

BTEC Bulletin

News from the [Business Transformation Executive Committee](#)

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BTEC Focuses on Feedback from Mission Directors' Conference

The October BTEC meeting kicked-off with an in-depth discussion about the Worldwide Mission Directors' Conference held in Washington, DC October 8th - 10th.

The discussion focused on feedback obtained from Mission Directors regarding the session on "Improving the Way USAID Works". This session presented Agency management reform plans and accomplishments consistent with the USAID Business Transformation Plan.

A consensus emerged that mission directors need to be better informed about the Agency's many reform activities and accomplishments and that improving communications to the field is a priority. Recommended actions to address this "gap" included soliciting input from the field regarding BTEC agenda items; engaging LPA to strategize on improving communications; and enhancing communications with the Agency's Congressional shareholders regarding USAID's management reform accomplishments.

John Marshall, AA/M, said that Change Management is a new item on the Administrator's list of priorities and stressed the importance of

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Updates Provided on USAID/State JMC Activities

At the BTEC's October meeting, each of the USAID co-chairs for the seven [USAID/State Joint Management Council \(JMC\)](#) working groups provided a brief report on their recent activities.

The JMC working groups and corresponding focus areas for potential collaboration are listed below:

- **Human Capital** - the Department of State's Diplomatic Readiness Initiative, USAID's Development Readiness Initiative, cross-assignments, rightsizing, and training.
- **E-Government** - knowledge management, enterprise architecture, and capital planning and investment control.
- **Information/Communications Technology** - common infrastructure, technical and operational support.
- **Management Processes** - competitive sourcing, small business procurement, acquisitions and assistance, ICASS, and financial systems.
- **Facilities** - long-range overseas building plan, capital security cost sharing, and overseas housing.
- **Security** - USAID security, worldwide security operations, and security infrastructure.
- **Resource Management** - budget transparency issues and annual performance planning.

The role of the JMC is to set the direction for increased management coordination, help develop and implement strategies and priorities articulated in the joint State/USAID Strategic Plan, and to monitor progress.

Prior to the establishment of the JMC, several joint USAID and State management projects were already under way. The JMC provides a central body to help move these projects to a unified end.

The working groups have been meeting regularly to develop detailed implementation plans **(Continued on Page 2)**

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communications in this process. Plans to enhance business transformation communications to the field are being developed.

It was noted that Congressman Jim Kolbe's presentation at the conference was quite effective. A key part of his speech emphasized the importance of improving USAID's management. Rep. Kolbe said that USAID does not have a monopoly on development and that to compete more effectively the Agency needs to improve in the following areas: change management; performance management; financial management; and HR management. His speech emphasized the need to improve in these areas and to resist complacency.

Conference feedback regarding the newly established [USAID/State Joint Management Council](#) focused on ICASS as an important issue to the field. Rose Marie Depp, Chief Human Capital Officer, said comments after her presentation on Agency HR reforms were focused on the importance of "training the future generation of the Agency."

BTEC Briefed on Competitive Sourcing

A briefing on "[Competitive Sourcing](#)", one of five key elements on the President's Management Agenda, was held at the October BTEC meeting. It was explained that [OMB Circular A-76](#) (revised in 2003) established Federal policy for the competition of agency identified commercial activities. It provides guidance and procedures for determining whether these activities should be provided through contract with commercial sources or by in-house resources (using Government facilities and personnel) or through interservice support agreements with other Federal agencies.

[The Federal Activities Inventory Reform \(FAIR\)](#) Act of 1998 requires departments and agencies to prepare detailed inventories of all in-house commercial activities performed by Federal employees on an annual basis. The inventories allow each agency to determine which activities can be opened to a public-private competition. In August the BTEC endorsed [nomination criteria](#) that were applied to identify Agency candidates for competitive sourcing.

USAID is at a point where feasibility studies could begin to determine whether proposed competitions of nominated functions should go forward. A feasibility study is a preliminary step before conducting a competition.

John Marshall, AA/M, is USAID's Competitive Sourcing Official who is responsible for overseeing and directing the CS program for the Agency.

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/>

[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 November 12th.

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that outline the steps and timelines for joint initiatives for presentation at the next full meeting of the JMC on December 1, 2003.

SRO for Knowledge Fair Panel with Agency Senior Leaders

A panel of Agency senior leaders drew a standing room only crowd to hear about "Moving Ahead with Knowledge for Development at USAID" on day three of the [Agency's 2nd annual Knowledge Fair](#).

Panel members included Emmy Simmons, AA/EGAT and the following BTEC members: John Marshall, AA/M, Mark Kneidinger, DAA/M, Rose Marie Depp, M/HR, Barbara Turner, Acting DAA/PPC, and Susan Wallace, PPC/DIS. The panel presented perspectives on knowledge for development (KfD) across the Agency and discussed the inter-relationships of knowledge management (KM) and the following USAID systems and processes: management, enterprise architecture, and human capital.

John Marshall described knowledge for development activities in the M Bureau including: implementation of customer service metrics and monthly organizational performance reviews; development of an enterprise architecture to reduce duplicative activities; and establishment of a Situation Room to monitor results of management initiatives. **Emmy Simmons** noted that a challenge for the Agency is to turn tacit knowledge into explicit knowledge throughout the Agency, with our partners and globally. **Barbara Turner** cited the importance of field input as an invaluable development resource. Human capital aspects of KM, continuous learning and mentoring, were captured in remarks by **Rose Marie Depp** who described new approaches to Agency training such as developing curricula to eliminate duplication and offering suites of courses. The latter includes redesigned leadership and supervisory courses. **Mark Kneidinger** noted that a component of EA once completed is to identify policy and process gaps among organizations such as EGAT, GH and DCHA. This will assist in identifying IT investments that enable an efficient and effective program solution. **Susan Wallace**, Chair of the BTEC KfD Subcommittee, said that an immediate goal in the final version of the new KfD Strategic Plan is increased field outreach that includes establishing and training mission "knowledge coordinators".

[KfD is a key component of the Agency's Business Transformation Plan](#) and inter-relates to both USAID's plan for [Strategic Management of Human Capital](#) as well as to the [human capital KM goals in the President's Management Agenda](#). KfD inter-relates with the [Agency's Enterprise Architecture](#) as enterprisewide processes and systems support USAID knowledge needs.

Did you know...

....that the Agency's [KM Inventory](#) has been updated and now has more than 175 knowledge for development assets and activities accessible at <http://knowledge.usaid.gov/.....>