

**Functional Series 500 – Management Services
ADS 527 – Functions of the Mission Executive Officer**

***This chapter has been reformatted and substantively revised in its entirety.**

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ADS 527 – Functions of the Mission Executive Officer

527.1 OVERVIEW

Effective Date: 09/29/2003

ADS 527 supersedes HB 23, Chapter 1, Functions of the Mission Executive Officer (EXO). This ADS chapter describes the functions of an EXO at a USAID Mission. The objective of this chapter is to specify the responsibilities normally carried out by the Mission EXO in order to ensure the efficient, cost-effective, safe, secure, and administratively sound operation and management of the Mission. Additional guidance to assist EXOs, Agency managers, and specialists who participate in Mission administrative management assessments or serve on Mission opening or closeout teams is included as supplementary references to this chapter. [Guidance on How to Close a USAID Mission](#), along with checklists, and [How to Open a USAID Mission](#) are included in the Mandatory Reference section of this chapter. Additional Help documents, such as [Guidance on Preparing Mission Orders](#) and [Management Services Review Guidelines](#), can be found in section 527.5.

527.2 PRIMARY RESPONSIBILITIES

Effective Date: 09/29/2003

a. The EXO is responsible for the administrative management of the USAID Mission in the following functional areas:

- Program support,
- Budgetary planning,
- Management analysis and planning,
- Human resources management,
- Administrative and general services, including property management,
- Contract management,
- Coordination of Embassy administrative support,
- Administrative support to contractors,
- Security and safety,
- Travel and transportation, and
- Information resources management.

527.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

527.3.1 Functions of the Mission Executive Officer

Effective Date: 09/29/2003

The EXO, in coordination with the Mission Director and the Controller's Office, is responsible for the administrative management functions of the Mission. Functional activities, which may be located in the Executive Office, include personnel management, general services, leasing, travel, security, property management, contracting, information resources management, and communications and records management. The scope of responsibilities of an EXO is determined by the size, complexity, and diversity of the Mission and the availability of local or regional services.

The EXO is normally responsible for the following Mission functions:

a. Program Support

- (1) Actively participating on program strategic objective teams with a focus on the personnel and material resource aspects of achieving the Mission's strategic objectives;
- (2) Participating in the formulation of Mission policies on program development, implementation, and evaluation; and
- (3) Reviewing Mission development assistance activities for their management support requirements and participating in the design of the administrative/logistical components of the activities.

b. Budgetary Planning

- (1) Developing the Operating Expense (OE) budget for the Mission in coordination with the Controller;
- (2) Collaborating with Program and Technical Offices in the formulation of the annual budget resource requirements;
- (3) Directing the administration of the OE budget, ensuring prompt and legal obligation of funds;
- (4) In some Missions, monitoring the pipeline for OE-funded obligations for compliance with the forward funding policy for non-program funds (see [ADS 603](#), Forward Funding, Non-Program Funds, and [ADS 621.2.e](#)); and
- (5) For awards obligated outside of the Bureau for Management, Office of Procurement (M/OP) in USAID/W, ensuring administrative closeout of awards and deobligation of any residual balances (see [ADS 621.2.g](#); [CIB 90-12](#), Guidance for Missions – Closing Out Contracts, Grants and

Cooperative Agreements; [ADS 306](#), Interagency Agreements; and ADS 621 Internal Mandatory Reference, [Deobligation Guidebook](#)).

(6) As Obligation Manager (see [ADS 621.2.i](#))

- Ensuring, in coordination with the Mission Controller for OE funds, that obligations are consistent with Agency forward funding policies;
- Continuously monitoring obligated funds and requesting the Obligating Official to deobligate excess or unneeded funds;
- Providing confirmation to the Controller that residual funds are available for deobligation (note: EXOs are usually the Obligation Managers for Travel Authorizations);
- Developing accruals quarterly based on guidance from the Mission Controller or Bureau for Management, Office of Financial Management (M/FM) (see [ADS 631](#), Accrued Expenditures).

c. Management Analysis and Planning

(1) Developing internal management systems and implementing procedures, including the establishment and maintenance of a Mission directives system. The directives system may include Mission Orders and Notices which supplement ADS policies and procedures to address any unique post-specific requirements.

Note: Mission directives must not repeat existing ADS policy and required procedures. The minimum requirements for any Mission Order are: Authority, Responsibility, and Implementing Procedures. For guidance on how to prepare Mission Orders, see Additional Help, [Guidance on Preparing Mission Orders](#).

(2) In close coordination with the Regional Legal Advisor (RLA), interpreting USAID management regulations and ensuring Mission compliance.

(3) Developing the appropriate organizational structure and staffing requirements necessary to meet the program and administrative responsibilities of the Mission.

(4) Regularly evaluating the Mission's organization, staffing, and services to ensure the efficient use of material and human resources.

d. Human Resources Management

- (1) Planning and directing the personnel management operations for the Mission's Direct-Hire and Personal Service Contractor employees;
- (2) Collaborating with Mission officials on staffing and workforce planning issues, and recommending actions to ensure maximum effective use of personnel, including placement of personnel;
- (3) Overseeing the recruitment and selection of new personnel;
- (4) Exercising classification authority for USAID positions;
- (5) Coordinating training and staffing development opportunities for the Mission and the Mission Awards program;
- (6) Counseling employees and their families on a wide range of subjects, including allowances, education, equal opportunity, career development, onward assignments, and employee relations; and
- (7) Ensuring that accurate direct-hire and non-direct-hire data is input into eWorld to meet schedules for production of the quarterly worldwide staffing pattern report (WWSPR) (see <http://inside.usaid.gov/M/HR/eworld/index.html>).

e. Administrative Management and General Services

- (1) Carrying out the Mission's administrative management operation.
- (2) Planning and directing the Mission's personal property acquisition, management, and disposal programs. Ensuring compliance with Agency standards for issuing, using, and controlling the personal property of the Mission. (See [ADS 534](#), Personal Property Management Overseas, and [ADS 536](#), Use and Control of Official Vehicles)
- (3) Planning and directing the Mission's real property leasing, procurement, and disposal program and serving as the Mission representative to the Post Housing Board. Serving as leasing officer for USAID leased properties. (See [ADS 535](#), Real Property Management Overseas)
- (4) Planning and directing the Mission's communications and records program in accordance with ADS 502, to include the Agency's Disposition Schedule. (See [ADS 502](#), The USAID Records Management Program)

f. Contract Management. Overseeing contracting or purchasing functions

in accordance with Federal Acquisition Regulations (FAR) as found in [48 CFR Chapters 1 and 7](#) and subject to Agency procurement warrant requirements (see [USAID Acquisition Regulations \(AIDAR\)](#)) and executing contracting actions within delegated warrant authority.

g. Interagency Administrative Support Services

(1) Representing the Mission in the development and administration of the International Cooperative Administrative Support Services (ICASS) system, in close coordination with the Mission Controller on budgetary aspects of the ICASS process; and

(2) Monitoring and ensuring that the type, level, and charges for services conform to support agreements and USAID regulations. (See [ADS 520](#), ICASS)

h. Administrative Support to Contractors. Advising the Contracting Officer on the administrative support available for a contractor and providing the support during the period of the contract in accordance with the provisions of the contract.

i. Security and Safety

(1) Serving as Unit Security Officer for the Mission and, in collaboration with the Regional Security Office and the Office of Security (SEC), ensuring compliance with and the implementation of the security programs contained in [ADS 561 through 568](#); and

(2) Serving as Unit Safety Officer.

j. Travel and Transportation. Overseeing the shipment and receipt of official commodities, supplies, and household effects; import and export customs clearances; and local and international travel reservations and ticketing; ensuring that all legal and regulatory requirements are met; and managing the USAID Travel Management contract. (See [6 FAM 100](#), Travel, Transportation and Storage, and [ADS 522](#), Performance of Temporary Duty Travel in the U.S. and Abroad)

k. Information Resources Management. Managing the Information Resources Management Program of the Mission, including all hardware and software applications. The EXO also serves as the Mission Information Systems Security Officer (ISSO). The EXO normally hires a Systems Manager to oversee day-to-day information technology (IT) operations. (See [ADS 545](#), Information Systems Security, and [ADS 547](#), Property Management of IT Resources)

527.3.2 Mission Controller and EXO Functions

Effective Date: 09/29/2003

USAID Mission Controller and EXO functions represent separate and distinct professional skills and must not be combined, except as noted in paragraph b. below.

a. The EXO and the Controller maintain close coordination. Generally, the EXO has primary responsibility for coordinating the formulation of the OE budget. The EXO works with the Controller to ensure availability of funds to meet budget requirements.

b. In special circumstances of a temporary nature – for example, where USAID is starting-up or phasing-out a Mission, or in a very small field organization where there is clearly not a requirement for a full-time Controller and a full-time EXO – the possibility of a combined Controller/EXO function may be considered along with alternative possibilities for providing such services off-site or through TDY assistance. If the Mission believes these functions can be combined, the Mission Director sends its recommendation to the appropriate USAID/W Geographic Bureau, which must determine approval with the concurrence of the associated Assistant Administrator for Management (AA/M) and the Director, Overseas Management Support Office (M/OMS).

527.3.3 Program Officer and EXO Functions

Effective Date: 09/29/2003

There may be rare occasions at some of the Agency's smaller-staffed Missions where a qualified EXO performs both administrative and program support functions in a combined Program-EXO position. Such a scenario requires a multi-functional Foreign Service Officer who possesses many of the basic skill sets required of EXOs and Program Officers. For example, in a combined Program-EXO environment, many administrative support services would be provided by an ICASS service provider or otherwise outsourced, while the USAID Executive Office would retain service coordination and oversight responsibilities, and possibly some procurement/contracting and personnel functions for the Mission.

If the Mission believes these functions can be combined, the Mission Director sends a recommendation to the appropriate USAID/W Geographic Bureau, which must determine approval with the concurrence of the associated Assistant Administrator for Management (AA/M) and the Director, Overseas Management Support Office (M/OMS).

527.3.4 EXO Relationships With Administrative Offices and Other U.S. Government Agencies

Effective Date: 09/29/2003

The EXO maintains liaison with the Embassy Administrative Offices and monitors the quality and quantity of services provided and agreed upon between the agencies under the ICASS system. As a general rule, the EXO routinely collaborates with the Embassy

Management Officer, General Services Officers, and Personnel Officer on matters pertaining to U.S. Mission management, interagency collaboration, and services procured through ICASS.

The EXO serves on interagency committees and panels such as

- a. Interagency Housing Board (IAHB),
- b. Eligible Family Member (EFM) employment committees,
- c. Local ICASS council and/or working groups,
- d. Emergency Action Committee (EAC),
- e. Mission Performance Plan (MPP) review committee,
- f. Interagency Awards Committee, and
- g. Property Survey Board.

527.3.5 EXO Relationships with M/OMS and Other USAID/W Offices

Effective Date: 09/29/2003

The EXO maintains liaison with M/OMS regarding the interpretation and clarification of approved policies and procedures at posts abroad and, when necessary, requests M/OMS to arbitrate policy implementation issues.

The EXO works closely with M/OMS technical specialists in the areas of nonexpendable property, real property, procurement, and policy. When practical, the EXO may request M/OMS to act as liaison between the Mission, USAID, and the State Department or other public and private sector entities regarding personnel, security, and procurement issues.

The EXO also works closely with other USAID/W offices, such as the Regional Bureaus, the Bureau for Management, Office of Human Resources (M/HR), the Bureau for Management, Office of Information Resources Management (M/IRM), M/OP, and SEC, on overseas management-related issues and projects.

527.4 MANDATORY REFERENCES

527.4.1 External Mandatory References

- a. [48 CFR Chapters 1 and 7, Federal Acquisition Regulation \(FAR\)](#)
- b. [6 FAM 100, Travel, Transportation and Storage](#)
- c. [Foreign Assistance Act \(FAA\) of 1961, as amended](#)

- d. [Foreign Service Act \(FSA\)](#)
- e. [U.S. Agency for International Development Acquisition Regulation \(AIDAR\)](#)

527.4.2 Internal Mandatory References

- a. [ADS 502, the USAID Records Management Program](#)
- b. [ADS 520, International Cooperative Administrative Support Services \(ICASS\)](#)
- c. [ADS 522, Performance of Temporary Duty Travel in the U.S. and Abroad](#)
- d. [ADS 534, Personal Property Management Overseas](#)
- e. [ADS 535, Real Property Management Overseas](#)
- f. [ADS 536, Use and Control of Official Vehicles](#)
- g. [ADS 545, Information Systems Security](#)
- h. [ADS 547, Property Management of IT Resources](#)
- i. [ADS 561-568, Security](#)
- j. [ADS 603, Forward Funding, Non-Program Funds](#)
- k. [ADS 621, Obligations](#)
- l. [ADS 631, Accrued Expenditures](#)
- m. [CIB 90-12, Guidance for AID Missions – Closing Out Contracts, Grants and Cooperative Agreements](#)
- n. [Guidance on How to Close a USAID Mission – Checklists](#)
- o. [Guidance on How to Open a USAID Mission](#)

527.4.3 Mandatory Forms

527.5 ADDITIONAL HELP

- a. [Guidance on Preparing Mission Orders](#)
- b. [Management Services Review Guidelines](#)

c. [Sample Administrative Operational Close-Out Plan](#)

527.5.1 Optional Forms

527.6 DEFINITIONS

Effective Date: 09/29/2003

The terms and definitions listed below have been included into the ADS Glossary. See the [ADS Glossary](#) for all ADS terms and definitions.

Automatic Data Processing (IT)

This term is no longer used. See “information technology resources.” (Chapter 527)

communications and records

Planning, controlling, directing, organizing, training, promoting, and other managerial activities related to the creation, maintenance and use, and disposition of records. The purpose of communications and records is to achieve adequate and proper documentation of Federal policies and transactions and effective and economical management of Mission operations. (Chapter 527)

contract management

The management and direction of USAID's procurements, including implementation of USAID's unique procurement policies, regulations, and standards in both USAID/W and overseas. (Chapter 527)

Controller

The individual responsible for discharging the financial management aspects of Mission operations. The Controller, who reports directly to the Mission Director, also provides advice and assistance to the Mission Director and other Mission officials with respect to financial practices and procedures applicable to program implementation. (Chapter 527)

Executive Officer (EXO)

A term used by some agencies to identify the officer responsible for administrative and program support activities. (6 FAM 700) (Chapters 527, 535)

general services

Services provided in the areas of travel, transportation, supply, property management, procurement, security, and housing/office management. (Chapter 527)

information resources management (IRM)

Planning, budgeting, organizing, directing, training, and controlling associated with the creation, maintenance and use, and disposition of information. IRM is associated in the same manner with related resources, or assets, such as personnel, equipment, funds, and technology. (Chapter 527)

International Cooperative Administrative Support Service (ICASS)

ICASS is a customer-driven, voluntary interagency system for managing and funding administrative support services abroad; gives posts the authority to determine how services are delivered at what cost and by whom; has customer service standards established by the post, with the service provider formally accountable to the customer; and incorporates a full cost recovery system through a no-year working capital fund. (Chapters 520, 527, 534)

leasing

Entering into a contract to convey real estate, equipment, or facilities for a specified term and for a specified rent, from one entity or person to another. (Chapter 527)

Operating Expense budget

The Agency's Congressional appropriated funds for administrative support expenditures for a specified fiscal year. (Chapter 527)

personal property management

Management of the Agency's non-real estate property. It involves ordering, receiving, storage, utilization, accountability, warehousing, and disposing of such property. (Chapters 518, 527)

real property acquisition

The act of acquiring real property by either lease or purchase. (Chapters 518, 527)

security and safety

Protection of the well-being of USAID employees, facilities, and classified or sensitive information. (Chapters 527, 529)

travel

For the purposes of this chapter, travel means the official travel and transportation of employees and their dependents and effects. It also includes the administration of allowances and benefits to employees assigned to overseas posts. (Chapter 527)

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