

(Revised draft - 5/9/00) REFORM EFFORT	CONTACT	Original	Accomplishments	Original
		by March 2000	by March 2000	by September 2000

**A. REFORM LEADERSHIP:**

Tom Fox (AA/PPC) AND Rick Nygard (A-AA/M)

Improve Teamwork and Decision Making at Senior Management Levels	Rick Nygard, A-AA/M and Tom Fox, AA/PPC	A. Issued new guidance on USAID/State coordination. B. Topic-specific AA lunch sessions on-going. C. <i>Expand leadership training, and provide training to new senior staff</i>	A. Issued new guidance on USAID/State coordination B. Topic-specific AA lunch sessions on-going	FY 2002 Budget conforms to guidance.
Clarify Reform Leadership	Rick Nygard, A-AA/M and Tom Fox, AA/PPC	Give periodic briefings to Senior Staff and Management Council on Operations Governance and the Reform Roadmap.	A. Report to Senior staff on status, through Management Council meeting, June 6	Initiate Roadmap Progress Review for Annual Performance Report to Congress.
New Core Value-focused performance precepts developed for FS.	Betsy Brown, M/HR and Steve Gomez, M/HR	ADS chapter drafted and published.	ADS chapter completed and Notice issued. ADS chapter in process of being published. Bureaus are being briefed.	On track-no change.
Agency awards and incentives policies, procedures and processes reengineered & focused on promoting core values.	Joann Jones, M/HR	Establish new USPSC Award of the Year and new Time-Off Award (cleared by Bureaus 10/99); Publish new ADS chapter and revise guidance, 12/99. Revise special category awards.	On-track	

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PPC-M Operations Governance Team ensures that issues of operational policy are resolved and communicated.	Pam Callen, M/B and Tony Pryor, PPC	We continue to complete policies/operational procedures and identify new ones. Issues in various stages of treatment can be easily looked up on the Agency web site by clicking on OPS Governance on the main intranet page.	OGT meets on regular basis. New topics related to teams and teamwork added. ADS 501 completed and other major reforms of the ADS supported. ADS Governance Team planned as subteam of the OGT. OGT supports small mission and nonpresence efforts. OGT and RFNET initiate steps to support integration. Interaction with Federal Government expanded.	On track

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<b>B. AGENCY WIDE SYSTEMS</b>				
I. Programming Systems: Dirk Dijkerman (DAA/PPC)				
A. Develop Cost Effective Approach to Implement Results Act and Related Legislation and reach agreement with OMB and Congress - this involves reviewing and adjusting USAID procedures for strategic planning and performance monitoring at both country and Agency levels.	Gerry Britan, PPC Olivier Carduner, PPC, Jim Painter, M/B, Barbara Bennett, LPA, Jan Miller, GC	A. Ensure that revised GPRA and GMRA planning, monitoring and reporting work processes are fully supported by new financial and accounting software. B. Ensure that key elements of the Agency's MFR system are understood and supported by stakeholders.	Assess experience with revised GPRA systems and make adjustments if necessary to ensure cost-effectiveness.	A. PPC and M Bureau staff work closely to assist in development and definition of new financial accounting system. B. Change Management Team expanded to include PPC and other Bureau involvement, to promote integration. C. Discussions with Congress continue to explain SO/activity focus of the CP. Senior staff in USAID review issue. D. ADS 200 series revision conforms with and supports new accounting system. E. APR/APP merged and refined.
B. Improve Quality and Cost Effectiveness of Performance Management and Reporting by Operating Units	Gerry Britan, PPC Olivier Carduner, PPC, Jim Painter, M/B,	A. FY 2000 R4 guidance incorporates adjustments based on experience B. Facilitate greater BHR integration with strategic planning and R4 procedures.		A. Improve PMPs in countries B. Nonpresence data sheets in use
C. Improve use of performance information in USAID/W strategy and budget decision making.	Gerry Britan, PPC Olivier Carduner, PPC, Jim Painter, M/B,	Assess degree to which revised approach improves results management and reporting quality	Agency ranked 1st among 24 federal agencies in Mercatur study; ranking based upon quality and transparency of reporting.	No change in target
D. Assess and modify checks and balances in planning and performance management to assure quality of Agency programs.	Gerry Britan, PPC Olivier Carduner, PPC, Jim Painter, M/B,			

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2. Funding Allocation: Jim Painter (M/B)				
Improve OYB Allocation Process from M/B to Bureaus: 1. Develop a proactive strategy for budget education of Agency staff. 2. Explore modifying budget guidance for directives. 3. Initiate earlier planning for OYB.	Pam Callen, M/B	No change in target.	1. M/B has made several presentations to Mission Directors, New Entry Personnel, and at geographic bureau staff meetings. Comments have been noted for further refinement of presentations and training materials.	No change in target.
Improve OYB allocation process from Bureaus to Missions	Program offices in regional bureaus	No change in target.	Having raised the issue of timely OYB implementation, best practices were explored and shared among DP offices to the extent possible at this time, given the imminent rollout of a new financial system that will require participation by the DPs.	No change in target.

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3. Acquisition and Assistance:	Rick Nygard (A-AA/M)			
Improve A&A System	Marcus Stevenson (M/PE) and Rod Johnson (M/OP)	A. Implement procedures that encourage greater use of IQCs (USAID and GSA) and more efficient assistance instruments to reduce numbers of stand-alone actions (streamlining). B. Implement agreed upon recommendations and strategies for the organizational structure of OP in relating to clients (teamwork).	A. Currently completing inventory on use of types of instruments; plan to have guidance issued in June. B. Reorganization of OP operations sent to A-AA/M for approval 4/14. Will not be implemented before next fiscal year.	A. Analysis completed and recommendations put forth to CIRB for decisions on implementation of Version 5 of NMS/A&A (streamlining). B. Implement an improved A&A planning process (streamlining). C. Improve contracting staff and CTO understanding of the integrated A&A process - program needs and acquisition and assistance requirements - through seminars covering both A&A and program topics (teambuilding).
<i>Agency MFR systems and training integrated with OP reforms</i>	Rodney Johnson, OP	<i>A. Incorporation of A&amp;A into MFR training B. ADS 200 reviewed to incorporate A&amp;A reforms C. CTO/CO relationships defined in terms of SO teams</i>		
Training in Direct Support of A&A System	Paula Miller, M/HR/LS	Performance based contracting course; Orientation Course for New Mission Directors; A&A for Senior Managers; A&A for CTOs; Pre-Award and Post-Award courses; FAAR course.	Acquisition CTO course implemented, together with regimen of A&A courses being conducted on a regular basis both overseas and in Washington.	A&A for CTOs; A&A for Senior Managers; Pre-Award and Post-Award courses; FAAR course.
4. Funds and Cost Accounting System:	Mike Smokovich (CFO) and Dirk Dijkerman (PPC)			

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Design Managerial Cost Accounting System	Sandy Owens (M/FM) and Tom Rishoi (PPC)	<p>A. Confirm MCA model with additional USAID operating units.</p> <p>B. Finalize proposed accounting classification structure.</p> <p>C. Feed final requirements to core financial system implementation team.</p> <p>D. Evaluate requirements to ensure coherence between MCA and budget process structure.</p>	<p>A. Model confirmed with M. Worked with G and BHR to confirm model. Currently working with LAC to get a regional bureau confirmation.</p> <p>B. The ACCS has gone through many iterations. The MCA Team has worked with the Momentum Team to insure that the ACCS provides for the MCA requirements.</p> <p>C. The draft version of the M Bureau MCA requirements have been given to the Momentum Team. BHR and Global requirements will be delivered in early May. Regional Bureau requirements will be delivered in June.</p> <p>D. The proposed budget distribution process in Momentum complements the MCA model by using fund control mechanisms to move program money to the strategic objective.</p>	<p>A. Provide MCA training to USAID/W end users.</p> <p>B. Implement cost accounting subsystem of the new core accounting system.</p>
5. Workforce Management System: Linda Lion (DAA/M/HR) and Rod Johnson (M/OP)				

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FS Selection Boards policies, procedures, and processes reengineered.	Ronnie Daniel, M/HR		The Foreign Service Employee Performance Evaluation System was revised, incorporating a Skills Matrix to evaluate performance. The Selection Boards have been renamed Foreign Service Performance Boards. New guidance is prepared for the Boards. The AEF form and Skills Feedback Worksheet were revised. Other procedures were also revised. All are incorporated in a revised ADS 463 which is ready for issuance.	
Senior Management Group (SMG) policies, procedures and processes reengineered	David Rhoad, M/HR/EM			
FS open assignments policies, procedures and processes reengineered.	Ronnie Daniel, M/HR	Partial prioritization negotiated with AFSA and executed 10/99. Factor into FY 2001 prioritization of positions lessons learned.	All non-automation recommendations were implemented. Position priority process was piloted in first round of the 2000 cycle concluded in January 2000. A lessons learned review concluded it was an improvement and it will be continued during the validation period of the 2001 FS assignment cycle.	
New Entrant Professional (NEP) Program	Audrey Minkley, M/HR	Class II of about 25 NEPs by 3/00.	26 NEPs came on board for Class II (February 2000).	Class III of 33 NEPs.



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New standardized and automated system (COHO) for GS position classification implemented. FS position management, position classification and backstop systems revised and modernized for USDH overseas and in USAID/W.	Anita Stalls, M/HR	COHO officially rolled out.	Technical problems shut down COHO for several weeks and this deadline was not met. Roll Out was effective May 2000.	Customization of database completed.
USAID/W position management plan developed.	Larry Brown, M/HR	On target.	Decision taken to not develop a position management plan, but rather to implement position management directly, as reflected in recruitment planning and organizational reviews.	On target.
A new career-counseling program for both GS and FS employees worldwide designed and implemented.	Cathy Smith, M/HR/LS		Deferred	
Commercial-Off-The-Shelf (COTS) automated Human Resources system procured and installed to replace existing RAMPS system	Doug Brandi, M/HR/PPIM	A. Complete feasibility/cost analysis for NFC cross-servicing; B. Secure CIRB approval to retire capital assets (i.e., mainframe-based systems) and replace with cross-servicing. C. Sign MOU with USDA NFC.	All tasks were accomplished on schedule.	A. Implement cross-servicing for HR and Payroll transaction processing with NFC; actually online target date 10/07/2000.
Regularize PSC competition and administration.	Rod Johnson, M/OP	A. Reformat and revise AIDAR appendices on PSCs. Issue in <u>Federal Register</u> . B. Draft ADS chapter completed.	A. Revision and reformatting of AIDAR appendices nearly complete. B. ADS chapter being drafted.	ADS chapter on PSCs issued in ADS 300 series.

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6. Information Management Systems: Peter Benedict (DAA/M and CIO)				
Y2K Compliance on all USAID desktops, servers and internet web connections.	John Streufert, M/IRM	A. Support missions in resolution of Y2K turnover problems with USAID Y2K operations center. B. Evaluate status of other than mission critical systems.	Critical and other than missions critical systems are operating without disruption from date related incidents throughout USAID.	No change.
Web Access for all Missions.	John Streufert, M/IRM	A. Establish a USAID management forum for addressing Internet related issues. B. Take lessons learned from supplemental sites. C. Implement improved information systems security measures for AIDNET, critical systems and applications, and mission operations.	** The Administrator approved two pilot sites to test expanded capacity for business systems and Internet as part of a network systems upgrade project as part of an Agency-wide analysis of connectivity alternatives. ** M/IRM started a project to restrict inappropriate uses of the Internet to increase capacity for appropriate purposes. ** "M/IRM developed an approach for proceeding with USAID's Extranet, that is consistent with USAID's IT architectural efforts, supported by the program Bureaus, and will improve services USAID provides to its development partners."	A. Develop a chapter Agency IT Strategic Plan for connectivity in support of USAID missions. B. Implement improved information systems security measures for program information technology initiatives.

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Architecture and Planning	Rick Nygard, DAA/M and CIO and Mike Smokovich, CFO	<p>A. IT capital investment planning and monitoring process is defined.</p> <p>B. Formal IT risk management processes are defined.</p> <p>C. The initial Agency Target ITA is updated to reflect the selection of a core accounting product and its implementation requirements.</p> <p>D. Investment analysis completed and CIRB project approval obtained to modernize the Agency's acquisition and assistance system.</p>	<p>A. Accomplished. The USAID capital investment and monitoring process was defined and implemented.</p> <p>B. Accomplished. IT risk management was defined and incorporated into the capital investment process.</p> <p>C. Accomplished. The target information technology architecture (TITA) was updated.</p> <p>D. Not Accomplished. The investment analysis is still underway with several sections yet to be completed.</p>	<p>A. Agency Information Management (IM) Strategic Plan adopted.</p> <p>B. Capital asset justifications and planning completed for FY 2002 OMB budget submission for multi-year investments in modernizing financial management and non-financial systems.</p>

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Acquire and implement a JFMIP compliant core accounting system.	Rick Nygard, DAA/M and CIO and Mike Smokovich, CFO	A. Complete gap analysis of USAID functional and technical requirements and COTS core accounting system. B. Begin configuration of the COTS core accounting system.	A. Defined technical configuration of COTS core accounting system for USAID/Washington. B. Initiated configuration work for the COTS core accounting system. C. Identified gaps between functional requirements and COTS core accounting system requiring further analysis. D. Project management, performance management, risk management and quality assurance processes defined and implemented.	A. Provide COTS training to USAID Washington end users. B. Complete configuration, testing and acceptance of JFMIP compliant COTS core accounting system in USAID/W. C. Complete essential data migration. D. Complete, test and accept interface programs between COTS core accounting and internal and external financial systems. E. Cut-over to new core accounting system in USAID/W.
Computer Training Program, including support of IT reforms, implemented in Washington.	Doris Hall, M/HR/LS			Training program for the Agency's new core accounting system implementation in USAID/W is developed and initiated.
7. Automated Directives System: Larry Tanner (PPC) and Steve Callahan (M/AS)				

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Improve ADS Accessibility	Larry Tanner, PPC and Steve Callahan, M/AS	<b>Revise Chapter 501 as guide for all ADS chapters</b>	ADS Chapter 501 was revised in its entirety by a team of individuals from throughout the Agency and was republished on March 31, 1999. This chapter provides the policies and procedures for Agency personnel responsible for preparing directives. It alters the structure of the ADS chapters, amends the ADS clearance process and revamps ADS formatting. The chapter was rewritten in accordance with the June 1, 1998 Presidential Memorandum on Plain Language in Government Writing.	Targets on track
Improve ADS governance.	Larry Laird, PPC, Tony Pryor, PPC	A. Author training initiated B. <i>Through OGT, consider how to improve substantive governance of the ADS</i>	A. <i>Revised Chapter 501 completed.</i> B. <i>Author training continues.</i>	
Revise ADS 200	Olivier Carduner, PPC and Larry Laird, PPC	a. <i>Complete draft 200, and circulate to the field</i> B. <i>Amend ADS 200</i> C. <i>Clear 200 by June 15</i>	On target	<i>ADS 200 revised and in use</i> <i>Training on new ADS initiated</i>
<b>B. WASHINGTON-FIELD RELATIONS</b>				
Increased and improved programmatic and staffing support to Missions as a result of:				

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1. Regional Business Centers	Rick Nygard, A-AA/M	Definition of multi-year plan for creation of regional business centers (two in each region).		Begin phased placement of staff through assignment process.
2. Small Mission Study Findings/Implementation	John Tennant, DAA/E&E, and Bill Bacchus, M/MC	Report adopted; action plan approved.	Study complete; implementation plan in draft. (AAs discussed 4/28, action memo to move week of 5/1 to administrator).	All action items completed.
Increased and improved information flow and coordination between field and centrally managed programs.	Parrie Henderson, PPC	<b>Define policy and procedures</b>	<b>Policy approved, Activity data sheet developed, procedures defined and training provided to staff</b>	<b>80% completion of activity sheets</b>
Clarify roles and responsibilities of Missions with respect to strategy coordination with Dept. of State.	Tom Fox, AA/PPC, Ted Morse, PPC, and Olivier Carduner, PPC			
<b>D. REFORM-RELATED TRAINING: CATHY SMITH (M/HR/LS)</b>				
Leadership and Program Operations Program, a new comprehensive training-learning curriculum for all categories of USAID employees worldwide, designed and implemented in five major skills of: Sr. Leadership, Managing for Results, Leadership, Teamwork, Organization and Operations	Rita Owen, M/HR/LS	Sr. Leadership Pilot 2/00; MFR Group to complete 20 hour CBT text in conjunction with ADS 200. Revisions to CBT design 11/99.	Accomplished; MFR course design was completed and one pilot training session carried out and evaluated in April 2000.	Managing for Results 6/00.

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Interim Leadership and Program Operations courses delivered pending full implementation of new comprehensive curriculum (see above).	Cathy Smith, M/HR/LS and Rita Owen, M/HR	NEP Training 10/99; Sr. Executive training customized by FEI 11/99.	NEP Training 10/99 and 2/00; Customization of Executive Training was accomplished.	Delete original target.

<b>Revised</b>
<b>by September 2000</b>



A. Roadmap integrated into APR/APP B. Next phase of Roadmap developed as part of a transition plan
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First use of new FS precepts by 2000 FS Boards evaluated.
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Package of recommendations for changes to awards program completed 5/01/00; Includes proposal for new USPSC of the Year Award and revision of special category awards; New ADS chapter to be released during summer.
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<b>Revised</b>
<b>by September 2000</b>
OGT continuing to support Roadmap implementation. OGT and RFNET integrated into unified website. ADS Governance Team initiated. OGT assists in defining reform issues relevant to transition. Transition strategy related to reform coordinated.

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1. A more detailed presentation and training materials will be developed and shared according to a schedule to be developed. 2. FY 2002 budget guidance will have been prepared that will contain realistic expectations with regard to absorption of directives by bureaus. 3. OYB planning will begin during markup as it did last year and every effort will be made to meet the 30-day 653 (a) configuration deadline from the date of enactment.

<b>Revised</b>
<b>by September 2000</b>
Delete item B
Pilot programs established with E&E Bureau – small grants and contract administration

Revised
by September 2000
No Change

<b>Revised</b>
<b>by September 2000</b>
Revised ADS 463 will be issued (5/00).
SMG ADS chapter will be completed.
Position priority process will be continued.

<b>Revised</b>
<b>by September 2000</b>
This is an ongoing process, more labor intensive than anticipated.
Continuing application of sound position management practices.
Deferred
On target. No change.
AIDAR appendix and ADS chapter issued.





<b>Revised</b>
<b>by September 2000</b>
A. Final elements of the investment analysis will be completed and CIRB review and approval will be sought in September.

<b>Revised</b>
<b>by September 2000</b>
<p>A. Initiate COTS core accounting system training for USAID/Washington users.</p> <p>B. Transition plan for cutover to COTS core accounting system in October 2000 approved, hardware procured, technical environment established and critical staff trained.</p> <p>C. Complete configuration, testing and acceptance of JFMIP compliant core accounting system in USAID/Washington.</p> <p>D. COTS core accounting system certified and accredited to comply with Federal security regulations and standards.</p> <p>E. Data cleanup and migration from NMS AWACS to COTS core accounting system planned and initiated.</p> <p>F. Interface programs between COTS core accounting system and external systems (e.g. Treasury systems and</p>
<p>Training to support roll-out of Outlook e-mail system and roll-out of new Financial System: MOMENTUM.</p>



<b>Revised</b>
<b>by September 2000</b>
All actions completed, except revised Mission Director Course and Internet Access for all missions.
A strategy for expediting the MFR training over the next four years will be developed and initiated.

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