

USAID/GENERAL NOTICE  
A/AID  
Issue Date:

ADMINISTRATOR

SUBJECT: Message from the Administrator on the REFORM Initiative

REF NO: Reform Message 97-01

The REFORM Initiative was launched last December by the Office of Management Planning and Innovation (M/MPI) and the Office of Human Resources (M/HR). The Reengineering Effort For ORganization and Management (REFORM), represents the next step towards fully implementing reengineering, and it addressed significant management, organizational and personnel-related constraints being encountered by USAID missions as they embrace reengineering principles and implement new ways of doing business.

The multi-disciplinary REFORM Advisory Group and Results Teams, which included field mission personnel acting as virtual team members have now completed their initial work. They have worked together to review mission experiences, examine issues, and develop solutions, guidance or products around those issues. Agency employees and management will find these products particularly useful as we continue to implement reengineered program operations and manage program and administrative activities in accordance with the Agency's core values.

The purpose of this message is to share with you the results of the REFORM Initiative and inform you of some areas identified for follow-on activity.

Six REFORM products have been developed that provide reengineering-oriented guidance to Agency staff in the areas of teamwork, organizational management, accountability, incentives, and classifying Foreign Service National positions which takes into account the non-traditional work that is now accomplished in the context of teams. In addition, a uniform position description was developed that facilitates focusing on the results to be achieved. These products, in the aggregate, constitute a "tool kit" to facilitate the implementation of Agency-wide changes.

The REFORM field visits provided an opportunity to field

test and refine several of these products. For your convenience, the products are attached to this message; a hard copy will be delivered in the near future to each mission and Agency bureau or independent office for ready reference. One product, the revised ADS Chapter 102, Agency Organization, is not attached to this message as the required ADS clearances are now being obtained. This ADS revision provides for recognition of teams as official organizational units and allows operating units increased authority over their organizational structure.

Additional follow-on work in the areas of delegations of authority, incentives, and FSN performance evaluation is being undertaken. The recommendations reflect the Agency core values and arise as a direct result of the REFORM Initiative.

I urge you to familiarize yourselves with the REFORM products. They provide information and guidance that will prove invaluable to our continued growth as a reengineered agency.

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