

BTEC Bulletin

News from the [Business Transformation Executive Committee](http://inside.usaid.gov/BTEC/) <http://inside.usaid.gov/BTEC/>

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USAID Business Transformation Plan:

- Human Capital
- BSM
- Knowledge for Develop.
- Strategic Budgeting

Workforce Planning - Key to Hiring 600 New Employees

USAID expects to hire 600 employees within the next two years – approximately 1/3 of the Agency’s direct hire workforce – as it replaces retiring staff and recruits new employees.

“With this influx of new employees to the Agency, we need to ensure that the right people are in the right place at the right time”, said David Eckerson, USAID’s Chief Human Capital Officer. “For the first time USAID is undertaking a comprehensive analysis of the workforce and planning for all categories of employees – this is a key part of our Human Capital Strategy.”

The BTEC recently approved a “quantitative” methodology for the Agency’s workforce analysis and planning efforts. This approach focuses on the appropriate number of people required to carry out program functions.

One of the primary purposes of workforce analysis is to identify gaps in skills to determine job recruitment needs. Workforce analysis includes collecting the following employee data: age, grade, and retirement eligibility; and the number of employees and occupations in all

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USAID Develops HIV/AIDS Architecture

The management of the Global Health Bureau’s HIV/AIDS program is expected to greatly strengthen as a result of an enterprise architecture (EA) segment developed by USAID.

The HIV/AIDS program was selected as the first section of the EA, a blueprint for business processes and information technology (IT) systems, in order to develop a tool to obtain reliable program data.

“The HIV/AIDS EA segment provides the foundation for an Executive Information System (EIS) prototype to support the reporting requirements for the President’s Emergency Plan for AIDS Relief (PEPFAR)”, said Mark Kneidinger, departing Deputy Assistant Administrator for Management. “The prototype demonstrates that the EIS can provide managers with a tool to obtain information from on-line data sources and reporting systems to make informed decisions about program performance.”

Michael Miller, Global Health’s Deputy Assistant Administrator, said “the EIS system will revolutionize data use in the Bureau by making program and budget data in Washington and the field immediately available in real time.”

USAID and State Department are developing a joint EA that is aligned with the Federal Enterprise Architecture. Instead of designing a complete EA, USAID and State are using a phased approach by adding details to the plan over a period of years. When completed, both organizations will use the joint EA as a strategic management tool.

USAID’s EA activities directly support the business systems modernization component of the Agency’s [Business Transformation Plan](#) and the President’s Management Agenda goals for [Expanded e-Government](#).

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employment categories within USAID.

“There are many factors in effective workforce planning, other than predicting retirement eligibility, which enable targeted recruitment and retention strategies” noted Pat Brown, Deputy HR Director.

Workforce planning pilots were conducted in the Management Bureau Offices of Human Resources and Procurement and in the Global Health Bureau. Global Health was selected as a pilot because its staff represents a cross section of employment categories such as Direct Hires, U.S. Personal Services Contractors and Fellows.

Workforce planning efforts will culminate in the establishment of a new organizational unit in M/HR. This staff will develop a structured process to evaluate the workforce needs of the Agency and will be responsible for activities such as preparing proposals about recruitment, training and cross assignments. These workforce planning tools will assist managers in Washington and the field in making informed human capital decisions within their organizations. Another key goal is to develop a data management system for collecting and tracking current and future workforce needs.

This initiative is one of the human capital reforms in the [Agency's Business Transformation Plan](#) and supports the President's Management Agenda goals for [Strategic Management of Human Capital](#).

Knowledge Coordinators Trained in Botswana

The Regional Center for Southern Africa (RCSA) hosted the first Knowledge Coordinator (KC) Workshop in Gaborone, Botswana last March. “The success of the Agency's [Knowledge for Development \(KfD\) Strategy](#) relies on trained mission Knowledge Coordinators that support each mission's knowledge management activities and provide the field input to implement the Agency's overall KfD strategy” said Susan Wallace, Chief, Development Information Support Division, in PPC. Designated Knowledge Coordinators from throughout the Africa region were trained on their roles and responsibilities.

The training was immediately put to use as a Knowledge Coordinators Community of Practice (CoP) was organized to support mission knowledge sharing and KfD practices and tools. A CoP is a group of professionals in a similar field who meet either virtually or in person to share ideas, insights and information.

[Minutes](#) of the BTEC meetings can be found on the BTEC website at <http://inside.usaid.gov/BTEC/>



The next BTEC meeting is scheduled for July 14th.

Pillar Bureaus Pilot Performance Based Contracts

The Agency's 3 pillar bureaus - Global Health; Democracy Conflict & Humanitarian Assistance; and Economic Growth, Agriculture & Trade - are participating in pilots to evaluate performance-based service acquisition (PBSA) as a way to encourage innovation, efficiency and cost savings.

The BTEC was briefed on the PBSA approach recently by the Jefferson Solutions Group, the contractor conducting the pilots. The BTEC was requested to provide feedback on potential cultural barriers the Agency faces in transitioning to performance based contracts and to propose future PBSA candidates.

A key provision in the fiscal 2004 Defense authorization bill, the Services Acquisition Reform Act, establishes a governmentwide preference for performance based contracts to handle the escalating rise in service contracts.

Performance based service contracts focus on the objectives of the work to be performed — not how the work is to be done. Expected results are defined using formal measurable performance standards (quality, timeliness and quantity) and quality assurance plans are developed to gauge the success of these contracts. PBSAs also include performance incentives where appropriate. The [competitive sourcing initiative of the President's Management Agenda \(PMA\)](#) also requires that agencies utilize performance-based contracts. Currently the majority of agency contract work is through Indefinite Quantity Contracts (IQC's) utilizing two types of contract formats: cost plus fixed fee and fixed daily rates.

The FY '04 legislation requires that civilian agencies appoint a chief acquisition officer (CAO) to integrate their agencies' procurement activities with agency mission requirements. John Marshall, AA/M has been appointed USAID's CAO.

Did you know...

... that a recent OMB report on [Competitive Sourcing \(CS\) results for FY 2003](#) shows substantial government wide cost savings and an 89% win rate for in-house (government) service providers. This indicates that CS is neither dismantling the federal workforce at large nor limiting future opportunities for Federal service. [Competitive Sourcing](#), one of five key elements in the [President's Management Agenda](#), involves conducting public-private competitions that compare the performance of a government organization with that of a private sector organization in order to deliver the best value to the taxpayer regardless of “who” performs the function

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