

# BTEC Bulletin

News from the Business Transformation Executive Committee

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## Enterprise Architecture Is Key to Agency Policy Decisions

“So what is an Enterprise Architecture anyway?” asked Deputy Chief Information Officer Mark Kneidinger at the outset of his recent presentation to the USAID IT Applications Community of Practice (CoP). Mr. Kneidinger, also Deputy Assistant Administrator, Management Bureau, explained that an Enterprise Architecture (EA) provides the blueprint for “what we do, how we do it, and how technology can support us.”

Mr. Kneidinger’s presentation on March 11<sup>th</sup> to an audience of Agency practitioners and partners in Washington, D.C., was timely since USAID is in the process of developing a collaborative EA with the Department of State. The goal of an EA is to collect agency business information in a consistent manner and to develop a commonality of terms and technology. An EA promotes cost efficiencies by reducing duplicative programs and information technology systems.

Development of an Agency EA is a BTEC high priority. A strategic management tool, an EA is essential when making agency policy decisions. During agency reorganizations or

## New Procurement Policy on Delegating Assistance Authority

Under new guidelines approved by the BTEC, USAID technical or program officials may receive delegated authority to award and administer an assistance program after meeting requirements established by the Office of Procurement (M/OP).

Guidelines for Delegating Assistance Authority were developed by a BTEC working group comprised of members of program Bureaus and M/OP. This new policy, an initiative under the **Business Systems Modernization (BSM)** component of USAID’s transformation plan, promotes internal efficiencies and effectiveness by streamlining processes in implementing Agency assistance programs.

The guidelines contain “conditions” for the transfer of grant authority. Before designated individuals receive a warrant from M/OP, specific training requirements must be met. These include: completion of a five day Grants Management course; completion of a five day Cost and Price analysis course; significant on the job training; and completion of M/OP’s automated systems training, NMS-A&A and ProDoc.

Previously, a limited number of USAID staff were delegated authority to issue program grants. This initiative opens up this authority to a broader agency population such as S.O. Team Leaders, Program Officers and Office Directors.

The transfer of assistance authority delegation is discretionary and must be requested by the head of the receiving organization. Bureaus, Offices or Missions will be required to work with M/OP to develop a training plan and schedule to ensure delegation requirements are met.

The delegation of authority will be for a reasonable dollar amount based on the needs of the requesting organization.

A complete description of the conditions for transferring grant authority will be in a soon to be issued [Agency General Notice](#), “Guidelines for Delegation of Assistance Authority.”

### INSIDE THIS ISSUE

1	Enterprise Architecture is Key to Agency Policy Decisions
1	New Procurement Policy On Delegating Assistance Authority
2	Transformation Update
2	BTEC Action Results in Increased Dollar Limit for “On the Spot” Awards

fiscal cut-backs, for example, an EA provides a complete view of an agency's human, fiscal and IT resources and how they relate to business processes.

A BTEC EA subcommittee, chaired by Mr. Kneidinger, is currently working on the roadmap to complete the Agency EA. The subcommittee is also developing a business reference model as a framework for collecting program and IT information to capture user requirements. So who are the users of an EA? An EA impacts staff who implement USAID's programs, such as managers and supervisors.

An EA is essential to USAID's transformation because it impacts each component of the Agency business transformation plan: *Strategic Management of Human Capital; Business Systems Modernization; Knowledge for Development; and Strategic Budgeting*. The Agency's EA initiative directly relates to the *President's Management Agenda (PMA) goal of Expanded E-government*.

## BTEC Action Results in Increased \$ Limit for "On the Spot" Awards

Employees may receive up to \$500 for an On the Spot (OTS) award due to a recent policy change in ADS 491, USAID Awards Program. This policy reflects the BTEC approved recommendation to raise the maximum OTS award amount from \$300 to \$500.

This new, higher award limit is effective in FY 2003 and applies to OTS Awards Programs for both U.S. direct hires and Foreign Service Nationals.

An employee may receive one or more OTS awards not to exceed \$500 in any fiscal year but is eligible to receive additional OTS awards of up to \$500 from USAID organizations outside of the employee's Bureau or Independent Office.

Your comments and suggestions are welcomed. Please contact your bureau's BTEC member or [nbarnett@usaid.gov](mailto:nbarnett@usaid.gov). You may also contact us online at <http://inside.usaid.gov/BTEC/>

### Did you know...

.... that USAID's E-Gov partnership with Department of Transportation on the E-Learning initiative (one of 24 federal E-gov projects) has resulted in an Agency agreement providing on line training opportunities for USAID staff. To access this internal on-line training capability and view the course catalog go to <http://inside.usaid.gov/M/HR/lcd/elearning.html>. The 1000 courses that are available run the gamut of generic business topics, from EEO, Diversity, Leadership, Management, Project Management, communication, to customer service. Employees must have approval of their supervisors before they are given access to the courseware. This effort furthers the Agency transformation initiative *Strategic Management of Human Capital* as well as the *PMA goal, Expanded E-Government*.



The next BTEC meeting is scheduled for April 9th.

## Transformation Update

- A draft report of the *State/ USAID study of joint financial management systems* has been issued. The purpose of the study is to determine the feasibility of integrating the two agencies' financial management systems in an effort to eliminate redundancies and inefficiencies. Agency comments on this report will be submitted to Department of State (DOD) by the end of March. The report provides three recommendations: 1) initially deploy separate databases and collaborate to integrate financial management databases by FY 2006; 2) collaborate on testing, training, user support, telecommunications infrastructure and subsidiary business processes; 3) establish a joint steering committee to manage next steps; and 4) submit a joint business case to OMB for the FY 2005 budget submission. In addition, the draft report recommends that OMB immediately release funds to USAID to begin planning and implementing reforms for *BSM*, one of four components of the Agency's Business Transformation Plan.
- At the March meeting, Dave Eckerson, PPC, briefed the BTEC on the status of the *Overseas Workforce Review*. A draft report is being developed by a working group, led by Mr. Eckerson, containing guidelines and criteria to rationalize staffing of positions overseas. Information from this review will be used in budget and workforce planning decisions. This study is directly related to the agency's transformation plan under *Strategic Management of Human Capital* that is also one of five goals in the PMA.
- A draft *State/USAID strategic plan* has been submitted to OMB. Dave Eckerson, PPC, and Tammy Wincup, Senior Advisor to the Assistant Secretary for Resource Management at DOS, reported that the document is a work in progress. A second draft is planned for April that will be distributed to Ambassadors and mission directors for comments. The final Plan should be completed by June 2003.
- The National Policy Association (NPA) recently issued a report entitled, [Human Capital Reform: 21st Century Requirements for USAID](#). Recommendations from this March 6<sup>th</sup> report focus on the need to reform USAID's culture, rethink the concept of "career" and remake personnel programs within the Agency. NPA's analysis was based on comments from Agency experts as well as human resources experts from the public, private and non-profit sectors who attended a Thought Leadership Forum in October 2002 hosted by NPA. The report contains 25 recommendations for reforming personnel practices at USAID. These recommendations are being considered by the Human Capital Subcommittee, one of six BTEC subcommittees established to implement agency reforms.