- ❖ **Link career pathing to career development** to ensure that employees get the training and development that they need to qualify for positions up the career ladder.
- ❖ **Link career pathing to performance management system** so that employees' goals support advancement through the career ladder and lattice.
- ❖ **Explore technical career paths** for employees not working toward Mission Mission Director roles.

LEARNING FROM BEST PRACTICES: CAREER PATHING TOOLS

A Career Pathing Tool enables a person to explore their potential career paths in the organization in a visual and dynamic way. With this type of tool an individual can:

- Determine potential career paths based on competency matches
- Identify competencies and proficiency levels required by the target role
- Determine competency gaps and level of difficulty to close
- Download customized reports on selected career paths with detailed information on competencies by role



1
Explore potential
career paths



2
Identify feeder
positions for
vacancies






3
Understand
competencies for
target positions



4
Download
customized career
path planning
information

Intermediate Result 2.3: Staff Empowered through Effective Management and Mentoring

		
Action Outlook	Cost	Timeline
Quick Wins: <ul style="list-style-type: none"> • Continue efforts underway to update Supervisor Certification Course (SCC) • Highlight existing management training activities • Create mentoring circles with Women@AID and other Employee Resource Groups • Encourage leaders to reserve time for mentoring • Promote Mentoring Hub resource 		

Problem Statement: To effectively implement the organization’s mission and to create an environment for others to maximize their contributions, we rely on managers. Currently, the skills and practices of managers are inconsistent, resulting in variability across the experiences of staff. Employees are frustrated with the lack of capabilities of managers to support their work and development. This is compounded by the fact that staffs navigate a complex set of decisions in planning and advancing their careers, and have expressed frustration with the limited support available. Though there are certainly pockets of the organization with a strong mentorship culture, these practices have not yet been institutionalized or scaled-up to meet the needs of the majority of Agency employees. This results in employees feeling overwhelmed by decision-making and/or isolated from others with shared experiences.

End State Vision: By 2020, all managers will be compliant with required training and refreshers, and have access to tools and resources to enable strong management practices. Managers will have the skills and support they need to effectively and fairly manage staff, or pursue non-supervisory career paths. Staff will be positioned by managers to do their best work. This will be achieved by improving and expanding existing mandatory programs and increasing compliance with the requirements. Additionally, existing optional programs will be expanded and complemented with mentoring support and on-going engagement (including educational refreshers, articles, case studies, and discussion groups) to position managers to successfully take on new responsibilities as they transition into management positions and to sustain positive practices during their tenure as managers. A majority of employees will also be in a mentoring relationship and identify this relationship to be valuable. Staff will have easy access to committed and capable mentors. This will be achieved by leveraging existing structured approaches to mentoring and scaling Agency-wide.

Inputs, Dependencies, and Barriers:



Inputs: This IR will require a Community of Expertise focused on management and mentoring, including HCTM points of contact and staff to implement

programs developed. They must review and revise trainings, materials, design programs, track progress, and communicate programs. Time will be required to integrate into work objectives and performance measures. Though simple technology can be used at first, more complex IT tools like a skill database can help facilitate mentor matching and improve quality of virtual meetings in the future.



Dependencies: Success in achieving this IR assumes continuation of other programs (Mission-based mentoring, SES mentoring, etc.). Ability to add performance measures related to management and mentoring to the performance review process will be required. Updated trainings will remain aligned with the corporate competency model in development.



Barriers: One barrier to successful implementation will be the lack of connections across existing programs. There are currently a range of programs in place that are not well known. Additional barriers to success include limited time and availability of both mentors and mentees who do not yet see mentoring as a priority. Mentoring not integrated into job or career development is also a barrier. Additionally, the skill and availability of mentors may be limited.

Action Steps:

- ❖ **Review and assess whether the work which has begun within the Executive Council for Workforce Development (ECWD)** mechanism will be continued, and if so, provide this group with support needed to lead and align initiatives with this HR Transformation Strategy.
- ❖ **Conduct a gap analysis** of the Global Workforce Learning Strategy (GWLS) to understand the areas of emphasis of management skills and mentoring strategy and status of implementation.
- ❖ **Create an inventory** of existing management and mentoring programs, beginning with those which are mandatory and then reviewing optional offerings and resources. Sources will include USAID University, Staff Care, the ACC, publically available external resources, and programs designed and delivered in specific Bureaus or Missions.
- ❖ **Publicize high-impact activities** that already exist and communicate the benefits. This may include the Staff Care Consultations or programs in place for target groups that should be scaled up across the Agency and the State-AID mentoring program, Women@AID, and programs led by Missions and Bureaus, such as the Africa Bureau's leadership initiative.
- ❖ **Complete the initiative to refresh and require the Supervisor Certification Course and Refresher Course for Supervisors.** Refresh and revise other mandatory trainings (Leadership and Management Training (ADS 458). Consider adding post-course learning components into these redesigned programs.
- ❖ **Help managers retain staff** by providing tools to structure retention and exit interview practices. This may include development and dissemination of a USAID-specific stay interview guide (to enable supervisors to talk to staff about their contributions and careers) as well as finalizing an Agency-wide exit interview.
- ❖ **Review findings from stay and exit interviews** to analyze factors impacting staff decisions to leave the Agency or curtail from missions. Design programs to address root causes identified through this analysis.
- ❖ **Conduct a gap analysis** of existing tools and resources mid-way through the implementation of the GWLS to confirm progress in developing manager capabilities.

- ❖ **Develop programs** to fill any gaps identified, specifically emphasizing post course learning through discussion forums, case studies, and follow-up engagement with supervisors.
- ❖ **Create a toolkit of resources** for managers.
- ❖ **Implement additional programs** developed.
- ❖ **Build and refine the “Mentoring Hub”** concept proposed in the GWLS to collect and share resources related to mentorship including flash and situational mentoring.
- ❖ **Collect data on desired benefits** of USAID mentoring program from employees at various levels.
- ❖ **Establish goals** for overall mentoring program informed by inventory and data collection.
- ❖ **Monitor and promote existing mentoring programs** including addition of test concepts to fill any identified gaps. In addition to targeted one-on-one mentoring, programs could add links with Individual Learning and Training Plan (ILTP) structure, involve mentoring circles (virtual or in person), or involve flash/situational mentoring to connect individuals exploring a specific technical or professional development question. Programs could also focus on specific populations, like the Payne Fellows, and building the capacities of employee resource groups to conduct peer mentoring.
- ❖ **Determine focus areas** of mixed methods mentoring programs (e.g., management and interpersonal skills, navigating the organization, career-planning); articulate roles and responsibilities; determine program length; set guidelines (frequency, in person or video, etc.); set targets for participation design materials.
- ❖ **Communicate and launch** expanded mentoring programs to address gaps identified.
- ❖ **Identify and train participants** for mentoring programs. Once responsibilities are clear, activities may be needed to build capability of individual mentors to successfully serve as resources for other employees. Mentors will be educated on available resources including Staff Care, ILTP resources, etc.
- ❖ **Measure the impact** of programs put into place by identifying metrics to be tracked (delivery and return on investment measures), establishing metric collection mechanisms, and analyzing and reporting on metrics/results.
- ❖ **Articulate expectations and incentives** to hold managers accountable to core management capabilities, including managing poor performers. This will take place as part of the redesign of the FS and CS performance management systems.
- ❖ **Communicate mentoring program benefits and expectations** to a wider audience, emphasizing the findings and results of existing mentoring programs.
- ❖ **Publically reward** exemplary mentors.

Coaching & mentoring programs can be customized and take several forms.

Traditional One-on-One Mentoring

The traditional one-on-one mentor relationship pairs a junior employee with a more senior employee for a **sustained relationship**. The mentor provides guidance on navigating the organization, how to advance their career, and introduces the mentee to people in their network.

Group Mentoring

Group mentoring pairs a senior leader with a small group of junior employees, who **meet as a group on an ongoing basis**. Junior staff are able to explore challenges and opportunities as a group, and **get feedback both from peers and a leader**.

Peer Mentoring

Peer mentoring involves pairing up two employees at similar seniority levels. Typically, **someone who was recently hired or recently promoted** will be paired with a more seasoned employee in order to **learn the unwritten rules of the position**.

Reverse Mentoring

In reverse mentor relationships, a **junior employee helps provide insight and skills to a more senior leader**. Advice can include technological trends, an understanding of younger employees, or an honest perspective on how junior staffers perceive certain issues.

Diversity Mentoring

Diversity mentoring **brings together employees of a specific background** in order to foster connections and **help those employees reach leadership positions**. The programs discuss challenges that the specific group faces, and work on strategies for addressing them.

Flash/ Situational Mentoring

Flash mentoring pairs up individuals for a **one-time mentoring session**, with no expectation of a sustained relationship. The session will typically focus on **addressing a specific question** the mentee is having, and on which the mentor is very experienced.

Intermediate Result 2.4: Performance Management System Established and Upheld to Promote Excellence



Problem Statement: Currently, both employees and supervisors express frustration with the systems and structures related to performance management. Supervisors are inhibited from creating and molding high performing teams because of an ineffective performance management system in which poor performance is often not addressed but ignored. As such, they feel that the current systems are burdensome, do not incentivize performance improvement, and do not tie to organizational priorities. Additionally, because promotions are currently linked to performance appraisals, an inordinate amount of time is spent crafting the right language for promotion rather than truly evaluating performance.

End State Vision: By 2021, we have reinvented performance management. Employees will set individual performance goals, and metrics will be in place to measure progress towards those goals. Employees will regularly receive feedback from their supervisor (or others in support roles, such as counselors), and support will be in place to help employees improve performance in key areas. Compensation and non-monetary incentives will align with performance and the process for receiving them will be transparent. Promotion decisions will be transparent, follow clear criteria, and will be separate from, but linked to, the process for appraising performance.

Inputs, Dependencies, and Barriers:



Inputs: Conducting a thorough redesign of the performance management system will require significant human resources and focused attention.



Dependencies: Accomplishing this IR assumes engaged participation from stakeholders across the organization as well as buy-in from the AFSA and AFGE. Changes will impact a range of organizational systems and budget line items.



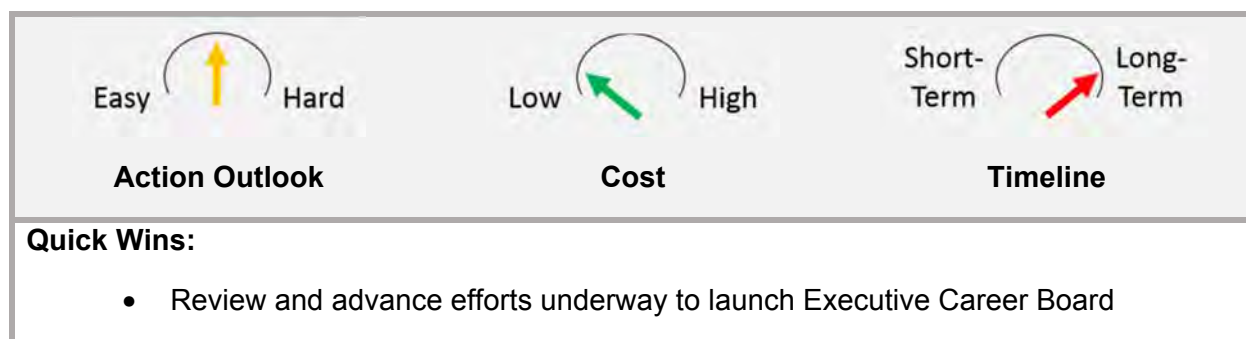
Barriers: Potential barriers to achieving this result are a narrow scope for the change, constraints in place from a public mandate, or unclear/unrealistic requirements of stakeholder groups.

Action Steps:

- ❖ **Redesign FS and CS Performance Management and Promotion processes** to improve alignment with Agency priorities, minimize administrative burden, and motivate staff performance, beginning with FS and then addressing CS.

- ❖ **Train and communicate** to prepare for launch of new FS and CS PM and promotion process.
- ❖ **Launch new FS and CS Performance Management and Promotion process** Agency-wide and begin collecting lessons learned.
- ❖ **Evaluate FS and CS Performance Management** to confirm intended benefits are achieved for staff, supervisors, and the Agency. Plan course corrections to address any unintended consequences and make changes to inform future implementation

Intermediate Result 2.5: Next Generation of Leaders Identified and Prepared



Problem Statement: Developing a cadre and pipeline of leaders is essential to USAID's future. Today, the organization does not plan for succession or transitions in a strategic manner. Instead, the Agency pulls in individuals to roles on an ad hoc basis. Employees generally feel Agency leaders are not well equipped for leadership roles.

End State Vision: By 2021, there will be a system for integrated succession management (both for political and career transitions). There will be systematic, intentional support provided through training, management, and mentoring for the current demographic transition in leadership. Leaders across the Agency will consistently demonstrate technical and soft skills. Leaders will achieve higher levels in the Agency because they demonstrated the skills and experiences needed to do so in their career maps. Activities to achieve this vision will involve identifying, training, mentoring, and supporting rising leaders.

Inputs, Dependencies, and Barriers:



Inputs: Achieving this IR will require establishment of an Agency-wide governance structure to have a holistic view of leadership needs. Assessments will be needed to collect additional information about current leadership gaps. Training, coaching, and other programs will be needed to fill gaps.



Dependencies: This IR is linked with mentoring, management, and performance management activities.



Barriers: Currently, succession management activities occur in siloes, and comprehensive succession planning will require more sharing of information and resources across organizational units.

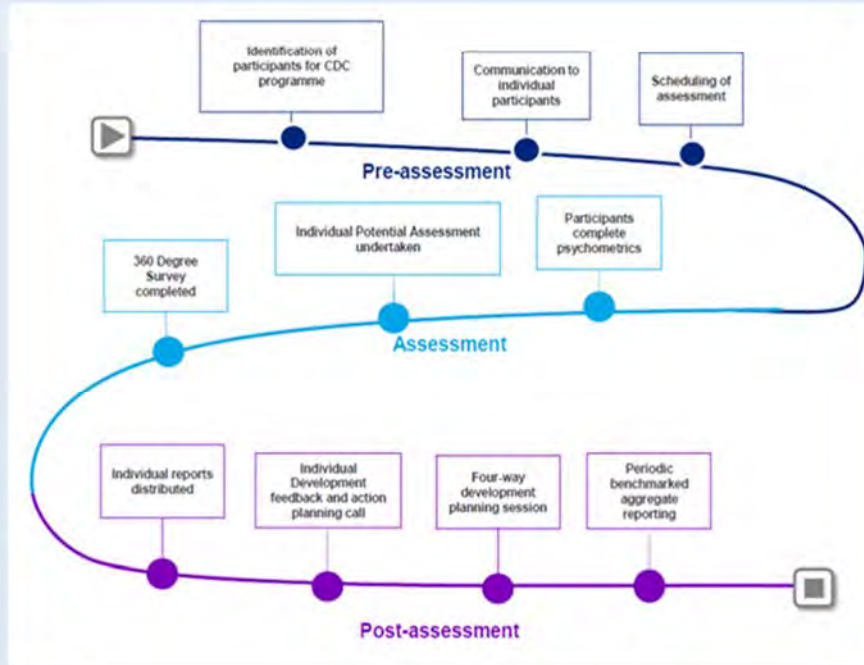
Action Steps:

- ❖ **Implement Executive Career Board** concept recently proposed by HCTM as a Community of Stakeholders. This Board will be responsible for coordinating discussions related to succession planning across political, CS, and FS bodies to create an integrated view of succession planning.
- ❖ **Evaluate and update the Leadership Succession Plan** in conjunction with strategic workforce planning activities.
- ❖ **Define leadership objectives and principles** to create greater clarity and coherence around skills needed in next generation of leaders.
- ❖ **Understand areas of emphasis of the Global Workforce Learning Strategy (GWLS)** related to leadership and status of implementation.
- ❖ **Create an inventory of existing leadership programs.** Sources will include USAID University, Staff Care, “training float” opportunities, publically available resources, and programs designed and delivered in specific Bureaus or Missions.
- ❖ **Revamp FEI course** content and format, including the Emerging Leaders program.
- ❖ **Create structures (e.g., training for supervisors, communications, etc.) to identify the potential/readiness factors** of future leaders.
- ❖ **Expand options for self-directed learning** (e.g. articles, case studies, discussion groups, etc.).
- ❖ **Create a campaign to highlight activities of positional leaders**, potentially using a technology platform to encourage collaboration. A campaign of this sort could help to communicate leadership competencies and emphasize leadership at all levels. Aligning leadership capabilities with organizational priorities requires defining the competencies needed to succeed as a manager or supervisor and communicating these competencies clearly across the organization.
- ❖ **Measure the impact of programs** put into place by identifying metrics to be tracked (delivery and ROI measures), establishing metric collection mechanisms, and analyzing and reporting on metrics/results.
- ❖ **Implement additional programs**, potentially to include a series of global leader cohorts. Global cohorts could be beneficial to provide peer support across countries and contexts. High-impact leadership development programs involve opportunities for leaders to learn and develop a community with others, sharing experiences across the organization and going beyond formal classroom based programs. Putting any new programs in place will require intentional steps to design, pilot, collect feedback, refine, and then scale as appropriate.

CASE STUDY: LEADERSHIP DEVELOPMENT AT ATKINS



The Atkins Career Development Centre was focused on enabling Atkins to consistently and robustly assess and develop leadership capability and potential throughout the organization supporting promotion processes and efficient succession planning.



- Identified critical capability and values - fit requirements for leadership success through industry and organizational research and the application of an evidence based leadership framework
- Assessed over 2,000 senior leaders across 15 years, developed a career development culture through creating a bespoke development center to identify current capability and future potential through psychometric assessment and profiling
- Achieved an 81% increase in retention of high potentials through the provision of In - depth feedback and identifying priority development to deliver on strategic goals
- Strengthened leadership strategy and succession planning through a holistic, aggregated view of leadership capability

TRANSFORMATION OBJECTIVE 3 (TO3): AGENCY CULTURE AND WORKPLACE ENHANCED

Context: USAID is, by definition, a geographically dispersed and constantly transitioning agency. Employees are asked to be responsive to the emerging needs around the world but also held to long term goals, all while dealing with the stresses of moving frequently, and sometimes working in non-permissive work environments, or experiencing traumatic events. This, combined with a divided FS/CS workforce, has resulted in a less engaged workforce. This is compounded by an ongoing need to hire qualified, underrepresented groups and promote an inclusive work environment for all USAID employees.

Problem Statement: Through the current state assessment, it became clear that underlying Agency culture issues were contributing to overall frustration with the HR process. This was primarily voiced as a “lack of accountability” in reference to people, processes, and leadership decisions. The assessment also found that employees feel divisions along racial, hiring mechanism, and FS/CS lines. Workforce and performance management are seen as unfair and non-transparent and employees are not trusting of leadership. These attitudes are detrimental to workforce retention and employee achievement, and complicate the goal of joint ownership and responsibility of each person for their part in the HR system.

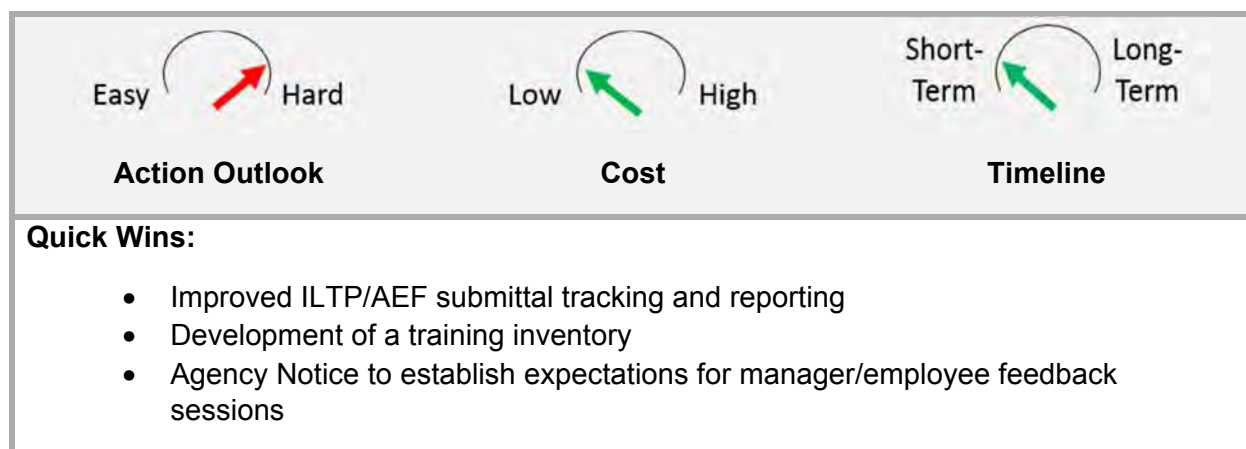
End State Vision: A shift in culture will make USAID a great place to work – USAID will be able to attract and retain top talent. We will have a stronger “culture of accountability”, where people demonstrate high levels of ownership to think and act in the manner necessary to achieve organizational results. Agency leaders and staff will consistently make a personal choice to rise above circumstances to achieve desired results that include making, keeping, and answering for personal commitments. Moreover, people can be themselves at work and will see the diversity of the American population, in terms of race but also national origin, disability, gender, and sexual orientation reflected in USAID’s staff at all levels. The environment will be fair and transparent and the organization will be clearly concerned with employee growth and wellbeing. Employees will embody USAID Core Values of *Passion for Mission, Excellence, Integrity, Respect, Empowerment, Inclusion, and Commitment to Learning*. Finally, all employees will see their personal contribution to the USAID mission and will, across the board, be better equipped to deal with the unique challenges and occupational stresses associated with being a part of an Agency with an international mission.

❖ Illustrative Indicators

- **Increase in FEVS scores across diversity, fairness, and general satisfaction indicators** – Since this baseline exists, it’s a good barometer of progress; the Agency will need to promote completion of the FEVS by its employees to obtain a response rate above 35%
- **Perceived fairness of AEF process** – Create transparency around the performance management process so that the value of it is understood and the decisions made are based on a system of checks and balances (including sharing 360 results with employees)
- **Percent of minority group representation** – Evaluate the presence of all disadvantaged groups by establishing a baseline by level and then continue to measure against this annually to evaluate progress

- ❖ Illustrative Impact Evaluation Opportunities
 - Can CS employees identify their connection to USAID mission?
 - Can FS employees identify CS contributions to the Agency's mission?
 - Do minority employees align with the One USAID goal?
 - Do employees feel connected to and want to grow their careers within USAID?
 - What is the impact of improved culture on employees overall happiness levels at USAID?
 - What is the impact of improved culture on the retention rate at USAID?

Intermediate Result 3.1: Accountability Improved at All Levels



Problem Statement: Employees at all levels stated frustration with the lack of accountability in the Agency. Unclear or missing policies and poor adherence to policies when they do exist, inflation of annual ratings, a “wait it out” attitude toward rotating leaders, non-existent or non-constructive feedback from supervisors, and leadership misalignment and perceived inconsistencies are all factors that contribute to the perceived lack of accountability.

End State Vision: By 2020, USAID will be a transparent, communicative place to work where accountability is defined as a partnership that is consistent across teams and between manager and employee. Additionally, employees will own their success within their clearly defined roles and managers demonstrate accountability to help their teams succeed. Employees recognize the workplace as accountable and rewarding top performers. Leadership will set the example of accountability by holding everyone to standards of integrity and responsibility. Staff and leaders will adhere to processes, roles and responsibilities, and deadlines, and provide honest and constructive feedback to all levels (peers, leadership, reporting staff). There will be a system of incentives based on setting and enforcing the culture of accountability.

Inputs, Dependencies, and Barriers:



Inputs: For this IR to be successful, managers will need to be trained in accountability practices and specific policies and procedures, the ability to report and track measures of accountability must be established, and roles and responsibilities for which people will be held accountable must be defined and communicated.



Dependencies: This IR is dependent on universal adoption of honest ratings and including buy-in of Employee and Labor Relations, Unions, GC, and the OCRD.



Barriers: Potential barriers to success include a lack of clear policies, unwillingness to adhere to policies, and the need for a shift to honest ratings to occur in one cycle.

Action Steps:

- ❖ **Define and confirm culture vision and goals** to establish where USAID will be in five years and interim milestones. Once the vision and goals are confirmed, communicate these to USAID.
- ❖ **Map/analyze Advisory Group Current State Assessment** to baseline the level of accountability currently present at USAID.
- ❖ **Conduct training analysis** to identify areas in existing training to add or bolster accountability messages as well as identify holes in curriculum that warrant course development.
- ❖ **Examine supervisor training** to ensure that accountability is properly covered and any new policies created through this transformation are consistently represented. (Link with IR 3.2)
- ❖ **Identify existing initiatives** related to accountability and improving feedback and annual evaluations.
- ❖ **Mandate feedback sessions** reported by employees to create a metric against which supervisors can be held accountable and employees get timely feedback (including discussion of 360 results).
- ❖ **Create a dashboard of culture mapping results** to monitor FEVS scores over time along with other metrics (such as self-reported AEF submissions and feedback sessions) that will be used to measure accountability going forward.
- ❖ **Create governance structure** to build and execute Culture Change Plan; this will include groups from existing initiatives.
- ❖ **Build and implement Culture Change Plan** based on the current state, training analyses, and initial metrics compared to the vision and goals. This will require identification of activities to further reinforce accountability (e.g., rewards, incentives for sending employees to training, policy accessibility, procedures for those who miss deadlines, etc.) including refining existing initiatives to align with overall Culture Change Plan.
- ❖ **Measure** impact of Culture Change Plan through FEVS scores, and adherence to feedback session metrics, over time.
- ❖ **Implement automated systems** to track AEF process, Individual Learning and Training Plans (ILTPs), and work plans to make tracking metrics easier in the future.

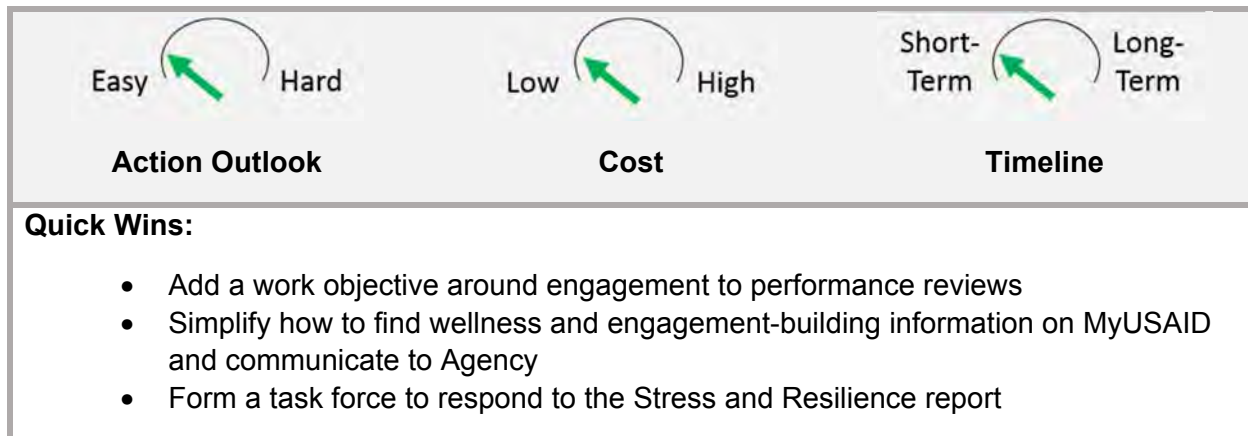
LEARNING FROM BEST PRACTICES: CREATING CULTURE CHANGE

Culture is an **enabler of strategy**. It starts with leaders and must stick with all employees.



Agencies employ assessments to help them build culture change strategies. From these assessments, leaders can see how employees rate themselves on factors that describe the culture the organization would like to build. Employee populations can be broken down by level, location, and function to provide insight into barriers and enablers of culture change. The assessment can serve as the baseline for developing and implementing culture change plans.

Intermediate Result 3.2: Employee Wellness and Engagement Improved



Problem Statement: Employee retention is a key reason for investing time and energy into transforming the HR function. Employees are disengaging from the Agency due not only to frustration with HR functions, but also issues of leadership and supervision, a sense of division among FS and CS employees, direct and non-direct hires (particularly among minority employees), and the perceived lack of accountability and fairness. An assessment conducted in September 2015 on stress and resilience issues affecting USAID employees in high operational stress environments identified excessive workload, leadership deficits, inadequate human resources and personnel support, and poor and unsupportive assignments/fielding practices as major stressors of employees throughout the Agency, not just in the non-permissive environments (NPEs).

End State Vision: By 2021, USAID will have a culture where all employees feel more connected to the organization as a whole and its mission. Civil Service employees will be better connected with the mission abroad and Foreign Service employees will be more cognizant of

the contributions of Civil Service staff. All employees, including FSN, US and third country PSCs, will feel valued and respected. Each will have a common understanding of the diverse roles that contribute to the organization's collective success. Employees at all levels will feel empowered to participate, and supported and protected to speak out to their managers. Recognition and rewards will align with employee values. Utilization of employee wellness programs, such as Staff Care, will increase. Finally, employees will feel that their voices and opinions are heard by leadership and quality suggestions are acted upon, providing staff with the means to contribute to the Agency's strategic direction when they have an idea, and fostering a collaborative, respectful, and familial work environment.

Inputs, Dependencies, and Barriers:



Inputs: For this IR to be successful, the engagement team will require assistance from Internal Communications, the Employee Resource Groups, Affinity Groups, NPE, and supervisors. New processes for awards and recognition must be developed, and access to FEVS data must be granted.



Dependencies: Further, this IR is dependent on successful communication and outreach, MyUSAID adoption, optimizing operations around customer needs, leadership development, workforce mobility, and the culture of accountability (all addressed earlier in this strategy).



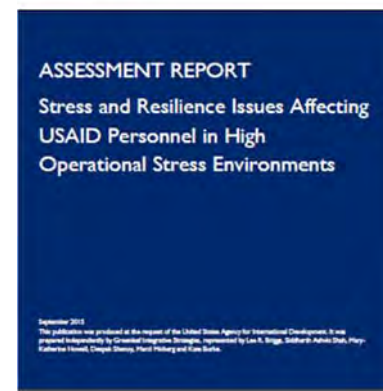
Barriers: Potential barriers to success include the Agency's low appetite for risk, historically disempowered employees, and a lack of access to information needed to be successful.

Action Steps:

- ❖ **Understand current state** using FEVS scores to baseline current levels of employee engagement.
- ❖ **Set vision for success** to determine target FEVS scores/increases and describe what an engaged USAID will look and feel like.
- ❖ **Inventory existing employee engagement activities** to build awareness for the PMO and identify potential partnerships.
- ❖ **Form a task force with NPE Coordinator to review the Assessment Report of Stress and Resilience Issues Affecting USAID Personnel in High Operational Stress Environments** to determine which recommendations are consistent with the HR Transformation strategy and incorporate.




Stress and Resilience Issues at USAID

The Assessment Report of Stress and Resilience Issues Affecting USAID Personnel in High Operational Stress Environments describes human resources and administrative support as a major stressor at the Agency. Recommendations from this report call for changes in areas of leadership, budget and planning, operations and organization, environment, and employee job cycle.



- ❖ **Perform gap analysis against pain points** using HR Transformation Current State Assessment, identify any engagement-related pain points not addressed by existing activities (or not sufficiently addressed).
- ❖ **Create team structure** including representation from leaders/participants in existing initiatives and Staff Care to own the path to success.
- ❖ **Improve communication to missions and HQ** to announce engagement team, improve knowledge of existing initiatives, increase usage of MyUSAID (employee voice), encourage managers to send teams to events and training, and address information availability.
- ❖ **Measure** FEVS and other employee survey scores year over year to identify trends.
- ❖ **Identify targeted employee engagement campaigns based on opportunities** to address gap analysis and other issues identified by team, including rewarding managers who promote engaged teams.
- ❖ **Add a work objective for employee engagement** to institutionalize the importance of engaged employees; add an element to the performance management process to ensure managers and employees are rated on promoting engagement.
- ❖ **Create community of expertise for employee engagement** to share best practices and lessons learned on engaging employees within the Agency and foster new ideas on engagement.
- ❖ **Design pilots** to include roadshows (civil service to mission and vice versa) to enhance knowledge sharing and mutual understanding of roles, and hold an HR day at HQ (and potentially missions).
- ❖ **Execute pilot campaigns** to evaluate the success of engagement efforts.
- ❖ **Measure** success of pilots through participant surveys.
- ❖ **Refine pilot approach** based on measuring pilots and feedback on events.
- ❖ **Scale up or re-pilot** based on refined approach.

Intermediate Result 3.3: Diversity and Inclusion Promoted

		
Action Outlook	Cost	Timeline
Quick Wins: <ul style="list-style-type: none"> • Focus on retention of existing Fellows • Leverage planned conferences to increase outreach • Start Development Diplomat in Residence (DDIR) program with targeted outreach to underrepresented groups 		

Problem Statement: Despite previous measures to improve diversity (in gender, race, ethnicities, disabilities, sexual orientation, skills, etc.), it continues to be an area identified by staff as needing improvement. In addition to needing to increase diversity through smart recruiting and selection, USAID struggles to exhibit an inclusive culture and tensions between

racial groups, FS and CS groups, and direct versus non-direct hires are identified as detrimental to the work environment.

End State Vision: By 2021, USAID will be on its way to reflecting the diversity of America through the demographics of the Agency. Diversity recruiting will be targeted, strategic, and expanded to more minority institutions of learning. Selection bias will not prevent diverse candidates from being hired. All staff and supervisors will be trained in diversity topics regularly and that training will be evaluated and improved on a regular basis. A renewed focus on existing diversity fellowship and internship recipients will result in transitioning more of these temporary roles into permanent hires and reduce attrition of underrepresented groups. Finally, Agency leaders and managers will consistently factor diversity into staffing decisions.

Inputs, Dependencies, and Barriers:



Inputs: For this IR to be successful, the engagement team will require partnering with hiring and diversity panels. This strategy is also incumbent upon investment in targeted recruiting, and development of a method for tracking hiring selection/non-selection reasons.



Dependencies: This IR is dependent on developing career pathing, buy-in of unions, and continued/expanded Agency investment in internship and fellowship programs, recruitment efforts, and diversity training.



Barriers: Potential barriers to success include the quality of applicant pools matching highly specialized skill sets and generating sufficient outreach levels to see an increase in minority applicants.

Action Steps:

- ❖ **Define current state across Agency** to baseline levels of diversity and attitudes toward inclusion.
- ❖ **Present diversity analysis to Agency leadership** to raise awareness, gain sponsorship, and reinforce need to address diversity issues.
- ❖ **Focus on Payne Fellows** to ensure the existing fellowship recipients are getting support and experiences they need from the program and guidance on careers at USAID.
- ❖ **Make targeted recruitment a priority** including working with the Office of External Outreach staff to provide support where needed. This includes building a plan to recruit at more minority institutions.
- ❖ **Offer training for interview panels** to ensure that diversity candidates are treated fairly by training panel members on topics such as identification of inherent bias.
- ❖ **Expand diversity on interview panels** to create a more representative group judging candidates.
- ❖ **Implement technology that helps eliminate selection bias** by using mathematical algorithms to assist in choosing high potential candidates.
- ❖ **Resource and expand Office of Civil Rights and Diversity (OCD) training** so that all employees become aware of diversity best practices, not just for hiring but for all work relationships.
- ❖ **Review and update Diversity Strategy and Plan** to ensure it reflects current Agency goals and the interagency work plan for promoting diversity and inclusion in the National Security Workforce.

- ❖ **Promote career paths to junior/mid-levels** to enable employees to see a clear future and path to leadership for themselves at the Agency. (Link with TO2)
- ❖ **Define ladder positions and career pathing for Civil Service** to provide employees mobility they desire. (Link with TO2)
- ❖ **Mandate inclusion and “avoiding unconscious bias” training for senior management** so that leadership at all levels embodies and implements good practices around diversity and diversity issues.
- ❖ **Implement DDIR** targeting underrepresented groups.

6.0 ACTION PLAN ROADMAP

Activities by Year	Year 1				Year 2				Year 3				Year 4		Year 5	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q 1/2	Q 3/4	Q 1/2	Q 3/4
TO 1: Efficient, Customer-Focused HR Operations Sustained IR 1: Customer Expectations of Timeliness, Accuracy, and Reliability of HR Services Exceeded IR 2: Talented and Diverse Workforce Attracted and Onboarded through Agile, Transparent Processes IR 3: HR Workflow Streamlined and Simplified IR 4: Accessible Clean HR Data Sustained and Controlled																
TO 2: Workforce Prepared for Today and the Future IR 1: Workforce Planning Strengthened to Enable Effective Staffing and Employee Mobility IR 2: Career Paths Designed to Meet Crisis and Opportunities IR 3: Staff Empowered Through Effective Management and Mentoring IR 4: Performance Management System Established and Upheld to Promote Excellence IR 5: Next Generation of Leaders Identified and Prepared																
TO 3: Agency Culture and Workplace Enhanced IR 1: Accountability Improved at all Levels IR 2: Employee Wellness and Engagement Improved IR 3: Diversity and Inclusion Promoted																

APPENDIX A: ACTION PLAN

TO 1: Efficient, Customer-Focused HR Operations Sustained						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
IR 1.1: Customer Expectations of Timeliness, Accuracy, and Reliability of HR Services Exceeded						
1	Analyze Current State View of the Customer	Y1, Q4	Y1, Q4			
2	Understand Best Providers of HR Services in the Industry	Y1, Q4	Y1, Q4			
3	Identify Strengths/Weaknesses of Best Providers	Y1, Q4	Y2, Q1	2		
4	Understand How Best Providers Can Assist USAID	Y2, Q1	Y2, Q2	3		
5	Request Mentorship	Y2, Q1	Y2, Q2	4		
6	Improve Customer Service	Y1, Q4	Ongoing			
7	Map Processes	Y1, Q4	Y1, Q4			
8	Identify Staff Resources/Skills Needed	Y1, Q4	Y1, Q4	1, 7		
9	Prioritize and Schedule Process Improvement Projects	Y2, Q1	Y2, Q1	1		
10	Identify Technology Enhancement and Implementation Opportunities	Y2, Q1	Y2, Q1			
11	Develop Solutions	Y2, Q1	Y2, Q1	3		
12	Obtain Agreement and Approval for Technical Enhancements	Y2, Q2	Y2, Q2	4		
13	Continue Mapping Future State	Y2, Q1	Y2, Q1	1, 7		
14	Define and Implement Customer Service Standards	Y2, Q1	Y2, Q1	6		
15	Incorporate Customer Service Standards into Performance Management Process	Y2, Q1	Y2, Q1	7		
16	Implement Customer Service Training	Y2, Q2	Y1, Q4	9		
17	Pilot New Technologies	Y2, Q3	Y3, Q1	4, 5, 12		
18	Define and Implement Measurable Metrics	Y2, Q2	Y2, Q4	14, 15, 17		
19	Implement New Processes	Y2, Q4	Y3, Q2	13, 17		

TO 1: Efficient, Customer-Focused HR Operations Sustained						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
IR 1.2: Talented and Diverse Workforce Attracted and Onboarded Through Agile, Transparent Processes						
20	Understand Issues Preventing Hiring Agility	Y1, Q3	Y1, Q3			
21	Review Onboarding Process	Y1, Q3	Y1, Q3			
22	Identify Bottlenecks in Current Hiring Process	Y1, Q3	Y1, Q3	20		
23	Review University Partnerships	Y1, Q3	Y1, Q3			
24	Identify POCs for Partnerships	Y1, Q3	Y1, Q4			
25	Improve Processes	Y1, Q4	Y1, Q4	22		
26	Prepare Staff	Y1, Q4	Y1, Q4			
27	Set and Communication Diversity Targets and Goals	Y1, Q4	Y1, Q4			
28	Create and Implement Onboarding Solution	Y2, Q1	Ongoing			
29	Define and Implement Metrics	Y2, Q2	Ongoing			
30	Maximize Effectiveness of Hiring Mechanisms	Y2, Q3	Ongoing			
IR 1.3: HR Workflow Streamlined and Simplified						
31	Define Roles and Responsibilities	Y1, Q2	Y1, Q2			
32	Define Job Profiles	Y1, Q2	Y1, Q2	31		
33	Size Teams	Y1, Q2	Y1, Q2	32 – 33		
34	Develop Transition Plan	Y1, Q2	Y1, Q2	31		
35	Obtain Approval from Leadership/Unions	Y1, Q2	Y1, Q2	31 – 34		
36	Identify and Capture Critical Workflows	Y1, Q2	Y1, Q2	34		
37	Review Existing Technology and Compare Alternatives	Y1, Q2	Y1, Q2			
38	Build Capability	Y1, Q3	Y1, Q3	37		
39	Define and Implement Measureable Metrics	Y1, Q3	Ongoing			
40	Communicate Change and Make Necessary Accommodations	Y1, Q3	Ongoing	39		
IR 1.4: Accessible Clean HR Data Sustained and Controlled						
41	Analyze and prioritize data errors	Y1, Q2	Y1, Q2			
42	Identify population of data to be cleaned	Y1, Q2	Y1, Q2	41		
43	Define Roles and Responsibilities	Y1, Q2	Y1, Q2			
44	Cleanse data and update/create relevant process documentation	Y1, Q2	Y1, Q4	41 – 43		

TO 1: Efficient, Customer-Focused HR Operations Sustained						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
45	Create Reporting Processes	Y1, Q2	Y1, Q2	44		
46	Define Requirements for Immediate Technology Enhancements	Y1, Q2	Y1, Q2			
47	Build Capability to Sustain Clean Data	Y1, Q3	Y1, Q4			
48	Implement Defined and Measureable Metrics	Y1, Q3	Ongoing	45		
49	Define Data Transparency Initiative	Y1, Q4	Y1,Q4	44 - 48		

TO 2: Agency Workforce Prepared for Today and the Future						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
IR 2.1: Workforce Planning Strengthened to Enable Effective Staffing and Employee Mobility						
50	Revisit the Goals of the Strategic Workforce Planning Effort	Y1, Q4	Y1, Q4			
51	Identify Key Stakeholders	Y1, Q4	Y1, Q4	50		
52	Conduct a SWPF Orientation	Y1, Q4	Y1, Q4	50-51		
53	Review Existing WFP Process and Tools	Y1, Q4	Y1, Q4	50-51		
54	Identify SWFP Process and Tools Gaps	Y1, Q4	Y1, Q4	50-51		
55	Develop and Document New SWFP Processes and Tools	Y1, Q4	Y1, Q4	53-54		
56	Compile and Publish the Current WF Profile	Y1, Q4	Y1, Q4			
57	Create workforce analytics dashboards and visualizations	Y1, Q4	Y2, Q2	56		
58	Conduct Planning Retreat	Y1, Q4	Y1, Q4	54		
59	Develop Stakeholder Engagement Approach	Y2, Q1	Y2, Q1	57		
60	Identify Mission Critical Competencies and Attributes	Y2, Q1	Ongoing	59		
61	Conduct Analysis on External Labor Market	Y2, Q2	Y2, Q2			
62	Assess Current Talent Inventory	Y2, Q2	Y2, Q2			
63	Conduct a Workload Analysis	Y2, Q2	Y2, Q2			
64	Develop and Run WFP Scenario Models	Y2, Q3	Y2, Q3	58		
65	Identify Workforce Gaps and Mitigation Strategies	Y2, Q4	Y2, Q4	62		
66	Establish a Process and Governance Structure to Monitor Workforce Models	Y2, Q4	Y2, Q4	58		
67	Design Programs to Address Organization and Workforce Gaps	Y2, Q4	Ongoing	63		
68	Develop SWFP and Share Analysis with Agency Leadership	Y2, Q4	Y2, Q4	65		
69	Implement SWFP Recommendations	Y3, Q1	Ongoing	65		
IR 2.2: Career Paths Designed to Meet Crisis and Opportunities						
70	Define Metrics for Career Pathing Program	Y2, Q1	Y2, Q1			
71	Identify Priority CS/FS Positions	Y2, Q1	Y2, Q1			

TO 2: Agency Workforce Prepared for Today and the Future						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
72	Review and Update Related Competency Models	Y2, Q1	Y2, Q1	65		
73	Review and Standardize Position Descriptions	Y2, Q2	Y2, Q2			
74	Encourage FS and EXO Rotations Through HCTM	Y2, Q2	Y2, Q2	72		
75	Determine Career Ladders and Lattice	Y2, Q3	Y2, Q3	71, 73		
76	Design Career Pathing Tool	Y2, Q3	Y2, Q3	73, 75		
77	Configure Career Maps	Y2, Q3	Y2, Q3	73-76		
78	Develop Training Materials for Employees and Supervisors	Y3, Q1	Y3, Q1	76,77		
79	Develop and Implement Communications	Y3, Q1	Y3, Q1	70-78		
80	Establish a Career Pathing Policy and SOPs	Y3, Q1	Y3, Q1	77		
81	Pilot Career Pathing Program	Y3, Q2	Y3, Q2	77		
82	Measure Results and Adjust Program Components	Y3, Q3	Y3, Q3	81		
83	Link Career Pathing to Career Development	Y3, Q2	Y3, Q2	80		
84	Link Career Pathing to Performance Management System	Y4, Q1/2	Y4, Q1/2	83		
85	Explore technical career paths	Y4, Q1/2	Y4, Q 3/4			
IR 2.3: Staff Empowered through Effective Management and Mentoring						
86	Executive Council for Workforce Development	Y1, Q4	Y1, Q4			
87	Conduct Gap Analysis	Y1, Q4	Y1, Q4			
88	Create an Inventory	Y1, Q4	Y1, Q4			
89	Publicize High-Impact Activities	Y2, Q1	Y2, Q1	86		
90	Complete the Initiative to Refresh and Require the Supervisor Certification Course for Supervisors	Y2, Q2	Y2, Q4			
91	Help Managers Retain Staff	Y2, Q2	Ongoing			
92	Review Findings from Stay and Exit Interviews	Y2, Q2	Y2, Q2			
93	Conduct a Gap Analysis	Y2, Q2	Y2, Q2			
94	Develop Programs	Y2, Q3	Y2, Q4	86		
95	Create a Toolkit of Resources	Y2, Q4	Y2, Q4			
96	Implement Additional Programs	Y3, Q1	Y3, Q4			
97	Build and Refine "Mentoring Hub"	Y2, Q2	Y2, Q2			

TO 2: Agency Workforce Prepared for Today and the Future						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
98	Collect Data on Desired Benefits	Y2, Q2	Y2, Q2			
99	Establish Goals	Y2, Q3	Y2, Q3			
100	Monitor and Promote Existing Mentoring Programs	Y2, Q4	Y2, Q4	99		
101	Determine Focus Areas	Y2, Q4	Y2, Q4			
102	Communicate and Launch	Y3, Q1	Y3, Q1	100-101		
103	Identify and Train Participants	Y3, Q1	Y3, Q2	99		
104	Measure the Impact	Y4, Q3/4	Ongoing	96, 99, 102		
105	Articulate Expectations and Incentives	Y5, Q1/2	Ongoing	104		
106	Communicate Mentoring Program Benefits and Expectations	Y4, Q1	Y4, Q1	104, 105		
107	Publically Reward	Y4, Q1	Y4, Q1	104		
IR 2.4: Performance Management System Established and Upheld to Promote Excellence						
108	Redesign FS and CS PM and Promotion Processes	Y1, Q2	Y3, Q4			
109	Develop Training and Communications	Y1, Q4	Y1, Q4	108		
110	Launch New FS and CS PM and Promotion Process	Y2, Q3	Y2, Q4	108, 109		
111	Evaluate FS and CS PM	Y3, Q4	Y3, Q4	110		
IR 2.5: Next Generation of Leaders Identified and Prepared						
112	Implement Executive Career Board	Y2, Q4	Y2, Q4			
113	Evaluate and Update Leadership Succession Plan	Y2, Q4	Y2, Q4			
114	Define Leadership Objectives and Principles	Y2, Q4	Y2, Q4	113		
115	Understand Areas of Emphasis	Y2, Q4	Y2, Q4	113		
116	Create an Inventory of Existing Leadership Programs	Y2, Q4	Y2, Q4			
117	Revamp FEI Course	Y3, Q2	Y3, Q2			
118	Create Structures to Identify Potential/Readiness Factors	Y3, Q2	Y3, Q2	114		
119	Self-Directed Learning	Y3, Q2	Y3, Q2			
120	Highlight Activities of Positional Leaders	Y3, Q3	Y3, Q3			
121	Measure the Impact of Programs	Y3, Q4	Y3, Q4			
122	Implement Additional Programs	Y4, Q1/2	Ongoing			

TO 3: Agency Culture and Workplace Enhanced						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
IR 3.1: Accountability Improved at All Levels						
123	Define and Confirm Culture Vision and Goals	Y1, Q4	Y1, Q4			
124	Map/Analyze Advisory Group Current State Assessment	Y1, Q4	Y1, Q4			
125	Conduct Training Analysis	Y2, Q1	Y2, Q1			
126	Examine Supervisor Training	Y2, Q1	Y2, Q1	125		
127	Identify Existing Initiatives	Y2, Q2	Y2, Q2			
128	Mandate Feedback Sessions	Y2, Q2	Ongoing			
129	Create a Dashboard of Culture Mapping Results	Y2, Q2	Y2, Q2			
130	Create Governance Structure	Y2, Q2	Y2, Q2			
131	Build and Implement Culture Change Plan	Y2, Q2	Y2, Q2	123		
132	Measure	Y2, Q2	Y2, Q2			
133	Implement Automated Systems	Y2, Q4	Y3, Q1			
IR 3.2: Employee Wellness and Engagement Improved						
134	Understand Current State	Y1, Q4	Y1, Q4			
135	Set Vision for Success	Y1, Q4	Y1, Q4	134		
136	Inventory Existing Employee Engagement Initiatives	Y1, Q4	Y1, Q4			
137	Form a Task Force with NPE to Review Report	Y1, Q4	Y1, Q4	134, 136		
138	Perform Gap Analysis Against Pain Points	Y2, Q2	Y2, Q2	136		
139	Create Team/Governance Structure	Y2, Q2	Y2, Q2			
140	Improve Communication to Missions and HQ	Y2, Q2	Y2, Q2			
141	Measure	Y2, Q2	Y2, Q2			
142	Identify Targeted EE Campaigns Based on Opportunities	Y2, Q3	Y2, Q3	138		
143	Add Work Objective/PM for Employee Engagement	Y2, Q3	Y2, Q3			
144	Create Community of Expertise for Employee Engagement	Y2, Q4	Y2, Q4			
145	Design Pilots	Y2, Q4	Y2, Q4			
146	Execute Pilot Campaigns	Y2, Q4	Y2, Q4	145		
147	Measure	Y3, Q1	Y3, Q1	146		
148	Refine Pilot Approach	Y3, Q1	Y3, Q1	146		
149	Scale Up or Re-Pilot	Y3, Q1	Y3, Q1	148		
IR 3.3: Diversity and Inclusion Promoted						
150	Define Current State Across Agency	Y1, Q4	Y1, Q4			
151	Present Diversity Analysis to Agency Leadership	Y1, Q4	Y1, Q4			

TO 3: Agency Culture and Workplace Enhanced						
#	Task	Start	Finish	Dependencies	Owner	Resource Needs
152	Focus on Payne Fellows	Y2, Q2	Ongoing			
153	Make Targeted Recruitment a Priority	Y2, Q2	Y2, Q2			
154	Offer Training for Interview Panels	Y2, Q2	Y2, Q2			
155	Expand Diversity on Interview Panels	Y2, Q2	Y2, Q2			
156	Resource and Expand OCRD Training	Y2, Q2	Y2, Q2			
157	Review and Update Diversity Strategy and Plan	Y2, Q2	Y2, Q2			
158	Promote Career Paths to Junior/Mid-Levels	Y2, Q3	Y2, Q3	81		
159	Define Ladder Positions and Career Pathing for Civil Service	Y2, Q3	Y2, Q3	81		
160	Mandate Inclusion Training for All Senior Management	Y2, Q4	Y3, Q1			
161	Implement DDIR	Y3, Q1	Ongoing			

APPENDIX B: EXISTING INITIATIVES

Existing initiatives that contribute to this Strategy have been listed below and matrixed to the transformation objectives they support.

<i>Existing Initiative</i>	TO 1: Effective Customer-focused HR Operations Sustained	TO 2: Agency Workforce Prepared for Today and Tomorrow	TO 3: Agency Culture and Workplace Enhanced
<i>Africa Bureau Leadership Pilot</i>		●	●
<i>Civil Service Time to Hire</i>	●	●	●
<i>Corporate Competency Model Refresh</i>	●	●	
<i>Diversity and Inclusion in the National Security Workforce</i>		●	●
<i>Eligible Family Member</i>		●	●
<i>Executive Council for Workforce Development</i>		●	●
<i>Foreign Service Optimization</i>	●	●	
<i>FSN Advocacy Council</i>		●	●
<i>FSN Fellowship</i>		●	●
<i>Mentoring HUB</i>		●	●
<i>Non-Permissive Environment Training</i>		●	●
<i>Performance Management Improvement</i>		●	●
<i>USAID Forward</i>	●	●	●
<i>USAID University and Int'l Training Centers</i>		●	●

The list below represents the details of ongoing initiatives managed by HCTM.

Center for Performance Excellence (CPE): Performance Management Division

- Performance Management Reform for Foreign Service (FS) and Civil Service (CS) to include redesigning the promotion system for FS/SFS
- Developing requirements for an automated performance management system
- Making changes to the FS performance board process based on feedback from the performance boards (to include changes to the form, board composition, etc.)
- Implementing a process to capture the number of FS performance plans put into place and mid-cycles conducted
- Manually reconciling CS AEF submissions at the beginning, mid and end of cycle for ALC metric reporting
- Enforcing AEF accountability through critical letters to raters who cannot justify delays in completing final AEFs

CPE: Executive Resources

- SES Quarterly sessions with USAID SES employees
- Providing Executive coaching resource vehicles for Executives and FEI course attendees to utilize
- Leadership development - assessment and follow up steps
- Individual coaching for USAID employees who want to become SES
- AD-18 performance management includes training, assisting with writing performance requirements, tracking and monitoring, and assisting with writing performance appraisals
- Write and implement New Executive Hire Welcome Letter
- Revise SES New Hire meet and greet
- Participate in OPM Executive mentoring program
- Update and maintain Executive Resources internet content
- Provide 1-on-1 assistance to SES with writing performance requirements
- SES-SL-ST performance management includes training, assisting with writing performance requirements, tracking and monitoring, and assisting with writing performance appraisals
- Maintain HQ Executive Leadership Organization Chart
- Develop training materials and tools for SES-SL-ST and their rating officials

Human Capital Service Center (HCSC)

- Partnered with SEC and AMS to reduce Civil Service time-to-hire

Foreign Service Center (FSC)

- Deputy Mission Director Leadership Development Program
 - Design an approach and accompanying suite of tools to support and prepare rising leaders within the Agency with a focus on FSOs leading missions
- Reinforce EXO/AMS partnership
 - Identify intersections of data, input, and a yearly timeline with roles and responsibilities to ensure a cohesive and smooth exchange of information, e.g. validation of positions for the FS assignment cycle
- Performance Management and Discipline
 - Toolkit for FSO supervisors including examples, timelines, course of action decision points, and support when dealing with discipline and performance management and discipline
 - Developed in conjunction with ELR, CPE, and GC
- Interagency language training opportunities
 - Defense Intelligence Agency
 - Intelligence Community Strategic Language Program (Office of the Director of National Intelligence)
 - Global Language Center (DoD)
 - Ft. Meade and Ft. Belvoir Reserve Centers (Army)
 - NSA Isolation Immersion Programs
 - Language Refresher Courses (DoD)
 - The Partner Language Training Center Europe (DoD)
 - OCONUS Immersions (DoD)

Center for Professional Development (CPD)

- Mentoring Hub
- CDO Training Package training needs assessment
- Negotiated participation of USAID CDOs in two-week FSI Regional Area Studies program
- Fundamental Development Studies Program “revival”
- White House Leadership Program
- Making additional courses available to Eligible Family Members (EFMs)

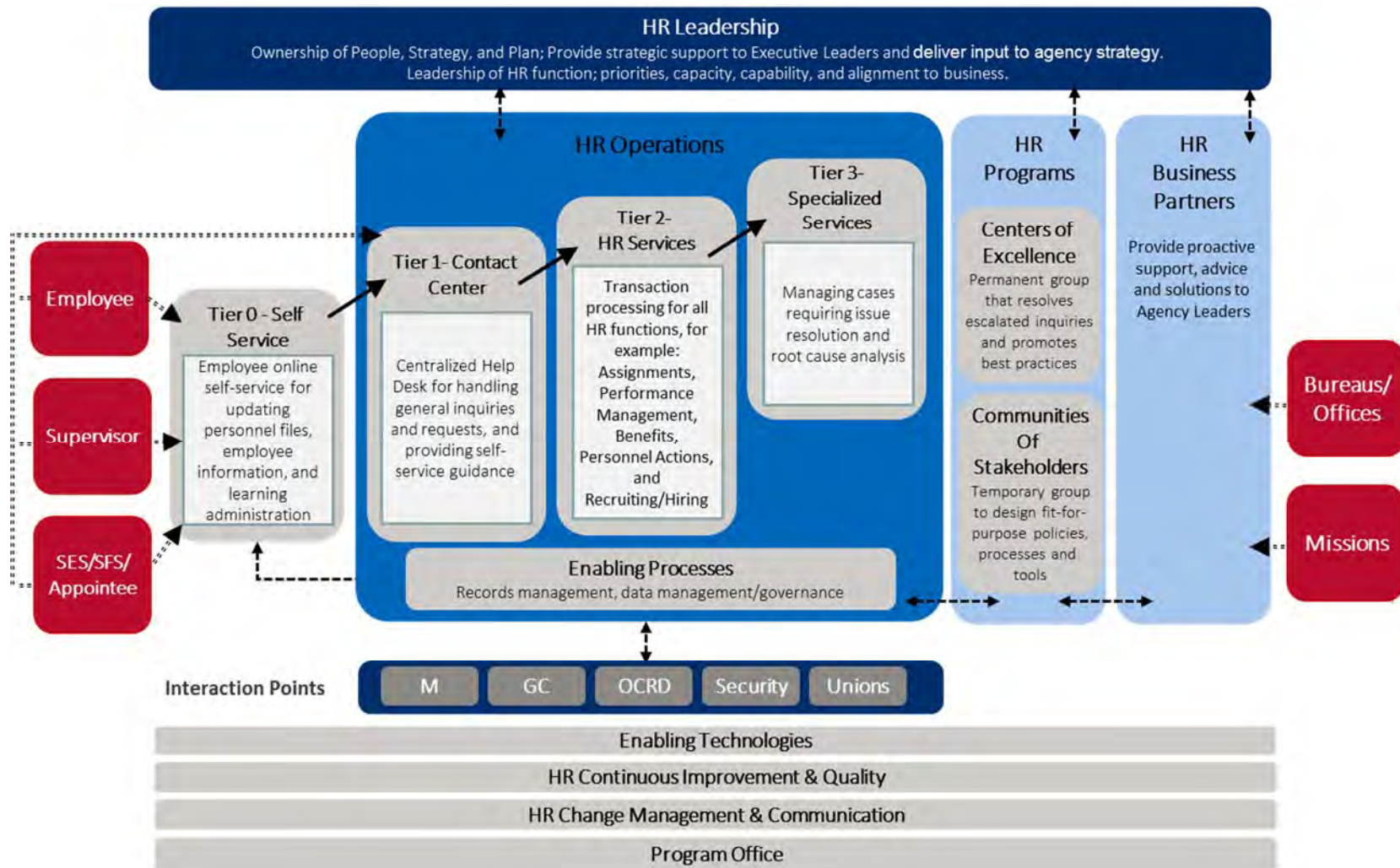
Administrator's Leadership Council (FSO Optimization)

- Strengthen FS positions in Washington to ensure they support professional development opportunities at all levels
- Define the number of target FS positions we should have in Washington at what grades and at what backstops
- Determine whether to establish new incentives or requirements that result in FSOs serving in Washington as part of their career paths
- Establish tiered approach to FS positions (exec., sr/sup., prof., first tour) with generic position descriptions that link to competencies needed to move from one tier to the next, and thereby career paths
- Revalidate CPC, priority country and priority position designations against current Agency priorities for next bidding cycle and update HCTM metrics
- Update backstop competencies and track with career paths. Note: HCTM will provide most recent competencies and guidelines
- Update skills matrices and performance precepts. Include score sheet for performance panels
- Establish list of skills and experiences that indicate readiness and potential to serve in the SLG
- Identify current SLG positions that can be designated as "bridge" positions that prepare FSOs for SLG
- Identify/provide wrap around support, mentoring and preparation to potential and current SLG officers
- Formalize process for adding new SLG positions
- Recommend GDO positions to be flagged for specific backstops in position narratives for blended positions

Workforce Planning, Policy, and Systems Management (PPSM)

- Performing data analysis and gathering requirements for optimizing HR-Helpdesk
- Planning and implementing a replacement for WebPASS Post Personnel with a robust overseas personnel system
- Developing workforce dashboards and a business intelligence solution for workforce reporting
- Staffing pattern cleanup
- SOP for sustaining the staffing pattern
- Development of Mission-based products such as mission planning models
- Revisions of ADS chapter 102 on Agency Organization Change
- Establish an HCTM-wide PMP
- Mandatory training for all Specialists and Assistants who process personnel actions

APPENDIX C: HR OPERATING MODEL



APPENDIX D: ACRONYMS

Acronym	Definition
AB	Advisory Body
ACC	Assignments and Career Counselor
ADS	Automated Directives System
AEF	Annual Evaluation Form
AFGE	American Federation of Government Employees
AFSA	American Foreign Service Association
AG	HR Transformation Advisory Group
ALC	Administrator's Leadership Council
AMS	Administrative and Management Services
CIO	Chief Information Officer
COE	Community of Expertise
COS	Community of Stakeholders
CPC	Critical Post Country
CS	Civil Service
CSP	Civil Service Personnel
DOD	Department of Defense
DOS	Department of State/State
ECWD	Executive Council for Workforce Development
EE	Employee Engagement
EFM	Eligible Family Member
ELR	Employee Labor Relations
EXO	Executive Officers
FEI	Federal Executive Institute
FEVS	Federal Employee Viewpoint Survey
FS or FSO	Foreign Service or Foreign Service Officer
FSI	Foreign Service Institute
FSN	Foreign Service National
GC	General Counsel
GWLS	Global Workforce Learning Strategy
HCTM	Human Capital Talent Management (Office)
HQ	Headquarters or USAID/Washington
HR	Human Resources
ILTP	Individual Learning and Training Plan
IR	Intermediate Result
M	Management Bureau
NPE	Non Permissive Environment
OCONUS	Outside the Contiguous United States
OCRd	Office of Civil Rights and Diversity
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PM	Performance Management
PMO	Project Management Office
POC	Point of Contact
PSC	Personal Service Contractor
RF	Results Framework
SCC	Staff Care Center
SCP	Staff Care Program
SES	Senior Executive Service
SFS	Senior Foreign Service
SOP	Standard Operating Procedure
SWFP	Strategic Workforce Planning

Acronym	Definition
TO	Transformation Objective
USDH	U.S. Direct Hire
WFP	Workforce Planning

APPENDIX E: GLOSSARY OF TERMS

Term	Definition
Accountability	A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results—to see it, own it, solve it, and do it. It requires a level of ownership that includes making, keeping and answering for personal commitments.
Action Plan	A plan that outlines each one of the activities that is necessary to accomplish the intermediate results and overall transformation objectives
Career Maps/Paths	Plans for each position in the agency that outline the competencies required at that level and what skills, competencies, and experiences one would have to gain to obtain that level.
Change Management	Change management is the application of a structured process and tools to enable individuals or groups to transition from a current state to a future state, to achieve a desired outcome. When change management is done well, people feel engaged in the change process and work collectively towards a common objectives. Change management emphasizes the “people-side” of change and targets leadership within all levels of an organization.
Change Leadership	Change Leadership is the ability to manage, lead, and enable the process of change and transition while helping impacted individuals deal with the effects of change. Change leadership involved skills like modeling, coalition building, clear decision making, active listening, effective meeting management, and communication.
Community of Expertise	Drive Leading Practices and Processes through deep HR functional domain experts with strong understanding of business imperatives and industry leading practices, who deliver thought leadership through industry knowledge, research, design, analytics and program and process development. They create value by designing practical, useful, and scalable talent solutions, tools and programs that business HR can use to meet business goals.
Community of Stakeholders	Similar to Community of Expertise, except gathered on a temporary basis to address a pressing or emergent HR issues, and disbanded when a solution or decision is reached. Community includes representation from all groups affected by a particular issue.
Culture of Accountability	An environment where people demonstrate high levels of ownership to think and act in the manner necessary to achieve organizational results.
Customer Service	The timeliness, accuracy, and reliability of service received from HR as well as the experience of requesting and receiving HR services.
Employee Engagement	The degree to which employees feel committed to their job, connected to their organization’s mission, a sense of community, and are willing to put voluntary effort into their place of work.
Execution Model	A model that outlines the division of work between different enablers (e.g., Executive Level, Management Level, Operations Level) for the execution of an effort.
HR Business Partners	Connect with the Business through working with Business Leaders and those Managers with teams and they play an important role as part of the overall delivery model to Drive Employee Engagement.
HR Operating Model	A model that depicts how work flows into, through, and out of HR. It is intended to align the work an organization needs with the capabilities that can deliver it most effectively, emphasizing coordination within and beyond HR. It defines the roles and responsibilities within HR and the ways HR interacts inside and beyond USAID’s walls.
HR Staff	Includes employees in HCTM, AMS Officers, EXOs, and other operational units that perform activities supporting the HR lifecycle (e.g., security, M/Payroll)
HR Transformation	A five year multi-faceted project being undertaken by USAID leadership to make significant progress in improving operational effectiveness and responding to customer needs to enable USAID staff to focus on fulfilling the goals of USAID rather than fixing HR concerns.
Onboarding	The process of bringing a new hire onboard, from the tentative offer through the Entry on Duty.
ServiceNow	Case Management System currently used by USAID to track HR work
Workflow	The flow of work from the initiator (employee, supervisor, etc.) to HR, through the approval process within HR, and then back to the original customer or initiator of the request.