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ADMINISTRATOR

USAID/W Notice  
ES  
07/22/2003

## EXECUTIVE MESSAGE

SUBJECT: Approval of Internal and External Hiring for Headquarters

Background: Three previous notices on the subject of Approval of Outside Hiring for Headquarters were issued on March 4, 2002, August 15, 2002 and October 17, 2002. Those notices reflected various stages of Agency reorganization.

The reorganization is nearing completion, and new simplified guidelines are now possible. The new guidelines have two primary purposes. The first is to ensure that personnel actions, especially recruitments, do not reverse progress made to date implementing the principles on which the reorganization was based. The second purpose is to ensure continuing systematic progress toward further implementation of those principles. The procedures in this notice are effective immediately and apply to all organizational components of USAID/W. This notice supersedes all previous guidance on this topic.

### PRINCIPLES OF ORGANIZATIONAL DEVELOPMENT

Following reorganization, our Bureaus and Offices are flatter. There are fewer organizational layers between employees and top management. Additional unnecessary layering must be eliminated, and creation of new layers of managerial control must be avoided.

One result of delayering has been increased span of responsibility for managers and supervisors. This trend will continue as it is intended to continually improve our "tooth to tail" ratio. Maximum resources must be applied as directly as possible to delivery of services and products to customers. In accordance with the President's Management Agenda, our continuing organizational evolution must reflect this principle.

Another principle of organizational development at USAID is to provide opportunities for development and promotions from within to improve organizational morale and employee growth. Generally, this means that the Agency will fill vacancies from within unless an internal search is not expected to produce a reasonable number of highly qualified candidates.

Finally, principles of organizational development and position management require that our organizational structure and position levels reflect a responsible use of taxpayer money. The Agency

must continue to organize to reflect the right workforce mix to best support the Agency's mission, and at the same time, avoid grade creep that does not reflect increased responsibility and complexity of work.

## PROCEDURES

All recruitment actions and some additional personnel actions will be reviewed and approved by M/HR to ensure adherence to these principles and goals. Specific information required for each type of action is provided below.

## DIRECT HIRES

There are two kinds of direct hire recruitment actions: (1) those that fill a vacancy in an approved organization with no change in the staffing pattern or position description; or (2) those that also involve a change to an approved staffing pattern.

Recruitment actions to fill existing positions must be accompanied by a statement that the action is to fill a vacancy in an approved organization with no change to the position description or the staffing pattern and that the action to be taken will not exceed the Bureau/Office direct hire ceiling.

For the second type of action, the requesting Office/Bureau must briefly describe in the remarks section of the OF-41, Routing and Transmittal Slip, or in a separate memo the change, the reasons for the change, and a statement that the action will not result in the Bureau/Office exceeding the established direct hire ceiling. Examples of reasons for such a change include movement of a position within an organization, change of a position from FS to GS or vice versa, or an accretion of duties promotion.

For both types of actions, submit to M/HR/PPIM the following documents:

1. SF-52, Request for Personnel Action,
2. OF-8, Position description cover sheet, and
3. AVUE position description package (include the Avue file name).

Requests for an area of consideration outside the Agency and outside the D.C. metropolitan area must also include the reasons an internal recruitment is not expected to result in a reasonable number of highly qualified candidates. These requests should be addressed to the Director, M/HR/OD. Once approved, the requesting office will be notified via e-mail and the documents will be hand-carried to M/HR/POD for action.

## NON-U.S. DIRECT HIRES

Action Memoranda requesting approval to obtain services from outside the Agency for one year or more using any non-U.S. Direct Hiring mechanism must be from the head of the requesting Bureau or Office and addressed to the Director, Office of Human Resources (M/HR/OD). Approval is required for all types of non-direct hire employees, whether financed by Operating Expense or Program funds.

Non-direct hires and other mechanisms include: U.S. Personal Services Contracts (USPSC), Resources Support Services Agreements (RSSA), Participating Agency Service Agreements (PASA), TAACS (Technical Advisors in AIDS and Child Survival), Intergovernmental Personnel Act (IPA) details and appointments, Fellows, and those persons engaged under Purchase Orders for Services, Cooperative Administrative Support Units (CASU) mechanisms, Indefinite Quantity Contracts and

associated Task Orders, or obtained through institutional contracts through which the Agency receives services that are/were performed elsewhere in the Agency by direct hire staff.

These procedures also apply to requests to extend non-direct hire employment mechanisms, including requests to act on "options" to extend. However, they do not include incremental funding actions up to the expiration date of the approved contract. These policies and procedures must be complied with before an offer is made or any contract or agreement or amendment to same is signed.

The memorandum must include the following information:

- the proposed employment or institutional contract mechanism;
- the function of the position;
- the location and relationship of the position within the organization;
- the source of funds for the position;
- whether this is a new or continuing position;
- why it needs to be filled at this time through the proposed employment mechanism;
- a contact person, with a telephone number who can respond to further substantive questions about the position;
- the contract number (if applicable);
- the NMS number and ID (if applicable);
- the name of the individual to be hired/extended (if applicable);
- the length of time for which the individual will be employed; and
- confirmation that sufficient funds are available and the position is within the non-USDH position ceiling established by the Administrator.

When the Action Memorandum is forwarded to M/HR, a simultaneous electronic copy should be forwarded by e-mail to Deborah Lewis, M/HR/PPIM.

Point of Contact: Patrick Brown, Deputy Director, M/HR/OD, (202) 712-5500.