



USAID
FROM THE AMERICAN PEOPLE



TRANSFORMING OUR WORKFORCE

LEVERAGING FSN TALENT

Foreign Service Nationals (FSNs)^[1] represent the largest segment of USAID's workforce, and are critical to achieving Agency goals. FSNs navigate the local, cultural and political realm in which USAID Missions work, speaking the local languages and providing connections throughout the country. Despite the essential role they play at USAID, FSNs continue to face long-standing barriers to empowerment.

The FSN Advocacy Council was created in 2014 to address this systemic concern and work towards elevating the FSN role, ensuring they receive recognition and resources to do their jobs most effectively. With the efforts of the Council, the Agency has taken positive steps to address policy constraints; yet, some enduring obstacles will need the high-level attention that Transformation affords the opportunity to pursue. Leadership must also continue to set the tone to ensure USAID has an empowering culture for FSNs.

The purpose of the *Leveraging FSN Talent Project* is to further promote FSN talent by advancing and leveraging their unique skills to strengthen Agency capacity, and contribute to both their individual and their country's development, and guide partner countries on their respective journeys to self-reliance. Ultimately, the Agency needs to champion that our valued FSN colleagues are the vanguard of our efforts to foster self-reliance in partner countries.

^[1]Foreign Service Nationals (FSNs) is an informal term used throughout this document to refer to both direct hire foreign service nationals and cooperating country nationals on personal services contracts.

PROPOSAL

In keeping with Agency values, the goals of the Transformation, and the mission of the FSN Advocacy Council, the *Leveraging FSN Talent Project* will expand on the FSN Advocacy Council Work Plan Pillar for Empowerment and Talent. FSN Advocacy Council members will work in collaboration with HCTM to lead efforts on this project with Senior Leader Champion Cheryl Anderson. The project is housed within T3 Outcome 4, “Empower People to Lead,” led by Bob Leavitt.

The T3 project team, which includes FSNs from the Advocacy Council, will lead a reflective exercise to gather concrete recommendations and actions to further leverage FSN talent. A proposed framework of four key priorities will be used to guide discussions and elicit ideas for the project’s key deliverables:

- Flexible and Mobile Workforce
- Career and Professional Development
- Opportunities to Lead
- Enabling Culture

Working with the results of the collaborative process, a core group of representatives from across the Agency (M/EXOs, M/OAA, GC, and HCTM) will compile suggested recommendations for review. Activities will be evaluated to the extent that they meet the following principles: timing, scope (within USAID’s manageable interest and influence), inclusive, significant impact, and connection to the journey to self-reliance.

Final recommendations will be approved by T3 leadership and the Administrator. From there, work plans will be developed with time frames and reflection points to have continual stakeholder input. A Leveraging FSN Talent Advisory Group will be active throughout this process to provide strategic direction through both recommendation development and execution. The Advisory Group will have representation from BFS, GH, PPL, DCHA, E3, regional bureaus, Mission Directors and Deputy Mission Directors from each region.

ANTICIPATED RESULTS

The *Leveraging FSN Talent Project* will empower and leverage FSN talent to help the Agency grow stronger and more effective in supporting our partner countries to accelerate progress towards self-reliance. With success, job satisfaction, as gauged by the Federal Employee Viewpoint Survey (FEVS,) will increase. Further results will be determined by final deliverables.

THE TEAM

Project Manager: Elizabeth Santucci, Kristen Carpentier | **Deputy Coordinator:** Bob Leavitt
Senior Leader Champion: Cheryl Anderson

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