



Staffing Organizational Effectiveness Review (OER) Teams

An Additional Help for ADS Chapter 527

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Recruitment

USAID staff of all hiring mechanisms may serve on an Organizational Effectiveness Review (OER) team. Staff interested in joining an OER Team should indicate their interest in contributing relevant subject matter expertise with their respective supervisor and the senior leadership in their respective office. Operating Units (OUs) under review and any OUs that collaborate on the execution of the OER in a substantive way (such as a managing Bureau) may also recruit team members with the right experience to contribute to the OER, including through the following¹:

- 1) An Agency Notice: The OER Secretariat may share supplemental language to clarify the call to action;
- 2) Contacting the Washington coordinators for various Foreign Service Officer (FSO) backstops: OUs may ask if coordinators would disseminate information about their search for OER Team members. This may be particularly useful for OUs looking for specific kinds of experience;
- 3) Contacting the Bureau for Management, Office of Overseas Support Operations M/OSO platform to recruit Team Members: M/OSO may be able to offer support via a senior controller, Executive Officer (EXO), and/or Contracting/Agreement Officers' expertise; or
- 4) Contacting the Administrative Management Services (AMS) Officers Council to express interest in recruiting volunteers with administrative management services experience.²

Most OER Teams depend on the participation of USAID staff with full existing workloads. The OU under review (as well as a Collaborating OU, such as a Bureau in the case of a Mission) should obtain a firm commitment from the candidates and their supervisors to see the OER process through to its completion.

In selecting OER Team members, the Responsible OU(s) leading the OER should consider both the expertise and diversity of experience for prospective OER Team members. OER Team members should be from a cross-section of offices and have a breadth of experiential knowledge. The Responsible OU(s) should also consider if the composition of the OER Team reflects the Agency's [DEIA Strategic Plan's](#) goals and objectives including ethnic, racial, gender, and generational diversity.

OERs may also serve as professional development opportunities for staff serving on OER Teams. When selecting OER Team members, Responsible OUs should take into

¹ See [ADS 527mac, section III. Application of the Policy to Agency Operating Units](#) for more context on responsibility sharing between OUs under review and any collaborating OUs participating in key decision making. You may contact the [OER Secretariat](#) if you need further clarification.

² At the time of this document's publication, the [AMS Officers Council](#) is the appropriate entity to contact.

consideration opportunities for the professional development of staff in roles such as EXO, AMS Officer, HR Specialist, and FSO from outside of the OU under review..

In general, depending on the OER's purpose and scope, OER Teams may include any of the following participants, aligning with the guidance of five to eight members on a Team:

- Deputy Assistant Administrator-level Team member (or their designee), who serves as the Team Lead;
- Program Officer;
- AMS or EXO;
- Controller;
- Acquisition and Assistance (A&A) Specialist³;
- Communications Specialist;
- Office of Human Capital and Talent Management (HCTM) Representative;
- Information Technology Specialist;
- Strategic Management Advisor (for example, a person with knowledge and expertise in rapid assessment methodologies, business process reengineering, and process and synthesis facilitation);
- Legal Advisor;
- Mission Director or senior manager from another region or country;
- Foreign Service National Cooperating Country Nationals (FSNCCNs) from another Mission, often from the same region (for example, financial manager or A&A Specialist);
- Senior-level FSO from a Regional Mission;
- Junior or mid-level Logistics and Report Coordinator; and
- Representation from other USAID OUs who show interest during the planning phase.

³ An A&A Specialist on an OER Team would contribute A&A-related expertise to the assessment. This is a distinct contribution from a USAID staff member that may serve as a Contracting Officer's Representative to an OER Team that includes contracted members.

The triggers for the assessment, the size and significance of the OU, and the scope of the assessment and its urgency determine the actual scale and number of participants on an OER Team. These factors also determine the source and seniority of the OER Team Lead. In some cases, it may be more effective for the OER Team Lead to be a senior officer from another Bureau or Independent Office. In others, the OER may warrant a smaller, more targeted OER Team composed of OU staff from different levels of the organization.

Cooperating Country National Personnel Services Contractors (CCNPSCs) Team Members

As the Agency promotes and enacts a commitment to diversity, inclusion, equity, and accessibility (DEIA), it is critically important that CCNPSCs (also known as FSNs) colleagues substantively participate in OERs. This is key for several reasons:

- Substantive representation leads to trust-building;
- Contextualization of working and interpersonal contexts that an OER Team may otherwise overlook;
- Many CCNPSC staff experiences are widely relatable to the the majority of staff working within the Agency and contributing to OERs;
- CCNPSC staff, particularly those with many years of service, have extensive and invaluable institutional knowledge; and
- CCNPSC staff may have perspectives that make report recommendations more effective based on their first-hand knowledge of the contexts in the working environment.

As Responsible OUs seek out CCN team members, they can utilize aforementioned methods to recruit participants as well contact the FSN Advocacy Council within the Agency in addition to actively recruiting from within OU networks across the Agency.⁴

Team Leaders and team members have to prioritize USAID's [Respectful, Inclusive, and Safe Environments \(RISE\) guidance](#) in the recruitment and engagement of CCNPSC colleagues as OER Team Members (as well as participants in other parts of the OER). The voluntary and intensive nature of OERs should only present opportunities for professional development and the heightened visibility of CCNPSC subject-matter expertise. OER Teams should not assume CCNPSC members are DEIA experts or universally represent all CCNPSCs. Likewise, their participation in OER Teams should not replicate problematic, hierarchical dynamics based on country of origin, ethnicity, or primary language. If a CCNPSC participating in an OER Team or an OER's data collection has concerns about bias or discrimination in team operations, they may

⁴ See [ADS 495, Foreign Service National Direct-Hire Personnel Administration](#) section 495.3.11, for more on the Foreign Service National Advocacy Council.

contact the OER Secretariat at **OERSecretariat@USAID.gov** and the OER Secretariat will raise their concerns to the OER Leadership Group for their consultation as representatives of HCTM and the Counselor's office.

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