

**REPORT ON THE INTERNAL REVIEW**  
**OF THE**  
**OFFICE OF INFORMATION RESOURCES MANAGEMENT (M/FA/IRM)**  
**BUREAU FOR MANAGEMENT (M)**  
**AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)**  
**NOVEMBER 24, 1993**

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## I. EXECUTIVE SUMMARY

As a result of the USAID reorganization process, a Rightsizing Team was formed and tasked to review the M/FA/IRM organization. The Team was also asked to consider four important structural changes: incorporation of System Administrators in IRM, effect of centralization of the EMS functions on the IRM staff, movement of the records management function to IRM, and shifting of the Development Information Center to IRM.

The findings of the team are summarized as follows:

- o There were no functions currently performed by M/FA/IRM that were completely redundant or nonessential.
- o No surplus positions were identified. In fact, the team identified some new functions that will require additional staffing in M/FA/IRM.
- o The Agency is undertaking a major systems and technology modernization effort which is fully taxing the M/FA/IRM staff.
- o Systems Administrators should report organizationally to M/FA/IRM.
- o The current organization structure meets many of the rightsizing criteria: a flat organization with few official supervisory job titles.
- o The closing of Missions may allow for reduced M/FA/IRM staffing levels in the long-term; however, the short-term workload will increase to coordinate systems and equipment relocations.
- o Supervisory to employee ratios are difficult to determine in M/FA/IRM because of the large percentage of contractors that interface with the direct hire staff. A reasonable estimate for an office-wide supervisory ratio within M/FA/IRM is 1:7.
- o The office-wide Customer Focus Program (TQM) should continue to be implemented and managed by the Office of the Director.
- o An Ombudsman function is needed to improve customer service, raise user awareness and actively measure user satisfaction.

- o Grouping Systems Administrators, technical support staff and operation oriented client analysts into one organization was recommended to allow for better coordination of M/FA/IRM services. This consolidation could result in a reduced number of positions through more efficient customer service over time.
- o M/FA/IRM staff are in need of a coordinated Office-wide training program to maintain technical skills.
- o To better serve Agency staff there is a need to develop one M/FA/IRM organization that has an information orientation.
- o Systems development/maintenance functions should be organized around Agency business areas.

Based on these findings, the rightsizing team developed two organizational structure options for M/FA/IRM: (1) Keep the current structure as it is; and (2) Realign functions to create an information and customer focused structure. Both options were considered viable alternatives to achieve M/FA/IRM functions within the Agency.

In support of option one, many of the Office's employees felt that the current organization structure was functioning well. The Rightsizing Team could see some merit in this view, and therefore, recommended keeping M/FA/IRM divisions as they are, but incorporating some suggested modifications.

The second organization option recommends focusing one division on consulting and information services; combining all end user hardware and commercial software operations support functions into another division; and realigning the system maintenance and development functions by business area. The team feels that this organization option better delineates customer service, focuses information technology operations, and recognizes the importance of information services as an end product.

In both organizational structure options some additional positions needed were identified by the team and are reflected in the proposed staffing patterns in the report.

In summary, the rightsizing team found the current set of M/FA/IRM functions to be: essential and not duplicated across the Agency, adequately staffed in most cases considering ongoing Agency information technology and management initiatives, and operating at an acceptable supervisory/employee ratio given the complex nature of the work and actual number of contractors interacting with M/FA/IRM staff.

## II. INTRODUCTION AND METHODOLOGY

### A. Introduction

In late October of 1993 M/FA/IRM was asked by the Acting Assistant Administrator for Management to undertake a rightsizing study of its organization. This study was a follow-on to the overall Agency reorganization and was to be a review of the M/FA/IRM's functions to develop an organizational unit that is streamlined, logically grouped, and appropriately staffed. The study started on November 1, 1993 and last for a period of approximately 3 weeks.

The study was conducted by a team composed of 4 IRM staff members, a Management Analyst from the Assistant Administrator's staff, and 3 non-IRM staff members. The study team was nominated by the Deputy Director of IRM and consisted of the following members:

Jerry Sajewski	M/FA/IRM/PMA - Team Leader
Dianne Arnold	M/FA/FM/CAR
Jane Bise	M/FA/IRM/TCO
Jon Breslar	AFR/SWA/SG
Bill Krause	AA/M/FA - Management Analyst
Steve Renz	M/FA/IRM/IPA
Dean Salpini	M/FA/IRM/CLS
Dan Sutton	M/FA/OMS

The study team was asked to focus on simplifying office structure, to reduce layering, to reduce organizational disconnects and redundancies, and to organize the office in a manner which would aid rather than impede the Agency's work.

The team was to keep the Office's senior management informed of the progress of the study, and confer with them on issues, findings, and recommendations. However, the team was instructed to produce a report as the team itself saw the situation without necessarily having M/FA/IRM management's endorsement.

In the introduction meeting with the Acting Assistant Administrator and the Acting Assistant Administrator Designee the team was instructed that it should start with a "clean sheet" and to not let past biases or organization management influence the team in designing the organization that it felt could best carry out the mission of the organization. Also the study team was asked to see if the office's supervisory ratio could be increased from the current Agency average supervisory ratio of 1 supervisor to 3 employees, to 1 supervisor to 15 employees. Additionally the team was asked to determine clients' opinions of M/FA/IRM's service level and to look at things that the organization needed to do to be successful.

At the kick off meeting with the Director and Deputy Director of M/FA/IRM the team was asked if it could also focus on several areas that IRM management was concerned about.

Those areas included:

- Whether the Systems Administrator function in USAID/W should be centralized in M/FA/IRM.
- Clarification of the roles and responsibilities of CDIE and IRM.
- Where the Forms Management and the Records Management functions should be located.
- The effect of the potential abolishment of the EMS function would have on IRM.
- How IRM could improve its customer orientation.

### **B. Methodology**

The team was provided with an outline methodology which called for the use of an organizational unit survey, review of recent studies and reports that had been conducted on the organization, and interviews and focus groups meetings with relevant staff.

A key factor in conducting this analysis on M/FA/IRM was that the organization had been subject to numerous studies over the prior 18 months. These studies had been conducted by the General Accounting Office (GAO), the General Services Administration (GSA), and by the Support Budget Division of the USAID Office of Budget. The study team reviewed these reports and used the report recommendations to highlight areas for both questioning in the interviews, and for consideration when deciding which function should be emphasized during discussion of the organizational structure.

The team used interviews and surveys as the main technique to gather information for the study. The team targeted the following groups:

- M/FA/IRM Director and Deputy Director
- M/FA/IRM Division Chiefs
- Focus groups of employees from each M/FA/IRM division
- Focus group of Systems Administrators
- Focus group of Administrative Officers
- E-mail surveys of mission executive officers, controllers, and program, project development and project officers.

For the interviews, the team used the basic questionnaire that was provided in the initial methodology and modified it to meet its requirements of the specific groups to be interviewed.

M/FA/IRM had gone through a reorganization in 1991, and was currently introducing a new approach to conducting IRM-related activities (Information Engineering). The team, therefore, reviewed the materials used in the last reorganization, and conducted a limited search of the literature for information on how organizations that are currently using the Information Engineering methodology are structured.

### III. OFFICE OVERVIEW

#### A. Current Functions, Staffing and Budget

##### Office of the Director

Direct-Hire Positions:	4
Nondirect-Hire Positions:	4
FY-94 ABS Request:	\$960,807

The Office of the Director of IRM is responsible for management of the Agency's information technology and Information management programs. This responsibility is delegated to the Director of IRM in line with the requirements of the Paperwork Reduction Act. The Office of the Director provides overall strategic and tactical policies and plans for the Agency's information efforts, oversees provision of automation and telecommunications equipment and services, ensures proper development and functioning of Agency automated systems, ensures that all Federal requirements related to IRM programs are carried out, represents the Office at the Agency and inter-Agency levels, and provides leadership and direction to the M/FA/IRM organization.

##### Planning, Management, and Acquisition Division

Direct-Hire Positions:	15
Nondirect-Hire Positions:	13
FY-94 ABS Request:	\$1,707,963

The Planning, Management and Acquisition Division (PMA) supplies the program and management support required to operate the Office of Information Resources Management. It provides the regulatory and operational infrastructure to assure that USAID information resources are prudently managed as key Agency resources, in support of Agency program and administrative goals and strategies. The Division provides centralized contract administration and acquisition support to USAID/W and the Missions for all Agency contracts that provide IRM services and commodities. PMA is responsible for maintaining the official inventory of Agency ADP equipment, and for coordination and oversight of Agency-wide ADP hardware maintenance contracts.

PMA oversees the planning and implementation of the USAID/W information technology budget, as well as external reporting to OMB on all IRM expenditures for USAID/W and the Missions combined. This includes providing audit activities of the USAID IRM program through the GSA-mandated IRM Review Program.

In addition, the Division develops and promulgates Agency-wide IRM policies, procedures and guidelines. It serves as focal point for interpretation and coordination of external IRM policies and activities, and the development and institutionalization of the Agency's Five-Year IRM Strategic Plan. PMA serves as the point of liaison between FA/IRM and Federal Agencies who have responsibility for oversight of the Federal IRM program (i.e., GSA, OMB, GAO, etc.).

The Division administers the USAID Automated Information System Security Program to protect Agency information assets from unauthorized disclosure, modification, misuse, or destruction.

#### Information Policy and Administration Division

Direct-Hire Positions:	7
Nondirect-Hire Positions:	7
FY-94 ABS Request:	\$997,660

The Information Policy and Administration Division (IPA) is the focal point in M/FA/IRM for coordinating the development of the new information and technology architectures described in the Agency's information systems plan. IPA coordinates development activities to provide an integrated approach to information management by ensuring data and business models are accurate and consistent across all applications. In support of this, IPA sets standards, maintains a corporate level data dictionary, and maintains the central repository for all applications efforts. In addition, IPA develops long and short-range plans for the integration into the Agency of new automation technologies. IPA develops policies to support Government-wide initiatives promoting and supporting open systems concepts to enhance inter- and intra-Agency informational flow in a vendor-independent environment.

#### Telecommunications and Computer Operations Division

Direct-Hire Positions:	28
Nondirect-Hire Positions:	39
FY-94 ABS Request:	\$11,720,215

The Telecommunications and Computer Operations Division (TCO) manages and serves as principal authority for the centralized computer facilities and the domestic and international telecommunications network. TCO formulates policies, procedures, and guidelines governing the use of the Agency's central computer facilities, including related software and telecommunications equipment; telecommunications networks, including Local Area Networks and the Agency's electronic mail network; telephone services and equipment; and automated diplomatic and commercial telegraphic services. The division prepares, justifies

and administers budgets for the Agency's Telecommunication and Central Computer Management program.

### Systems Development and Maintenance Division

Direct-Hire Positions:	14
Nondirect-Hire Positions:	59
FY-94 ABS Request:	\$6,930,565

The Systems Development and Maintenance Division (SDM) serves as the focal point within M/IRM for the analysis, design, development and maintenance of computerized application systems to support USAID organizations. The Division manages the operational level corporate data, (e.g. code tables, data structures, data repositories, data models), design tools (e.g. CASE tools, programming environments, code generators), software testing, and software quality.

New development uses Information Engineering methodology and relational database design and management technologies, and supports the timely, cost-effective implementation of computer systems that are consistent with the Agency's Information Systems Plan.

Ongoing support of the Agency systems includes the contracted day-to-day operations and maintenance of the entire portfolio of application systems that support USAID/W and Mission organizations. These applications occupy the IBM mainframe, WANG VS mini, and LAN server platforms and cover a variety of database management systems.

### Customer Liaison and Support Division

Direct-Hire Positions:	19
Nondirect-Hire Positions:	31
FY-94 ABS Request:	\$3,163,128

This Division's overall purpose is to assist the Agency in meeting its goals through the appropriate use of information technology within the Agency's organizations, both in Washington and overseas.

At the Agency level, CLS develops and implements Agency-wide information technology initiatives, and serves as the voice and advocate of Agency information users to the other technical divisions within FA/IRM, representing users' requirements and concerns for hardware, software, training and support.

CLS recommends areas where policies and standards are needed and provides appropriate

input to those policies and standards. At the organization level, CLS provides analytical support for defining the organization's information systems and technology needs to support/improve long-term employee and organizational effectiveness. CLS also acts as FA/IRM's first line of contact with client organizations both in USAID/W and the Missions, facilitating the resolution of both short- and long-term information technology issues. At the individual level, CLS provides a technical backup to organizations' internal technical staff as well as directly providing technical support and guidance to individual end-users where needed.

## **B. The Federal IRM Regulatory Environment**

Surprising to most people is the extent to which the management of an agency's IRM program is governed by Federal regulation and guidance.

Federal agencies are required to develop strategic IRM plans and to budget and acquire IRM resources according to those plans (Paperwork Reduction Act). Additionally, all IRM related items bought by Federal agencies are defined by the General Services Administration as Federal Information Processing Resources (FIP). The procurement of FIP resources is the responsibility of the General Services Administration (the Brooks Act). Agencies are only allowed to procure FIP resources to the extent that GSA has delegated the procurement authority and corresponding procurement dollar level to an Agency. GSA periodically reviews Agency IRM programs to ensure that they are functioning properly according to both the practices of good IRM management and Federal regulation.

Additionally, Federal managers are required to have in place automation efforts to assist disabled employees. Furthermore, the current administration has undertaken efforts to ensure that computers bought by Federal agencies are energy efficient.

Within each Federal Agency it is required that a specific person, known as the Designated Senior Official (AA/M for USAID), be delegated responsibility for oversight of the its IRM operations (USAID delegation 1115). That responsibility can be further delegated to an official, known as the Senior IRM Manager (the Director of M/FA/IRM in USAID), who is typically the head of the IRM Office or function at the Agency (USAID delegation 1147).

Federal IRM regulations are summarized in a lengthy document (now on CDROM) called the Federal Information Resources Management Regulations (the FIRMR).

In addition to administrative regulation, Federal Agencies are required to follow standards issued by the Department of Commerce that outline technical requirements that must be met when developing and installing Federal technology and systems architectures.

The Computer Security Act requires Federal Agencies to establish plans for computer systems that contain sensitive information, and to train staff that have access to those

systems.

Federal Agencies are also required to provide various budget reports on federal information processing resources to the Office of Management and Budget on acquisition, planned obligations, and costs by system.

### C. Findings of Prior Studies

Within the prior 14 month period, M/FA/IRM has undergone three studies by outside organizations on various aspects of its operations as follows:

- An IRM Program Review conducted by the Information Management and Technology Division of the General Accounting Office - Report issued in September 1992.
- An Information Resources Procurement and Management Review conducted by the Procurement Management and Reviews Branch of the General Services Administration - Report issued in September of 1993.
- A Management Review conducted by the Support Budget Division of USAID/M/FA/B - report issued October 1992.

Each study resulted in recommendations which have been listed in Appendix A. The rightsizing team reviewed the recommendations of the studies to determine if they could provide insight into ways that the M/FA/IRM organization could be structured to help reduce or alleviate the problems identified. The study team found that the recommendations tended to cluster around a few subject areas. These subject areas are:

1. Guidance - The recommendations called for the need for M/FA/IRM to document, distribute and educate its clients on M/FA/IRM procedures, directions, goals, and plans. Additionally the recommendations tended to highlight the need for better communications between M/FA/IRM and Agency staff on all aspects of the Agency IRM program.

2. Planning - The studies indicated a need for an Agency-wide business plan that IRM could use as a starting point for its own planning. It was also recommended that greater Agency input into planning for information technology resources, including collecting individual office M/FA/IRM budget needs, should be garnered.

3. Resources - The need for the Agency to allocate adequate staffing levels to M/FA/IRM to complete the necessary modernization program.

4. Customer Focus - The need to improve communications with M/FA/IRM clients including getting better understanding of customer needs, to facilitate response to client office needs, and to provide more information on the Agency IRM program to customers.

**5. Acquisition** - The studies also indicated the need for enhanced acquisition planning, more clarified accountability for procurement requests and better follow-up procedures for assuring completion of procurement actions.

**6. Agency-wide IRM Functions** - Including the needs to determine the organizational location of IRM functions now being performed outside of M/FA/IRM (CDIE, M/FA/AS, and the Systems Administrators).

#### **D. Movement to an Information Engineering Environment**

Information Engineering (IE) is a systems development methodology that has been evolving over the past 8-10 years and is attracting an increasing number of followers by major corporations and the government. USAID, through the M/FA/IRM Office, displayed their commitment to this methodology during the 1991 Office reorganization by establishing the Information Policy and Administration (IPA) Division, which was tasked with IE responsibilities.

Information Engineering was conceived and developed to apply the formal techniques and structure of the engineering discipline to the less structured techniques of past systems development practices. The long range goals of IE are to provide integrated and flexible systems, through standardized development projects, which will require fewer resources to maintain and which address the requirements of the end-user community.

Integrated systems are accomplished through data reusability, which is provided through the standardization of data with centralized data administration and data sharing. Flexibility is provided by the modular nature of the IE modeling processes: separating data definition from program logic; thoroughly defining data requirements early in the process; and accomplishing maintenance by the redefinition of business procedures. The IE process places a focus on the business/data requirements rather than computer software, and demands end-user involvement for defining their information requirements.

As part of the USAID information engineering (IE) program, M/FA/IRM with participation of representatives of Agency offices has developed as strategic Information Systems Plan (ISP), which establishes the overall framework for enterprise-wide systems initiatives over the next five years. The Agency's ISP implementation effort is a major undertaking of M/FA/IRM, since the defining of requirements, designing and developing, and implementing systems will necessitate multiple phases and many years of both direct hire and contractor effort. The ISP will require the coordination by the M/FA/IRM staff, over a five year period, of a total of 149 contractor work years and 170 Agency staff work years as end user representatives in these projects.

The ISP is divided into approximately 12 projects, which are an integral part of the Agency's five year Strategic IRM Plan. These projects are:

- o **ISP Management and Coordination**
- o **Open Systems/Worldwide Network**
- o **Core Accounting Initiative**
- o **Procurement Systems Initiative**
- o **Annual Budget Systems Initiative**
- o **Operations Management Initiative**
- o **Workforce Management Initiative**
- o **Property Management Initiative**
- o **Guidance Initiative**
- o **Communications Initiative**
- o **Small Mission Software**
- o **Special Projects Initiative**

Each ISP initiative project will involve reviewing a high level functional Business Area (BA), adhering to the overall Information, System, and Technical Architectures as defined by M/FA/IRM, and developing a supporting system implementation plan. Additionally, a high level steering committee has been established to assist with priority and conflict resolution issues. Business Area Analysis (BAA) projects are underway and in the planning stages for Procurement, Budget, Human Resources, and Core Accounting. Internally, M/FA/IRM is developing and implementing policies and procedures for model management, data administration, development coordination, and project management. In addition, client/server technology contracts have been established for deployment of the required hardware, a network design effort is underway, and support services contracts have been established to provide IE expertise. M/FA/IRM's Annual Budget Submission (ABS) request reflects resources needed to proceed with implementation of the ISP.

#### IV. FINDINGS

##### A. Constraints

The Office of Information Resource Management is constrained by Federal legislative and regulatory oversight including the GSA, GAO and Congress itself. These oversight bodies place many reporting requirements on the IRM function that require an inordinate amount of resources. Congressional mandates and changes in program focus can change the direction and emphasis that USAID--and M/FA/IRM with regard to information technology infrastructure and transfer--places upon critical projects. Thus, M/FA/IRM must respond to changing requirements which can alter planned objectives and systems.

In addition, there are several Agency-specific operating constraints that M/FA/IRM faces. The entire procurement process is seen as a major constraint to accomplishing the necessary work of the Office. The Federal Acquisition Requirements, and GSA requirements place a heavy and time-consuming burden on the staff to develop requirements, RFPs, evaluation panels, awards, etc. These time consuming tasks are seen as impediments to serving the customer; and it is believed that this process does not always result in the best product, service, or price for the government. In addition, the additive procedures, rules, policies, and staff of the Office of Procurement seem to complicate and slow the process down further. Finally, some of the M/FA/IRM staff believe that having a procurement staff in IRM adds yet another layer to the process.

The Agency budget process is seen as an additional major constraint. The annual, as opposed to multi-year budget cycle, the delays in receiving annual programming levels, as well as the end of year "windfall" prevents optimal planning and multi-year scheduling of resources. In some years, the quarterly allowances to M/FA/IRM have been less than required resulting in the need to amend orders and reprocess them through the procurement system. Additionally, the lack of a single Agency-wide IRM program budget results in separate funding for various organizations which contributes to a uncoordinated IRM program that has the potential for proliferating the development of nonstandard systems and technical architectures. Finally, obtaining the funds necessary to do the job can be a difficult task, with justifications having to be made at many intermediate levels within the Agency.

The Agency staffing/personnel process is also a major constraint. It takes too long to hire staff, with continuous justifications being required to accomplish the task. The process of gaining approvals, getting waivers to the never-ending hiring freezes, advertising, reviewing, paneling, interviewing, selecting, approving, and obtaining a security clearance in many cases has taken approximately 9 months! In several cases, the selected employee has taken a job with another government Agency because they just gave up on the USAID process. It is also extremely difficult to justify and gain acceptance for the FTE's that are needed to accomplish the tasks at hand. Lost actions and applications coupled with

insensitive treatment of applicants appears to be non-conducive to gaining the best staff for the Agency.

Decisions on staff assignments within M/FA/IRM are often based on who has technical expertise to perform the task without regard to the division functionally responsible for the task. While not an invalid way to select project leaders, this leads to like-functions being performed in more than one division. Selected personnel should be detailed to the appropriate division during the period of their assignment and backfilled in their ongoing assignment when necessary.

The long-standing separation of program versus operating expense (OE) funding within USAID has affected M/FA/IRM as well. Since M/FA/IRM has three critical activities that depend on program funding--Project Support, SWAT and Internet staff functions--their continued existence is based on identifying end of year monies for their operations. This process results in a many hours of effort being spent on finding funding rather than performing technical support to a needy customer base.

Security concerns complicate the implementation of networks, computer systems, and automated applications. As the level of security increases in all the networks and systems, the cost of implementation significantly increases, which leads to further budget justifications, etc. In addition, the higher levels of security result in lower risk, but the systems become more restrictive, which leads to lower end-user satisfaction with the services provided.

Training, actually the lack of it, is seen as a major constraint to the IRM program. The technology is changing very rapidly, with obsolescence now occurring about every 18 months! Keeping direct hire staff current on the technology requires at least several weeks of technical training annually. This training is very specialized and expensive; costing around \$1,000 per week. Many of the senior staff members should also be attending conferences where they would be exposed to processes and practices of other organizations throughout the industry. Additionally, each staff member should be obtaining non-technical training on a regular basis to improve/develop interpersonal, analytic, decision making, and project management skills.

It is perceived that the Agency and Office have little interest in improving the skills of the staff. Further, training should not be limited to direct hires, but must recognize the fact that contractors develop and maintain the bulk of the Agency's systems and must be treated as an integral part of providing customer services. Proper development of the staff should result in an overall cost savings to the Agency, through better performance and improved business decisions.

M/FA/IRM's dependence upon the Department of State (DOS) for telecommunications services is seen as an impediment to the work process. The DOS has their own agenda, and it invariably operates at a pace much slower and more costly than USAID. The

simple task of installation of phones takes much longer than necessary because of the extra steps added by going through the DOS bureaucracy. In addition, this dependence/limitation constrains our technical options. Thus, if USAID wants to adopt a new technology to improve communications to missions worldwide, the DOS must be consulted and convinced since missions and embassies share leased lines from many countries to Washington.

USAID has become much more technologically dependent in the daily performance of its role in international development. As a result, M/FA/IRM is under intense pressure and scrutiny for keeping computer and telecommunications systems infrastructure operational 24 hours a day. This dependence is especially great for missions that need remote access to USAID/W at normal off-peak system operation times in Washington. Thus, maintenance and upgrades must be done in a continually narrowing time slot and without room for even minor delays.

The physical separation of M/FA/IRM's customers, both in USAID/W and in the missions adds to the difficulty of providing proper service. Responsiveness and support to M/FA/IRM's overseas customers is complicated by their remoteness the variance in the time zones and the lack of communications infrastructure in many developing countries. In USAID/W too much time must be spent sitting on a bus or walking to other buildings for meetings with our customers. A co-location of all staff would be a great time and cost savings to the Agency.

Finally, the physical space is seen as a problem, which affects productivity. Although visually pleasing, the cramped quarters and lack of privacy have a heavy impact on the amount of "think time" employees have to accomplish demanding tasks. The few meeting rooms available are not adequate to provide space for meetings as well as privacy when needed for demanding mental work.

## **B. Functional Redundancies and Gaps**

The responsibilities of the Office of Information Resources Management touch every employee in the Agency in one way or another. M/FA/IRM is responsible for providing every USAID/W employee with information technology hardware and software, and a telephone, and for providing electronic mail capability to both USAID/W and missions. At the bureau, office or mission level, M/FA/IRM provides assistance on information technology/information management (IT/IM) issues, budgeting and acquisition of information technology equipment or services, dissemination of IT/IM information and guidance on computer security policies and regulations, and technical support for existing corporate systems.

Through this rightsizing exercise, the team found several areas--both within M/FA/IRM and outside of the office--where redundancies of responsibilities occurred. In addition,

the team found several gaps where functions or processes were not being accomplished, yet the nature of the activities identified them as fitting within the M/FA/IRM program responsibility. These are presented below without any priority order.

a. Redundancies within M/FA/IRM

- CLS, TCO and PMA Divisions are all involved in aspects of the acquisition process.
- The definition of development coordination functions seem to be unclear and split among several divisions. Further, there is a concern that this could result in some functional gaps.
- Client support, for both the USAID missions and USAID/W, is provided by CLS, system administrators and TCO. There is sometimes no owner for a problem and confusion on the part of end users for who to call.
- Product evaluations are done in several divisions.
- Programming is done in both SDM and CLS. The way it is decided who within M/FA/IRM develops the program is by determining whether an application is corporate or specific to an office/bureau. If an application is for a specific office/bureau, then it is developed by CLS, turned over to the client, and not maintained centrally by IRM. Often times applications developed for an office/bureau turn out to be used by several offices/bureaus and there is no owner for the application and no IRM group assigned to maintain it.

b. Redundancies with other offices/bureaus/missions

- Funding for information technology requirements is done throughout all bureaus and missions that have program funding. This results in some missions/offices having more systems than others, often non-standard. Frequently, when the project ends the hardware/software purchases cannot be integrated into the rest of the Agency's systems architecture.
- Computer application development is performed in other parts of the Agency, particularly in the missions. That application development is neither corporate in scope nor Federal standards compliant, as IRM development is required to be.
- M/FA/AMS keeps track of M/FA/IRM budget and unnecessarily requires M/FA/IRM to report changes by p-code of more than \$10,000.
- Acquisitions also occur in M/FA/AS/PP/AP, M/FA/OP, IG, CDIE, and in the

**Missions worldwide.**

- IT Analyst functions in the Bureaus and some of the functions performed by CDIE/DI staff in the bureaus duplicate M/FA/IRM functions.
- There are currently several information centers in the Agency. There needs to be a centralized information center for USAID.

**c. Gaps**

- Lack of centralized funding in M/FA/IRM for information systems development. The current decentralized funding in USAID for systems development projects encourages systems duplication, redundancy, lack of data integrity and lack of integration.
- Lack of a centralized budget for Information Technology (IT) in USAID. The current decentralized approach prevents the Agency from standardizing and encourages unneeded duplication of software development.
- A central location for any end user to call for assistance, information, or to register a complaint.
- A standard position description and agreed upon list of technical skills for system administrators. This would result in hiring more qualified staff and reduce the need for M/FA/IRM to provide a base level of systems training.
- Lack of client-oriented support, particularly for the missions.
- Lack of dissemination of information about IRM's products, services, policies, and future directions.
- All of USAID should be on the same hardware and software platform. This would result in staff level reductions because the skills mix would not be so extensive. This would also simplify the training course needs, eliminate some of the technical problems caused by difference in operating system levels, e-mail packages, hardware/software requirements of users, offices or missions.
- All USAID locations with FIP hardware and software should maintain an inventory of that hardware and software to populate the corporate inventory database.
- A good project management system is needed. This will assist with managing the ISP initiatives and coordinating systems development throughout M/FA/IRM.
- M/FA/IRM should be allowed to enter its own reservations into the FACS system.

- M/FA/IRM needs an office-wide, coordinated Total Quality Management (TQM) program.
- M/FA/IRM needs an office-wide agreement on priorities.
- M/FA/IRM needs an office-wide, coordinated training program.
- The business analyst function, which makes an analyst responsible for learning the work of a functional area within the Agency as well as the systems that support it, needs to be developed somewhere in M/FA/IRM.
- More permanent funding and resource bases need to be found for the staff covered by Project Support Team, the Internet data services and the IT Analysts located in the bureaus activities. There is considerably uncertainty under the current structure since their program depends on "fall out" monies and makes planning difficult.
- Good cross communications between IRM divisions is not yet part of the culture. However, in an integrated, rapidly changing field, such as information technology, open communications among staff is essential to provide effective systems solutions to customer information management issues.
- It would be useful to have one project officer who would follow a project through its life cycle. Under current Agency practices, institutional memory often departs with the officer and project-related information systems are reinvented to solve similar problems.
- With client liaison and application development being performed in different groups, there seems to be a lack of coordination of end user support.
- Lack of coordinated new information technology research activity within IRM. No function actively reviews the market for new technologies and publishes information on them to USAID management, or end users. This hinders USAID's ability to use most appropriate IT for new systems and incorporate it into planning process.
- Control over the Agency's telephone system is done through the DOS, with USAID staff not having direct control over work requests.

#### d. Rightsizing Team Recommendations

The team feels that the proposed organization structures will address the majority of the redundancies and gaps within M/FA/IRM. As for the redundancies outside of this office, support from senior management within USAID is required. In order to address the redundancies and gaps associated with the IRM program, the team proposes the following changes:

- A centralized IRM budget for systems development projects and Information Technology (IT) would discourage missions and offices from developing IRM programs that are uncoordinated, redundant, unnecessary or short-lived.
- New rules need to be developed for controlling 'program' vs 'OE' funds. The differences in using these types of funds results in confusion, unfairness, and arbitrary decisions on information technology that exacerbate the differences between the 'haves' and 'have-nots'.
- Computer application development performed in other parts of the Agency must be coordinated through M/FA/IRM. This will ensure that applications developed are Federal standards compliant, that the systems fit in the Agency's ISP, and that documentation exists to properly maintain these systems.
- Once the overall budget for M/FA/IRM has been approved, flexibility to move monies around through the p-codes should be allowed as long as it does not result in a request for more monies.
- A more efficient procedure needs to be developed by M/FA/FM and M/FA/B for transferring mission monies to M/FA/IRM for buy-ins. Especially if the buy-in will result in an overall savings of monies for the Agency. (e.g., USAID/W calling missions for telecommunications connectivity and missions reimbursing M/FA/IRM for half of the projected cost since this results in significant savings over missions initiating the calls).
- The proposed elimination of a centralized EMS function will result in more redundancies and gaps for every office. When it comes to distributing the functions of the EMS staff, there will undoubtedly be multiple unclear lines of responsibilities, duties, and authorities that result. Therefore it is essential to the successful operations of this office, that an official EMS type of function still be performed. Otherwise, M/FA/IRM will need additional staff dedicated to performing the functions that the EMS staff performed involving M/FA/IRM.
- M/FA/IRM must develop an Office-wide training plan to ensure that a focus is provided to keeping staff up-to-date with technology skills required.

### C. Customer Orientation

Customer orientation has been a highly scrutinized facet of the M/FA/IRM Office role in the USAID user community. With the major product that M/FA/IRM delivers to this community being service, the office has continually been cited by previous studies for a lack of customer orientation and inconsistent levels of customer satisfaction. Although the reasons for this situation differ by individual system, platform or IRM Division contact,

some common themes have continually emerged in these studies. They are:

- that Agency staff do not uniformly know enough about the IRM program, and
- that Agency staff have had varied levels of satisfaction when interacting with M/FA/IRM.

These themes were also raised by both external employees (USAID/W Executive Officers and System Administrators; Mission Executive Officers, Controllers, Project and Program Officers), and the M/FA/IRM staff during interviews and focus group meetings.

Communications and service delivery with clients is currently being performed by the M/FA/IRM staff in many ways. In numerous cases the service rendered clients by M/FA/IRM staff has been lauded, proof of which exists in notes and e-mail messages periodically received by the M/FA/IRM management when a job was well done. There is virtual consensus worldwide, for example, on the superb job M/FA/IRM has done in various technical and telecommunications areas. Procurement, installations and operations of LAN, E-Mail, UNIX, X.400 and INTERNET systems are cited most frequently as major ongoing success stories, as vehicles that have enhanced communications and efficiencies within the Agency and with the outside world. As one user pointed out, "they are having a dramatic effect on the way in which USAID conducts business."

Project support to missions has also been excellent, especially assessments focusing on host country needs and capabilities. Most beneficial have been commodity specification development and the determination of appropriateness of software packages to meet specific project needs. "Quick, effective and very informative" were descriptions frequently used by field staff in discussing M/FA/IRM project support activities.

The downside to this, however, is a large component of M/FA/IRM's client population simply does not know what M/FA/IRM does, how M/FA/IRM services can be of use, and what the future of Agency information technology holds in store. There is a real need to get comprehensible and timely information to the field -- both for administrative and program types -- in a way that is user-friendly and encourages information-sharing across the Agency. "I imagine they still do some marketing and outreach, but I haven't seen anything recently that I can remember" seems to be a typical remark from non-M/FA/IRM staff. There is also considerable concern with:

- o an overall lack of clarity in the M/FA/IRM support role, especially that of the client analyst (viewed as the lifeline for many). This is compounded by the analysts' increasingly minimal contact with users as well as endemic turnover;
- o delays in feedback on various technical issues and problems, which reportedly stems from shortcomings in evaluation of customer needs as well as deficiencies in M/FA/IRM's service orientation;

- o a perceived emphasis on hardware and putting together planning documents, as opposed to delivering useable and integrated systems that meet specific needs;
- o a lack of consistent guidance on guidelines and procedures that are supposed to be standardized worldwide, specifically as they relate to software and applications development;
- o an overall lack of consultation with the field, particularly on matters relating to (a) the development of the ISP, (b) computer security, and (c) end-of-year hardware and software orders;
- o a perception that "M/FA/IRM caters to USAID/W...that field Missions are an afterthought." Remarkd one overseas Executive Officer "M/FA/IRM seems to be constantly developing multimillion dollar programs or systems for USAID/W, but have yet to develop any sustainable management systems other than MACS for the field."

This last point is especially telling. As the Agency embarks on a five-year radical transformation from legacy to corporate/business information systems, it is critical that non-IRM clients -- both in USAID/W and the field -- be informed and involved at every step.

These themes indicate that the customer focus of M/FA/IRM is not systematically being implemented. For a service organization like M/FA/IRM, the effective delivery of communications and services needed by the customers is critical for the office to successfully meet its mission. Furthermore, effective communications and service delivery are critical in the automation arena if the Agency is to reap the full benefits of the new technologies in which it is investing scarce resources.

The rightsizing team concluded that M/FA/IRM needs a strong and focused program of outreach to clients to communicate M/FA/IRM policies, procedures, and directions and to interact on planning, budget, and requirements issues. This program must both have staff resources dedicated to it, and must be part of a larger effort Office-wide initiative to improve customer service. In the past, M/FA/IRM has had a staff of liaison persons whose duties were to interact with end users. This staff has undergone many changes over the years but appears to always have been plagued with the criticism that it was not fully meeting its objective of an educated, connected client group.

Several characteristics of IRM's approach to clients in the past suggest reasons why these efforts may have failed:

- o There was no uniform training of the M/FA/IRM customer interface staff in techniques of communicating with customers

- o There were few performance criteria at the employee and division level that specifically addressed end user communications and customer satisfaction with the delivery of service
- o There was no formal feedback mechanism used to determine customer satisfaction with service delivery or success of M/FA/IRM communication efforts
- o There was not always uniformity in the mechanisms used to communicate with customers.

How can M/FA/IRM customer service be improved? First and foremost, M/FA/IRM staff must understand the full range of needs of its clientele, and devise ways to meet those needs as efficiently and effectively as possible. M/FA/IRM must have sufficient staff, trained not solely in technical but in business and customer-orientation areas as well. This staff must be able to devote considerable time with clients, i.e., physical presence in the client environment, and have the ability to mobilize expertise and services within M/FA/IRM divisions to deliver quality products. Education and outreach programs for clients that are grounded in information exchange and human resource development are also indispensable for meeting the ever-increasing communication and information-processing needs of the Agency. Simple things, such as producing frequent newsletters, can go a long way in making USAID staff literate and knowledgeable in information technology trends.

There are also organizational changes and efficiencies to consider. Asked one Executive Officer, "Why should we think of M/FA/IRM as a one-stop shop for all the Agency's information management needs? Why don't we buy technical support from key manufacturers of Agency standard hardware and software instead of staffing for it in-house? Why not look for ways to narrow the distance between our users and our commercial suppliers?" These are interesting questions -- ones that have implications for the Agency's dealings with the private sector, the increased capability of Agency users to communicate worldwide, and the utility of the various "middleman" roles now played by M/FA/IRM.

Finally, on the quality control side, is the need to be able to evaluate M/FA/IRM performance based on actual results. Feedback loops from clients must be initiated and institutionalized if consistent, uniform communications with customers is to be achieved and overall service delivery improved.

To M/FA/IRM's credit--at past office conferences--the concept of customer satisfaction was discussed and the service criteria were developed. Also, to M/FA/IRM's credit for some initiatives, such as the implementation of the Agency-wide e-mail network, good communications seemed to be made with Agency staff so that the Agency staff knows how to use this technology. What is lacking in the M/FA/IRM approach to customer service and communications appears to be a structured mechanism to implement this focus

in the Office's work.

M/FA/IRM has recognized the above concerns and has begun work on a Customer Focus Program to address many of these problems. The Customer Focus Program is essentially a total quality management (TQM) program that is focused on the customer aspect of the quality discipline. This program will be very useful at focusing all M/FA/IRM staff on customer service orientation within their specific job functions.

However, the Customer Focus Program also needs additional things to succeed. It needs high level visibility, to be integral with every work effort of the office, and to be staffed with a well trained group that specifically is responsible for proactive outreach to interact with the customer on all aspects of the IRM program.

#### **D. Organizational Relationships**

##### **a. Systems Administrators**

Many of ongoing operational aspects of the Agency's IRM program within each USAID office are managed by the network of Systems Administrators. The Systems Administrators are currently staff members, either direct hire or contractor, of the office served and have a wide range of technical and administrative duties necessary to keep both the office's processing units configured and operational, and the staff informed of administrative/procedural changes.

The USAID missions contain staff known as Systems Managers who have similar duties to the USAID/W Systems Administrators. This report does not address making any changes to the current reporting relationships of the Systems Managers.

In many cases USAID/W System Administrators perform collateral duties with other work functions in the office. In some cases where the organizational unit served is larger, a Systems Administrator may be dedicated to that systems administration workload full time.

A recent survey conducted by M/FA/IRM provides the following picture of the Agency's USAID/W Systems Administration staff:

- Currently 43 USAID/W employees have Systems Administration duties.
- 17 are contractor employees and 26 direct hire employees.
- Of the contract employees 15 are full time and 2 are part time.
- Of the direct hire employees, 10 are full time and 16 are part time.

- The average amount of time spent on systems administration tasks by all direct hire employees is 60%
- Systems Administrators typically spend 30% of their time on network administration, 60% on end user help, and 10% on application development.

From the above data it appears that approximately 32 full time staff equivalents are spent each year on Systems Administration function. That equates to 60% of the 26 direct hire employees and 2 part time contractors, plus 15 full time contract staff, included in this estimate.

M/FA/IRM management feels that the Systems Administrators more appropriately belong within the M/FA/IRM organization. However, to maintain a high level of interaction and customer support, they should remain physically located in the offices that they serve (except where an office does not require a full time person and can thus share the services of a Systems Administrator with another office). (M/FA/IRM holds that the consistent application of systems administration services to the LAN can best be accomplished with the staff reporting to M/FA/IRM who could provide uniform training, direction and career development.) With 43 Systems Administrators in USAID/W, who can each potentially affect the USAID-wide network. M/FA/IRM, thus, feels that the vulnerability of the network is high. The current interconnected LAN architecture in place in USAID/W has a much higher vulnerability for security mishaps, and large scale damage than the isolated workgroup processing units of past architectures. Also, the current, more sophisticated LAN architecture requires an increased amount of knowledge that must be uniformly applied in order to keep the network safely operational.

Having the Systems Administrators report directly to M/FA/IRM would result in better quality control on both knowledge level of the Systems Administrators and the application of the knowledge uniformly to each USAID/W office. Also, M/FA/IRM feels that with the Systems Administrators reporting to M/FA/IRM there would be better staff backup in cases where a Systems Administrator was not in the office for some reason.

In discussions with M/FA/IRM managers it was felt that if the Systems Administrator staff was transferred to M/FA/IRM, the current 32 years of staff effort could probably be performed through time with fewer staff year equivalents due to the efficiencies that would be gained by the consolidation. However, M/FA/IRM managers could not give the team accurate estimates as to the staff savings without more detailed analyses that go beyond the scope of this study.

When the Systems Administrators were interviewed, they expressed mixed views as to the increased effectiveness that would result from moving the Systems Administrators organizationally to M/FA/IRM. They felt that being under M/FA/IRM would

increase the amount of training and guidance that they receive, which combined with the potential increased exposure to M/FA/IRM staff, could increase their network administration and other technical skills.

The Systems Administrators mentioned that there was a wide range of abilities in the current staff ranks, and some staff were in danger of losing their skills due to their infrequent use. Also, the Systems Administrators felt that central reporting to M/FA/IRM would help coverage problems when Systems Administrators were absent - especially a problem in the smaller offices.

However, some of the Systems Administrators were opposed to the idea of centralizing the Systems Administrators under M/FA/IRM for several reasons. First, the Systems Administrators expressed the idea that they were busy all day meeting either network or end user's needs and that switching allegiance to M/FA/IRM would increase the possibility that they would be moved from their current offices or for some reason have less time to spend with their current customers. This decrease in client support would not be well received by their office management and staff.

The Systems Administrators also expressed personnel concerns with a change of their reporting status to M/FA/IRM. The Systems Administrators felt that if they reported to M/FA/IRM but were located at the current office site, it would be hard to evaluate them for performance purposes since their supervisor would not be on site. The Systems Administrators felt that this would be a disadvantage because the ongoing usefulness and the importance of good systems administration to the successful operation of the office would not be appreciated as much by a distant reviewer. Also, the Systems Administrators felt that there were no career advancement opportunities for Systems Administrators in M/FA/IRM. This apparently has been an issue for years and has never been successfully addressed. However, they felt that by being exposed to the EMS function they were gaining experience in many disciplines that they could potentially turn into career opportunities.

In a focus group meeting with EMS staff the issue of relocating the Systems Administrators to M/FA/IRM was raised. The EMS staff were not as concerned about the reporting relationships as they were about the continuity of service. They felt that it was important for Systems Administrators to be located in the Bureaus to keep the current high level of service. They felt that the Systems Administrators do a lot of hand holding to help staff members, and thus, the Systems Administrators need to know the people and the work of the office to be effective. The EMS staff differed with the Systems Administrators, however, on the issue of career advancement. Several EMS staff felt that the Systems Administrators' future career opportunities could be enhanced by moving into M/FA/IRM.

One problem with having Systems Administrators only focus on M/FA/IRM work is that they are very helpful to their offices in providing more than just computer

assistance. As an example, for new employees the Systems Administrators can help get the new person a user id but can also help instruct the person on other administrative issues. The EMS staff felt that if the Systems Administrators were move under M/FA/IRM control, they would most likely not be allowed to do this type of assistance.

On its merits the rightsizing team recognizes the validity of the M/FA/IRM concern for good, controlled network administration especially given the world-wide nature of the network. All parties agree that this aspect of the Systems Administrators work would undergo an effectiveness improvement if centralized in M/FA/IRM, and would thus reduce this vulnerability. Therefore, the rightsizing team recommends that the systems administration function be transferred to M/FA/IRM.

At risk in the centralization of Systems Administration functions under M/FA/IRM, is the level of end user support that would be provided. M/FA/IRM management contends that Systems Administrator staff would still sit in the end user offices and thus, the level of end user support should not be affected. A "dotted line" reporting to the bureau would exist for day-to-day management and input to performance evaluations.

There are several personnel related issues which M/FA/IRM should address:

- Are the current contingent of Systems Administrators to be transferred to M/FA/IRM?
- Do the current Systems Administrators have enough interest in the work to want to do it full time as an M/FA/IRM employee?
- Would there be career potential for Systems Administrators if moved under M/FA/IRM control?
- How could fair evaluation of System Administrators be insured if their supervisors were not on-site?
- How could M/FA/IRM avoid the possible decrease in customer service if the overall levels or distribution of System Administrators is changed?
- Can any staff positions be reduced through the centralization of Systems Administrators in M/FA/IRM?
- How will funds (OE and program) be transferred to M/FA/IRM for the contract Systems Administrators?

In actual practice, transferring Systems Administration duties to M/FA/IRM would involve transferring all or a part of the full time contract employees and the funds

needed to support those contractors to M/FA/IRM, the full time direct hire Systems Administrators, and some number of employees on a full time basis to M/FA/IRM for offices that currently have systems administration duties occupy only part of an employee's day. The target level for staff years to be transferred should be the 32 staff years which M/FA/IRM currently estimates as the total Systems Administration effort being expended in USAID/W. The mechanics of these transfers (both person and funding in the case of contractors) will require further investigation by M/FA/IRM, M/FA/HRDM, M/FA/B and the current employing offices of the Systems Administrators.

Additionally, under the model where the EMS function is no longer performed in the Agency offices, the Systems Administrators when reporting to M/FA/IRM could serve a very useful role by interfacing with the end user offices to perform administrative liaison duties with M/FA/IRM which were performed by the EMS staff. Examples of these duties include preparing/monitoring telephone work requests, cable profile changes, changes in equipment wiring, etc.

Within M/FA/IRM the logical placement of the System Administrator reporting is either to the CLS Division which are the key contacts for customer service or to the TCO Division who manages the Agency's computer operations. The CLS Division is and has been the traditional point of contact for Systems Administrators to M/FA/IRM.

#### **b. The EMS Function**

There has been much discussion recently regarding the future of the Executive Management Staff (EMS) function within USAID. While senior Agency management had mentioned eliminating this group in an early draft of the Agency reorganization plan, the more recent version of the plan did not mention it. Because of M/FA/IRM's degree of interaction with and dependency on the EMS staff throughout the Agency, the rightsizing team members felt it was critical to address the impact of eliminating the EMS group on this office. As a part of this study, EMS staff and their System Administrators from six major bureaus were interviewed.

The EMS for each office or bureau is viewed as M/FA/IRM's coordinator for:

- validating staff requests for automation hardware and software;
- receiving and distributing information or work requests back to the system administrators;
- all actions regarding telephone equipment including telephone work requests, billing verification, long distance calling cards, and speaker phones;
- employee locator information;
- office/employee moves and relocations;

- budget coordination and
- training coordination.

While it is true that most of the activities performed by the EMS group could be assigned to other offices, including M/FA/IRM, there is still a need for staff to be dedicated to coordinate, prioritize, authorize and perform these tasks within their respective offices and bureaus. During the USAID reorganization process, several offices have concluded that additional FTE staff would be needed to absorb duties currently performed by the EMS staff relating to their office. IRM agrees with this conclusion. If the EMS function were eliminated, M/FA/IRM estimates it would need an increase of at least 6 FTE's, in addition to the current System Administrators, to support IRM related issues throughout USAID/W.

In addition to the current administrative related duties accomplished by the EMS staff, the rightsizing team suggests that a new group/function should be established in M/FA/IRM consisting of IRM Customer Support Analysts and System Administrators. While reporting to M/FA/IRM, this group would be disbursed throughout the organization to coordinate M/FA/IRM related functions. The rightsizing team thus proposes that if the decision is made to centralize the EMS functions, six new staff positions be placed in an end user support area within M/FA/IRM and incorporate the following duties:

- review of work processes performed by the staff that should be automated
- training, seminars, presentations on IRM related topics;
- coordination with system administrators for LAN operations, access, software/hardware upgrades;
- coordination of hardware and software requirements into a central IRM information technology (IT) budget;
- coordination with M/FA/AS on office/personnel moves as it relates to purchasing or moving IT equipment and
- coordination of telephone related actions back to M/FA/IRM/TCO.

#### c. Relationship to CDIE

The issue of the correct location of the functions currently performed by the Development Information Division (DI) of PPC/CDIE has been discussed in both GSA and FA/B reports conducted on M/FA/IRM and has to date remained unresolved.

M/FA/IRM management has expressed the opinion that the entire CDIE/DI function should be transferred to, and become part of M/FA/IRM for both functional alignment and regulatory reasons.

In a letter containing comments on the Agency reorganization M/FA/IRM management stated: "GSA believes as others do, both inside and outside the Agency, that AID currently has two IRM organizations, one for the program side of the house (DI), and the other for administrative side of the house (FA/IRM). DI was established years ago when the predecessor IRM organization focused on administrative operations and hardware. At that time, DI filled a critical void in supporting the information management needs of the program side of the house. Now that the new FA/IRM has developed into an organization which is performing the full range of IRM support and services to the Agency, it is time to re-examine DI's role in the Agency today and into the future, taking into account the many changes which have occurred since its inception and the many changes planned or the future in the Agency IRM program."

Consideration of the movement of CDIE/DI functions to M/FA/IRM is an issue that bridges both the Office of Policy and Program Coordination and the Bureau for Management. Senior executives of these organizations agreed to have an IRM consultant, from another Federal Agency, review the current functional situation and make appropriate recommendations.

The M/FA/IRM rightsizing team recognizes the potential benefits to the Agency of a consolidation of the CDIE/DI and M/FA/IRM functions and would recommend the consolidation. However, the team did not pursue further analysis of this issue as independent consultation was taking place to make recommendations for optimal organization structure and staffing.

#### d. The Records Management Function

The records management function has been recognized by the General Services Administration as a key element in a Federal Agency's IRM program. The records management responsibilities of the Agency Designated Senior Official (DSO) include the efficient storage of and ready access to Agency information. Responsibilities for management of the Records management function for USAID have been delegated to M/FA/AS from M/FA/IRM under USAID delegation #1151.

Proper records management contributes to both the maintenance of a good corporate memory and to easy access to the Agency records necessary for ongoing operations. Records management includes forms management, the conversion of records from paper to more easily stored media (such as electronic media), the maintenance of inventories of records systems, documentation requirements, and maintenance and disposal of electronic records.

The USAID Records Management Program was reviewed by both the GSA and FA/B study teams. The GSA team found that the current records management program was

well run and was "aggressively establishing standards for electronic recordkeeping." GSA had no additional recommendations for further improvement of the program. The FA/B study found that the records management program was well run in AS, noted the impact that technology was having on the records management subject area, and recommended that the records management function remain in AS.

The subject area of records management is a cornerstone to an effective IRM program and, increasingly, the Agency records and forms are being generated and stored in electronic format. The electronic generation and storage of records and forms are inherent in the new set of automated systems which M/FA/IRM is engineering for the Agency. It is this basic change in the nature of records management, from paper to electronic media, and the new IRM focus on holistic Agency-wide systems, that raises the issue of whether the records management function currently located in M/FA/ISS should be moved to M/FA/IRM.

Recognizing the need to fully review and integrate the records management function with new technologies available and with Agency's Information Systems Plan architectures, M/AS/ISS and M/FA/IRM are jointly undertaking an Agency-wide study of records management. Other areas to be reviewed in the study include document management, text processing, and text and data integration.

This study has as its objectives:

- o to analyze and define the scope of the Agency's requirements for text and records management;
- o to investigate and recommend technological solutions to meet those requirements;
- o to propose a strategy and implementation plan for the recommended system solution.

Part of the implementation plan will be a recommendation on where organizationally certain of the records management functions should be located.

The expected completion date of this study, which is being conducted under contract is March, 1994. This team was not able to identify significant improvements which would be realized by moving the function from AS to IRM.

At this time the rightsizing team recommends waiting for the results of the detailed records management study being undertaken by the contractor for recommendations on staffing and location of the Agency's records management program.

#### e. Other Impacts

IRM functions and staff workloads will be effected by external issues and policy

changes within USAID as well as internal office realignments. Therefore, the rightsizing team has included a brief discussion of these other salient factors that could significantly impact the IRM organization. These are not listed in the priority order, but rather form a group of important areas of concern.

-Closing of up to 50% of all USAID Missions would reduce some maintenance and system installation functions within IRM. However, new systems would still need to be developed and new technology disseminated throughout USAID worldwide even with fewer mission sites. Support would still have to be maintained for these systems, as well as the centrally maintained systems and platforms, whether there were 50 or 100 sites. Additionally, closing missions itself generates new workload requirements for M/FA/IRM, such as inventory, shipping and placement of hardware/software systems within USAID/W. Thus, without further examination of each system, platform and mission portfolio supported by M/FA/IRM, it would be difficult to estimate this impact with certainty.

-The new Global Bureau as envisioned by the USAID reorganization would also pose some staff resource impacts on M/FA/IRM. This Bureau would necessitate more resources to meet its support, system installation and maintenance requirements due to its larger size. Further, shifting of staff within and from external offices would cause a short-term strain of M/FA/IRM operational resources to install connections, move LAN servers, reconfigure software, etc. to accommodate proposed changes.

-As part of the USAID reorganization, multiple moves within Bureaus or offices, will require additional workload for the M/FA/IRM network, system development and technical support staff to ensure all offices are operational within the USAID/W locations. Files and data would also need to be backed up and restored once systems were relocated. Further, organization name changes will necessitate software program modifications to many enterprise-wide system applications.

-Physical space for staff is limited due to overcrowding and storing computer equipment, software and peripherals for USAID as a whole in IRM offices. This space problem will only be exacerbated by the probability of mission closing and M/FA/IRM being required to store their systems in staff office quarters. In addition, most spaces are open without barriers or dividers which magnifies frequent noise distractions and reduces productivity.

## E. Functional Analysis of the Current Organization

### a. INFORMATION POLICY AND ADMINISTRATION DIVISION (IPA)

The IPA division is currently undertaking work in the following areas:

- **Information Architecture** which consist of managing the central information repository for the Agency; developing, implementing and administering the Agency data standards and procedures program; managing the Agency's methodology for developing, constructing, and maintaining automated information systems; and developing and consolidating the Agency's information models.
- **Information Technology** which involves developing multi-year plans for technology integration within USAID; design, acquisition, and development strategies for USAID hardware, software, telecommunications and end user interfaces; and assuring USAID compliance with Federal Government and international standards bodies guidance on information technology. This function also monitors compliance with these models and strategies by M/FA/IRM operational divisions and offices or missions undertaking non-corporate systems development.

#### Rightsizing Team Assessment:

IPA serves as the standards division for the Agency's IRM program. As such they are in charge of defining how systems will be developed, how data will be managed and defined, and what computers and telecommunications will be used in the Agency's architecture. The need for the standards functions performed in IPA is tied to the Agency's Information Engineering approach to its systems and technology architectures. The approach demands that components of the architectures are coordinated and can interact - having an active standards program is necessary for this to occur.

The study team has found that both of the major functions of the IPA Division, namely information and technology architecture standards, are critical to the Agency-wide orderly progression toward an integrated automation architecture and are thus necessary and must continue to be performed. Furthermore, the study team could not identify anywhere else in the Agency where the functions being performed by IPA are being duplicated to anyone's knowledge. However, without clear, current, and well-published standards, persons developing systems outside of IRM could be establishing their own set of standards.

The GAO evaluation of M/FA/IRM found that data administration was not fully implemented in the Agency and discussed the need in USAID for a robust data administration program in order to have effective information management. The

responsibilities of data administration highlighted by the report were: establishing a data standards committee, designing data elements, identifying pilot projects, conducting data administration training, and developing and disseminating data administration policies and standards. Work has begun on some, but not all, of these functions.

Another area of the Division's assigned responsibilities that needs further attention is the maintenance of the information engineering (IE) methodology. As the various aspects of the Agency's architecture are developed and maintained it is critical that the same methodology be used. This is accomplished by having the IE methodology continuously updated to reflect the current priorities of the Agency. Currently this function is not being performed; methodological decisions are being made without a central reference methodology being updated. Thus, there is no single source for the current implementation methodology for the IE effort.

The division has been constrained in performing its duties by what both the management and the staff identify as a lack of adequate staff and by the assigning of the current staff to perform other duties. As an example, one of the senior computer specialists and one of the senior contractors are currently working on a systems development project which is properly the work of the SDM Division.

The study team concurred that understaffing has caused the execution of the information architecture functions to be impacted, especially in establishing a data administration program for the Agency; planning for network management, security architectures, and systems administrator procedures; and providing management of the Agency's systems development methodology. This problem suggests that either additional staff may be needed or that the staff that has been detailed away from the Division be returned to concentrate on the needed work. The study team suggests that an additional contractor staff year be assigned to the technology architecture efforts, and that the staff detailed away from the Division be returned to their information architecture duties, after which the issue of the need for additional staff can be revisited.

The study team found that the IPA division is not currently performing two functions that have been assigned to them. Again, these functions have largely gone undone due to the lack of staff and monetary resources. The first function is developing and implementing a quality assurance program for the systems development life cycle. Once fully restaffed, IPA should assign responsibility and begin development of the quality assurance program. The second function, which has been assigned but is not currently reflected in the Division's functional statement, is developing a training program for IRM staff. Both of these functions are important to the proper functioning of the office. The need for training was a recurrent theme throughout M/FA/IRM. Training is currently being conducted in many places in M/FA/IRM through small training programs, but there is no overall coordinated program. The team concluded that the function of planning and coordinating a training program should be moved organizationally to the Office Director level in order for them to provide an office-wide plan that supported the overall IRM

goals and ISP efforts.

IPA has one person with a supervisory job title - the Division Chief. The staff is comprised of 7 direct hire and 7 contract positions. On paper, the supervisory ratio is 1:6 for direct hire staff and 1:14 including contract staff interactions. In practice, the Division Chief supervises two senior computer specialists. The computer specialist in charge of information architecture supervises one direct hire employee and interacts with six contractors (a ratio of 1:7). The computer specialist in charge of technology architectures supervises three direct hire employees and directly interacts with one contractor (a ratio of 1:4). While the ratios would suggest that the Division Chief could directly supervise all direct hire employees and interact with all contractors the highly technical and distinctly separate functions of the two teams would limit adequate supervisory guidance to all employees on a day-to-day basis by one supervisor.

#### **b. CUSTOMER LIAISON AND SUPPORT DIVISION**

The Customer Liaison and Support Division (CLS) was recently "realigned" to reflect four (4) functional work groups. In fact, this realignment occurred the day that the IRM Rightsizing activity began. The purpose of the realignment was to better define and realign the activities of the Division toward "end-user computing and support". The four work units are:

##### **- Planning, Coordination, Communication**

PCC unit supports user organizations in USAID/W and overseas as the IRM point of contact to: identify requirements, ensure users know of IRM services, keep the Agency informed of IT/IM products and services through newsletters, cables, group meetings, seminars, and workshops.

##### **- Information Management and End User Applications Support**

IMEUAS unit provides information management and end-user application development assistance to customer organizations. Information Management-related services include assisting customer organizations in locating sources of needed information both internal and external to the Agency, and assists the users in interpreting the data, and generating necessary reports. Applications-related support is provided via consulting, requirements-definition, and design services, and assisting with the resource garnering to accomplish the tasks.

##### **- Technical Infrastructure**

TI unit is responsible for providing assistance to the clients in placing the end-user technology on the users desk, and assisting them in the use of the end-user tools. They also assist with providing training, and developing (with HRDM/TD) to develop Agency end-user training programs and an End User Help Desk.

**- Project Support/SWAT Team**

PS/ST unit provides direct support to Agency staff in need of "quick" applications development for individual needs (SWAT Team); and support for Program funded projects which have an information technology component valued at over \$100,000.

**Rightsizing Team Assessment:**

Interviews with the Division Chief, and six members of the staff revealed that in the opinions of the staff, the Division is organized properly, with a few details to be ironed out. In the words of one staff member, "this organizational structure has some real potential".

The staff believe that the functions they do the best are those that relate to installing and supporting the infrastructure (PC and LAN installations, and PC software support), and project consulting services; with some improvement needed in communication and coordination, primarily when dealing with the customer community. They feel that there is little, if any, overlap with other Divisions, and none of the functions can or should be eliminated. Several mentioned that CDIE/DI functions do not belong in M/FA/IRM (or CLS).

M/FA/IRM identifies their customers as all the end-users of information technology in the Agency. They believe that outreach to the clients is not an issue, as there is more than enough work to do now.

Some of the staff believe that the CLS functions, and M/FA/IRM, could be improved by the establishment of a person/function in each Bureau/Office who is responsible for that organizations' Information Management (IM) program. M/FA/IRM staff would then work through this person, who because of their close involvement with that organization would better represent the IM needs of everyone in that organization.

All units reported that staffing is generally adequate, except the PCC unit, which CLS staff believed to be very understaffed - needing at least 15 more staff members (client analysts) to properly work with and understand the customer organization needs, and support them with analytic capabilities. This unit has the client contact function for over 100 overseas sites, and over 40 organizations domestically.

In addition, the upcoming Agency reorganization and downsizing of the numbers of Missions will dramatically increase the workload for the PCC unit, who would be assisting with the logistics of the moving of equipment, reconfiguring of file servers, moving of files and data, etc.

The Rightsizing Team agrees that the infrastructure, technical support, and project support functions are the past strengths of CLS. In addition, it was recognized that the mission assessments, on-site reviews of the mission information technology and management program by client analyst teams, yielded beneficial results and encouraged lessons learned

to be shared among M/FA/IRM and mission staff. Since the realignment has just occurred, it is impossible to judge what the current Division strengths are. It is also impossible to judge the individual units weaknesses. Thus, the team assumptions must be made based on past experiences.

Some of the Team members believe that there is an overlap of functions within the Division, and perhaps with other IRM Divisions. Several units (IM/EUAS, PS/ST) perform applications development and support, as does another IRM Division (SDM). Some team members believe that all systems development should be combined into one division. Conversely, others believe that end-user systems are very different than the "corporate systems" developed and maintained by SDM. Thus, these non-corporate systems belong with the part of the organization that has an end-user focus.

Other areas where overlap occur are with the evaluation of software. Both TI and PS/ST functions in CLS perform software evaluation. This could also be considered a duplication of tasks with the TCO division, where software evaluation occurs with other hardware platforms. The same argument applies for "end-user" versus Agency infrastructure that was discussed previously for applications development. Similarly, there appears to be duplication with the installation of software. CLS (TI function) installs new releases of software for PCs, whereas TCO installs new releases of software for all other Agency (in USAID/W) hardware platforms (eg, IBM mainframe, LAN servers).

The Team agrees that to be more successful, M/FA/IRM staff do need to reside in the Bureaus and Offices, but there was also disagreement about the seniority of staff and organizational location for them. Some believed that the staff should be the organizationally relocated Systems Administrators; some believed they should be GS-13 level analysts; and some thought they should be displaced mission field officers from the Agency reorganization and placed somewhere in the M/FA/IRM organization, perhaps within CLS.

All members of the Team agreed that if the current definition of a Client Analyst responsibilities was to be successful, that they need additional staff. There was discussion, but no agreement as to what seemed to be a reasonable number. The requested 15 seemed excessive to most of the team members, even though this group needs to work with and represent over 150 organizational units. There was agreement that 5 additional staff members would be a good level to begin with, and an evaluation and determination be performed again at a later date - perhaps 6 to 9 months after being staffed.

All members also agreed that to support the ongoing Agency reorganization will result in an increase in the Division workload, with ongoing work assignments being delayed. In addition, all agreed that the support to the Missions from the Division will not improve with this organization, primarily because of the staffing.

The Team generally believes that the role of the Division should not be one of a technical focus, such as software development, PC installations, and help-desk activities. The focus of the Division should be a broader role, addressing more, higher level information management issues. To accomplish this, the more technical functions (SWAT team, Technical Infrastructure, End User Application Support) would need to be relocated to other Divisions within IRM. In addition, this refocusing would entail strengthening of the Division with the addition of "business analysts", and information management analysts.

A lot of discussion concerned the BAA teams and if they should be the responsibility of the Business Analysts within CLS, or whether they should continue to be the responsibility of SDM. All agreed that the BAA belonged in SDM, but only if a CLS Business Analyst was a member of the team.

The Team also believes that the mission assessment function should be generalized to USAID/W offices as well as missions. This activity could fit with the current project support unit to combine all IT-related assessments in one area.

The Team believes that the Information Center activities of the Division should be expanded to include responsibility for the Government Information Locator Service (GILS), liaison and access of the Internet, and the development information center activities of CDIE/DI.

The Team also agreed that an Ombudsman staff should be established to provide a 1-800-CALL-IRM service, and provide expertise on M/FA/IRM (who does what, how to get things done, who to call), and provide regular presentations within the Agency on the IRM program, the ISP implementation and services available from M/FA/IRM. Additionally, they would be responsible for customer surveys, and possibly the development of an IRM information clearinghouse that would contain "lessons learned" from around the Agency regarding information management and technology experiences. Some members felt strongly that this staff should be organizationally placed in the Office of the Director of M/FA/IRM.

Finally, all believed that Customer Liaison Support Division should be renamed, to help set it apart from the past biases. The team suggests it be replaced with Consultant and Information Services (CIS), which more directly expresses its focus of information gathering and dissemination.

In summary, there are an endless number of variations for the organizational structure for the Division, varying from "tinkering" with the existing structure to completely dissolving it, but two basic variations seemed appropriate for further consideration. They are:

- 1) Leave it as is, but consider increasing the number of staff for the Client Analyst function in the PCC group. As discussed earlier, perhaps by 5 members initially, with a review in 6-9 months. These additional staffers could possibly be culled from

the program side of the Agency with the rightsizing exercises going on there; or perhaps from the System Administrator function as it is moved organizationally into IRM. Since the new CLS organization has not been in place long enough to establish a track record, it was believed that some time should be allowed to determine if it will be more effective than it has been. In time, if it does not work well, then the structure could be reconsidered.

- 2) Refocus the Division by strengthening the client focus on the business activity of end users, infuse more staff and functions with an information management mandate to focus on the business of the Bureaus, Offices and Missions, and remove the information technology operations functions by placing them in other Divisions within IRM. With this option, the SWAT team would be placed in SDM with other system development activities, and the TI function (PC h/w, PC s/w) would be moved to TCO where other hardware and software infrastructure activities are located. The Project Support activities would remain in the new CLS and be combined with the USAID/W and mission assessments functions. The Information Center staff would need to be strengthened by adding some business analysts, and a new group of Ombudsman would need to be established.

CLS contains 19 direct hire and 31 contractor positions. The Division Chief is the only staff person in this Division who carries a supervisory position title. However, the employees of CLS are non-formally arranged into four teams that are each led by a supervisory computer specialist. The supervisory computer specialists assist in preparing the performance reviews for the subordinate employees and also interact with the contract employees who perform work for their team. Because of the nature of this division's work, the teams tend to be supported by and interface closely with contractor staff in accomplishing their work. Often the team chiefs interact directly with the contract staff. The total staffs that support these teams range in size from 3 direct hires to a total of 19 direct hires and contractors. The supervisory ratios range from 1:3 to 1:22.

### **c. PLANNING, MANAGEMENT, AND ACQUISITION DIVISION**

The Planning, Management and Acquisition Division (PMA) is organized around three major groupings of work as follows:

#### **- Planning/Management/Policy**

This unit gathers and produces the FA/IRM ABS, works to produce the Agency IRM Budget, keeps detailed budget records for all items planned, monitors budget through the year, coordinates development of the Agency-wide IRM strategic plan, develops Agency-wide IRM policies and procedures, manages financial aspects of core contract used to support IRM operations, manages the IRM Review Program and the Internal Control Review Programs, and reviews Government-wide IRM related legislation, serves in

liaison capacity for IRM studies and reviews.

**- Agency-wide USAID Automated Information System Security Program.**

This unit provides uniform policies, standards, and guidance on automated information system security for protection of classified and sensitive-unclassified information in automated form, in accordance with federal statutory and regulatory requirements. Prevents and minimizes system service interruptions caused by the exploitation of known security vulnerabilities. Promulgates requirements for developing internal controls to safeguard sensitive unclassified USAID data and databases. Facilitates awareness education and training as required by Federal policies, for all USAID employees. Integrates security into the life-cycle development of new information systems and software, as well as the maintenance of existing information systems and software.

**- Acquisition**

This unit provides FIP related procurement support services so that all FAR, FIRMR, and USAID regulations are followed during pre-acquisition phase. Prepare paperwork for a Contracting Officer's signature.

**Rightsizing Team Assessment:**

The team interviewed the Division Chief and several individuals from this functional area. The overall assessment was that this group functioned well, is aware of and responsive to all the requirements placed on it by both internal and external organizations. It was felt that there is much duplication of effort for budget planning and submission tasks performed by FA/AMS. The area of most concern was the timeliness of an approved budget. Often the final numbers are not received until late in the fiscal year and much effort is spent in the last two months spending monies allocated for the full year. The lack of technical training was a concern expressed by both the Division Chief and focus group. One of the recommendations for improving the performance of this functional area was an office-wide agreement on priorities. Each division has their own priorities which often effects the work of other divisions. Another area for improvement would be customer awareness of agency-wide IRM policies and procedures. This effort has been started with the updating of the IRM information in the Agency Handbooks. Staffing size of this functional group is viewed as adequate.

The review of the IRM Security function found that this function is fairly new in the Agency. M/FA/IRM has placed much emphasis on increasing the overall level of security for data stored or processed on the various computer platforms. While the primary focus of USAID/IG/SEC is security, they have not addressed, nor do they plan on addressing, computer or information security. There was not found to be any duplication of efforts for this function. While the functional group has focused mainly on policy development and dissemination, more emphasis needs to be placed on implementation and user awareness training.

The review of the Acquisition function found that this area performs very well the tasks that they do, but one area that has been neglected has been inventory management. There were several recommendations made that would improve work in this area, ranging from the transfer of the system administrators, who are the primary source for the data, to transferring inventory management to M/FA/AS. Personal computers have become a basic requirement of every employee, like a desk or chair. Thus, taking inventory of them could be handled in the same manner as property is now. M/FA/IRM needs access to the inventory data for reporting, but doesn't need to own the data.

Much duplication of work was found between the Acquisition function and the rest of IRM. Procurement documents are written by several divisions, especially CLS and TCO, and sent to this group for processing. This group then enters the information into the automated system. All divisions should have access to the automated system, thus eliminating at least one step. There was also a problem identified with responsibility for following-up a procurement action with the end user or requestor. Does this fall under procurement or client support? All actions relating to a procurement should logically be placed within one group. From writing up the order to verification of delivery and if necessary, maintenance on the item. If all IRM procurement activity was based in PMA, some staff might be transferred to this group. Otherwise the staffing level for this functional area is adequate.

PMA consists of a staff of 14 direct hire positions and 13 contractors. The Division Chief tends to interact primarily with his three group leaders and the Division secretary. The Division Chief is also the contract technical representative (COTR) for the three core contracts that are used to provide contract staff for the Agency's IRM program. In this capacity the Division chief interacts regularly with the heads of the three contracts and often the senior level officials from the headquarters offices of the contracting firms. Thus, this Division Chief has a supervisory ratio of, in effect, 1:7. The other ratios in the Division are: Security team (1:6); Acquisition team (1:8); and Planning and Management (1:7).

#### **d. TELECOMMUNICATIONS AND COMPUTER OPERATIONS DIVISION**

The Telecommunications and Computer Operations Division (TCO) has three functional work groups. They are Computer Operations, Domestic Telecommunications, and International Telecommunications. In addition, there is one staff position in the Division Chief Office for managing the budget. This function includes, hardware and software maintenance for mainframe, VS's, core equipment for LAN, and major division initiatives, tracking procurement, billing and interfacing with IRM/PMA, FA/FM, FA/OP and FA/AS.

**- Computer Operations**

This unit performs operation and maintenance of production computer platforms in USAID/W, including mainframe, Wang VS, Centrally located LAN and unix servers, and the high-speed Xerox printer.

**- Domestic Telecommunications**

This unit develops and manages the domestic telecommunications program. This includes the Telegram system, Agency domestic telephone system, and Agency domestic e-mail. Design, install and support intra and inter-building data networking requirements. Consist of linking 8 locations in USAID/W together. Special purpose links included. Disaster recovery service, links to MCI and Internet.

**- International Telecommunications**

This unit provides mission connectivity to Agency network for e-mail and applications. Interface with Dept. of State for mission connectivity issues.

**Rightsizing Team Assessment:**

Interviews with the Division Chief and 10 members of the staff revealed that in the opinions of the staff, the Division is organized properly, with some possible duplication of effort occurring with the duties of the System Administrators in the Bureaus. In this case, some of these staff are performing network administration and computer operations duties similar to IRM Division staff.

The staff believes that the functions they do the best are providing telephone support, cable support, and in keeping the computer systems running. They believed they could improve their work in network planning and end-user communication.

They feel that there is little overlap, if any, with other Division functions, and that none of their functions were redundant, or should be eliminated.

Their customers are everyone in the Agency who uses telephones, cables, FAX machines, pagers, and e-mail, and they believe they are providing good service.

Some of the staff believe that service to the customer could be improved by moving the System Administrators organizationally to IRM. However, they also believe that they need to physically remain near the customer to continue to provide direct support.

Staffing is considered to be generally adequate, although it was stated that there is a need for 6 additional contractors for UNIX system installation and management (3 for 18 month start up period), two contractors for implementation of the new system security policies, and 3 additional contractors for network administration.

The upcoming Agency reorganization will have a significant impact on all units as all e-

mail, telephone, and cable directories and profiles must be updated. This is not a trivial task, and will take substantial amounts of time. For example, the cable profile updates could take up to 1 week for a large office.

The Rightsizing Team agrees with the internal assessment about TCO's strengths and weaknesses. There is also agreement within the Team that the TCO staff are performing their assigned functions.

The Team does not see any duplication of functions within the Division, or within IRM. However, there was a lot of discussion in the interviews about having the CLS Division responsible for PC installation, management, and support, while TCO is responsible for installation, management, and support of all other computer platforms, and the network. One argument was that since the orientation of CLS is to be supportive of the end-user, it seems logical to place this function with the end-user support Division. TCO is supportive of the corporate infrastructure, which could be interpreted to mean everything but the desktop devices and tools. Conversely, having technical support continue to function in two different divisions can be confusing for the client and requires them to identify up front if their problem is PC or LAN-based.

The Team also discussed the location of the Systems Administrators (SA) if they are brought organizationally into IRM. If the SAs perform an end-user support function, then perhaps CLS would be a logically appropriate location; if they support the systems and network infrastructure, then they would belong in TCO. Some figures were provided by TCO and CLS staff that indicated the average System Administrator spends his time as follows: 60% on user help; 30% on network administration, and 10% on applications development. If the Systems Administrators are moved to IRM, then at least three could be moved to TCO to fill the requested staff needs for network administration support.

It is also believed that if the Systems Administration staff is moved to IRM, there will be some efficiencies obtained by "pooling" support for the Offices and Bureaus, which could provide some of the 6 staff members needed to manage the UNIX systems.

The Team concluded that there are many variations for proposals for the TCO organizational structure, but settled for (2) major variations. They are:

- 1) Leave it as it is, but address the requests for additional staff for support for the UNIX systems, security implementation, and staff for network administration. The System Administration staff pool would be a good source, except for security implementation, which is very specialized.
- 2) Leave the organization intact, but add the end-user support tasks from CLS Division (Technical Infrastructure) as another Unit reporting to the Division Chief. Also, combine into this unit the System Administrators function. The unit could be named End-User Support. This unit would combine all end user support into one group,

with resultant improvements in customer support.

TCO has the largest number of direct hire staff of the IRM divisions with a total of 28. Additionally, this division has 39 contract staff positions. These employees are grouped into 3 non-formal teams, each composed of a mixture of direct hire and contract employees. The Division Chief supervises the three group leader and a staff person who assists with the division's budget and logistics (a ratio of 1:4). The remainder of the Division has ratios of: International Telecommunications (1:8), Domestic Operations (1:5), and Computer Operations (from 1:3 to 1:11).

#### **e. SYSTEMS DEVELOPMENT AND MAINTENANCE DIVISION**

The Systems Development and Maintenance Division (SDM) is responsible for all corporate-wide systems development and maintenance efforts in USAID. The SDM Division is organized into three functions: Development Coordination, New Systems Development and Management of Legacy Systems. There are 14 direct hires and 59 contractors currently in SDM. There is one Division Chief and a secretary in the SDM front office function. This division performs the following functions:

##### **- Development Coordination**

This unit manages operational level corporate data, (e.g. code tables, data structures, data repositories, data models), design tools (e.g. CASE tools, programming environments, code generators), software testing, and software quality.

##### **- New Systems Development**

This unit performs analysis, design, and development, using the Information Engineering methodology and relational database design and management technologies, of automated systems to support USAID/W and USAID organizations.

##### **- Management of Legacy Systems**

This unit is responsible for day-to-day operations and maintenance of the entire portfolio of application systems that support USAID/W and mission organizations. The largest of these is the Financial Accounting and Control System (FACS) which provides the Office of Financial Management (M/FA/FM) with accounting control over all funding for operating expense and USAID/W funded projects.

#### **Rightsizing Team Assessment:**

The Development Coordination function as defined here is somewhat confusing and affects work in other M/FA/IRM divisions, namely OD and IPA. There is clearly a need for planning system migration from legacy platforms to new systems and architectures. However, some of this function is done in most M/FA/IRM Divisions, with regards to coordinating any efforts with the ISP. Further, the data administration and system quality

assurance functions would appear to be closer linked to the IPA Division since they are responsible for introducing the IE methodology and enforcing adherence to the IRM approved data models and system standards. Lastly, the OD has the role of coordinating all M/FA/IRM wide and Agency ISP initiatives system development, which appears to overlap with this function.

At a minimum, therefore, this role within SDM should be focused and refined to delineate it from the other divisions. For example, the development of action plans for designing, developing and implementing specific systems using database tools and platforms once they meet the framework for USAID information and technical architectures, seems to fit in SDM. This more system-specific definition of the Development Coordination function is logically accomplished as an integral part of the new systems development process at the specific operational level.

New Systems Development has the formidable--yet clearly defined--task of introducing new technology into the process of systems development at USAID. Currently, this group is emersed in BAAs and systems development efforts for at least two functions: Accounting and Procurement. These systems currently demand full-time resource coordination roles by the direct hire staff as well as a number of contractors. In addition, this group will be responsible for performing up to 8 separate enterprise wide system BAA exercises and potentially developing 26 different systems over the next five years. The resource needs for New Systems Development function will thus be large (an estimate of 15 additional contractor work years in FY 94 alone) given the ambitious nature of activities planned under the ISP.

Reaction to the new system initiatives has generally been favorable by the major clients who have become involved in the early phases of the ISP--FM and OP. This appears partly due to the new methodology which emphasizes heavy user involvement from the business area analysis stage through system design and implementation.

Comments from the staff addressed the need for more resources from client offices to assist in BAA analyses due to the lengthy process. Also, more research emphasis for new software development tools in M/FA/IRM was suggested. Finally, development of an M/FA/IRM training program and more regular coordination among M/FA/IRM divisions was indicated as helpful to future effectiveness.

The Management of Legacy Systems area is probably the most labor intensive function of the SDM division. It requires many contractors with different system skill sets to maintain and update approximately 67 existing USAID systems on at least four different hardware platforms. As it is now structured, the group does provide good maintenance support to customers in USAID/W and Missions. However, the number of systems placed under one person's control can vary from two to 13. Further, there is no system hardware platform or subject area consistency in the way systems are assigned to staff. Thus, contact by clients to initiate a system change request could result in having to deal

with two separate staff. Additionally, IRM clients felt it was difficult to reflect their own priorities for system changes since there was no central point of coordination in SDM.

The Management of Legacy Systems maintenance function was also plagued somewhat by a lack of enough new skills to effectively perform maintenance on existing systems migrated to newer hardware platforms, such as MACS in the Unix environment. In some cases, the same staff was required to both install the revised software application and new hardware system. This dual role limited their effectiveness, especially in the view of the Missions requiring technical support.

Most USAID clients were happy with the response of the staff under the Management of Legacy Systems unit. However, some frustrations on part of Missions (regarding MACS and Midas system implementation, in particular) and USAID/W Bureaus (AETA access delays) were noted. Also, staff voiced concern about lack of annual work plan and tactical strategies for implementing their workload. Related issues were raised regarding frequently changing IRM policy directives that add unplanned workload to system maintenance. Lastly, some staff felt external systems were imposed on IRM and this task added unnecessary burden since outside systems do not generally conform to IRM standards or software, require different language skills, and are not integrated with ongoing IRM systems initiatives. A lack of coordination among other IRM divisions, especially CLS, was indicated as a problem, too.

The rightsizing team felt that SDM was a discrete function within M/FA/IRM and the Agency, however, some systems development work is being performed outside of the division resulting in duplication of effort and some inefficiency within USAID.

There are some issues of concern that the team identified for possible changes. First, the Development Coordination function was not well understood and probably did not justify a separate organizational unit within SDM. These activities should be done at the operational level as an integrated part of any new system development effort (eg, evaluation and preparation of existing system data to new system platforms). On the other hand, the role of coordinating ISP systems development initiatives and large scale IRM system coordination across the Division should be moved from SDM to OD. This allows the coordination of all IRM and Agency major systems initiatives to be monitored in one Division with a clear top management focus. Lastly, the data model and data administration functions regarding quality assurance and adherence to Agency architectures belong within IPA.

Another issue involved the consolidation of the BAA functions from other M/FA/IRM divisions into SDM. Since these enterprise level systems initiatives involve multi-month projects with users, analysts, designers and programmers involved, the close coordination of the team is critical to produce an effective system. Further, this consolidation will allow for the sharing of lessons learned among other BAAs and ISP system initiatives with the SDM staff to permit more efficient future systems development.

New systems maintenance was another issue raised by the team. The concern indicated here was whether this function was being accounted for under the current SDM organization. There is no designated staff assigned to perform it now, however, it was felt that current staff working on existing ISP initiatives or retraining of legacy maintenance staff could meet this requirement. Re-engineering of legacy system applications might dictate some future contractor staff needs, however, in order to provide the desired level of maintenance on all systems. This assumes the staff responsible for existing legacy systems would transition to the extent possible into new software tool skill sets and operating environments so that no staff additions would be needed for this new task.

Training was also raised as inadequate for the SDM staff to properly learn new software tools and apply these to the system development needs of the Agency. Also, the training function in SDM was being accomplished in multiple places and could more readily be placed together with other M/FA/IRM training needs in another area, such as OD. One valid training subject that staff suggested should be offered was an M/FA/IRM introduction session for new arrivals/hires to understand different divisions/functions, learn basic system infrastructure, and organization culture.

In addition to the changes above, the rightsizing team thought SDM could provide better customer support by regrouping their functions by enterprise process (eg, BAA) or USAID business function lines (eg, Procurement, Finance). For example, Financial Systems including AWACS, MACS, AETA, FACS, etc would be grouped together. Therefore, any new system design and development, legacy system maintenance, or new systems maintenance to any financial systems would be accomplished by this group. With this organization, FM clients would be able to go immediately to one point of contact for any financial corporate system issues. Similar groups would be established for Procurement, Budget, Workforce, Operations, and Guidance/Communications/Small Mission Systems. Implementing this change would shift resources under different direct hire supervisors, yet not change overall staffing numbers.

The rightsizing team believes that IRM and its major user communities would benefit from having all systems development work reside in the same Division. Thus, the SWAT team function from CLS should be moved to SDM. This shift would enable SDM staff to exchange system knowledge and tools with the SWAT team developers since they most likely will be developing in different environments. It would not diminish the need by clients for short-term, non-corporate systems development efforts, but rather focus users on one IRM Division for all software development.

At the SDM Division Chief level, the supervisory ratio appears to be approximately 1:7 if all team level heads and the contract manager are included. The direct hire supervisors in the management of legacy systems function each interact with a combination of direct hire and contractor staff in their daily work. As an example the FACS and AETA systems are

managed by one direct hire employee with no subordinates - but in fact that person coordinates and interacts with virtually all of the 18 contractor staff involved with these systems. Other systems managers had similar working relationships with at least a 1:3 ratio for the lowest span of control. It was also indicated by most direct hire staff in SDM that their work was of such a technical nature that a high supervisory ratio could jeopardize their effectiveness.

For development of new systems the supervisory ration is 1:4 if only direct hire employees are taken into consideration. However, the new systems development methodology revolves around the concept of a joint application development team facilitator, modeler, database designer and programmer for each system. The direct hire leader of a systems development effort therefore manages a group of four staff plus the two direct hire positions for a ratio of 1:6. As the systems development process continues additional contractors will become involved in designing and developing the systems and the ratio will increase.

#### **f. OFFICE OF THE DIRECTOR (OD)**

The Office of the Director identifies, formulates and executes policies and programs for all USAID/W bureaus/offices and field missions worldwide in all aspects of information management and technology. The Office of the Director advises senior managers of the Agency on information management and technology matters, and represents the Agency in front of Federal Regulatory Agencies that have authority for IRM issues.

The Office of the Director provides ongoing leadership, oversight, management and control to the subordinate divisions of M/FA/IRM. Additionally, the Office of the Director provides overall coordination for the Office's TQM program and contains the ISP project management group.

#### **Rightsizing Team Assessment:**

In addition to the Office-wide leadership and management functions performed by the Office of the Director (OD), the OD also contains an effort to launch a Customer Focus Program (eg, TQM). Design of this program is just being completed and implementation will begin in the near future.

The study team has uncovered many aspects of M/FA/IRM's work efforts, especially as related to understanding and responding to customer needs, for which the Customer Focus Program could be very beneficial. In fact, the study team found that many of IRM's clients felt strongly that the client orientation of IRM needed improvement. The rightsizing team endorses the establishment of this program and encourages the rapid implementation of the program with continued oversight by the IRM/OD.

In addition to management of five divisions, IRM/OD also directly manages the ISP Project Management Team. This team, consisting of 4 contract employees, provides overall coordination and planning to the ISP effort. This function was assigned to the Deputy Director of IRM due to its organization-wide scope and the need for senior management leadership and oversight. In order to garner Agency-wide support, IRM must communicate the importance of the ISP to senior level executives at the concept and planning stages and ensure proper coordination and resource levels during the implementation stage. The rightsizing team finds that the placement of this function in IRM/OD as an appropriate location and that these needs can best be met through significant involvement at the senior levels.

M/FA/IRM is just starting to launch off on analysis and systems development for its first business area. Eventually, as this ISP effort matures it will become an ongoing way of doing the office's business and the effort should then be integrated into the ongoing work of the subordinate divisions.

The IRM/OD also contains a Special Assistant position assigned to various special projects affecting the office. For example, this person represents IRM at interagency task forces for government-wide procurements. The rightsizing team proposes that this position be assigned the responsibility of directing the TQM contract and developing and implementing the office-wide training program.

Finally, many clients stated that they did not know the scope of IRM's charter, the services they could expect to receive, where to call for troubleshooting or advice, and what other IRM-related activities were being performed within the Agency but outside the formal M/IRM organization. The team believes there is a significant need for an IRM 'ombudsman' to inform the Agency personnel of IRM's initiatives, to provide a point-of-contact when personnel are uncertain who to call, and to provide a 'clearinghouse' function to communicate IRM related efforts throughout the Agency and thereby minimize duplicative efforts in various offices. Some of the team members felt the function should be located in OD, while other team members felt this function would fit better in CLS. In either case, three staff positions were felt necessary to perform the ombudsman role.

## V. PROPOSED ORGANIZATION STRUCTURE/FUNCTIONS/STAFFING

### **A. Organization Structure #1**

Many persons interviewed during this study felt that the current M/FA/IRM organization structure was adequate to carry out the mission of the office. They felt that the Office had gone through a "rightsizing" only two years prior, and at that time a thorough analysis had been done of the Office's functions to yield a more cohesive and integrated organization.

It was felt that the current organization provides the structure for all the functions that are needed in an IRM program, and if a function was needed to be added, subtracted, or moved the structure provided a good division level organizational grouping of activities into which a change could easily fit (See Attachment 1).

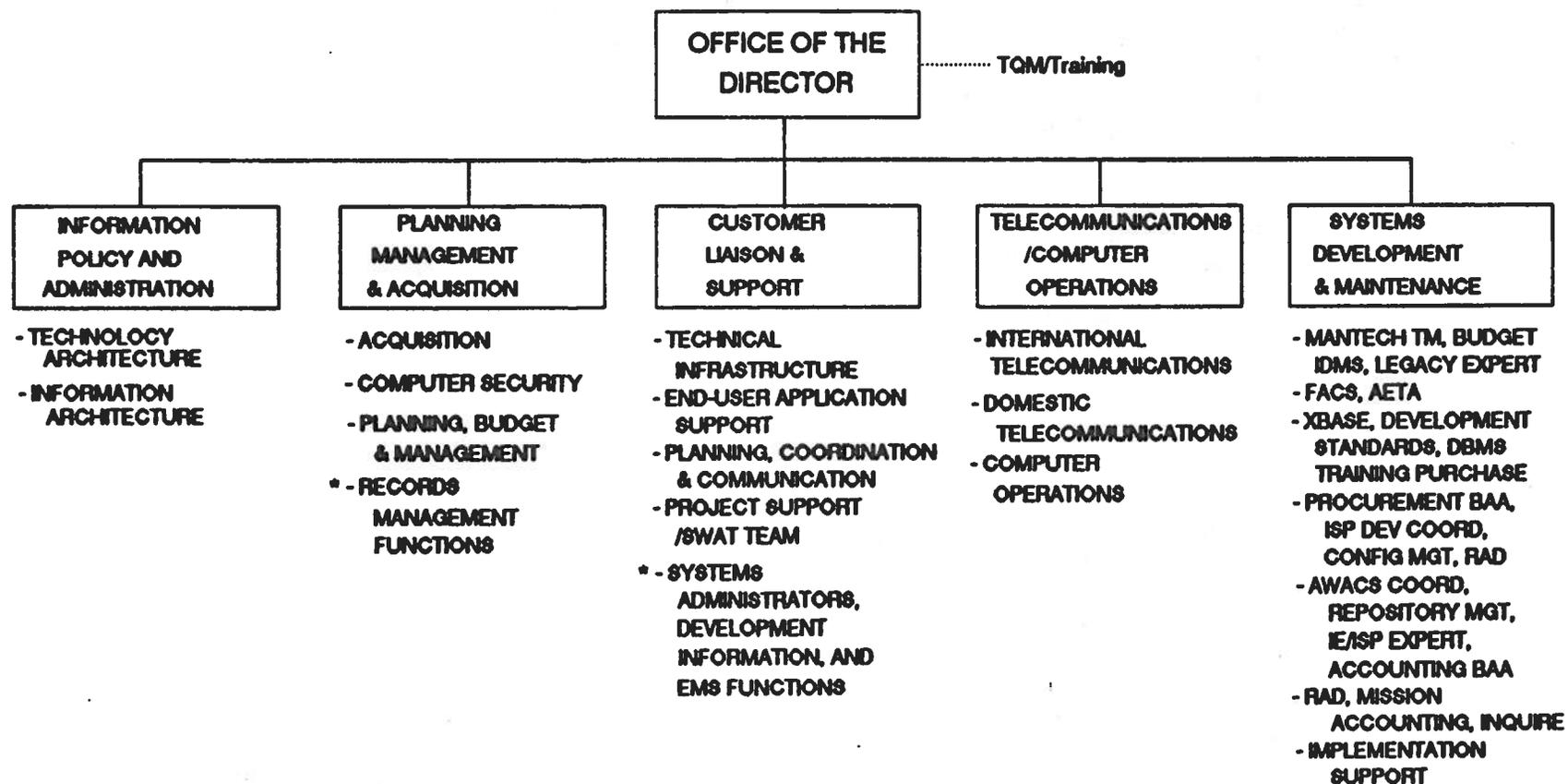
Proponents of the current organization also pointed out that:

- It contains only an office and division level organizational structure (eg, no branch units), and therefore, is essentially a "flat" organization. M/FA/IRM had created this structure with no branch level structures so as allow for flexibility in reorganizing below the division level. In fact during the time period in which the rightsizing team was studying IRM two divisions (CLS and SDM) had recently reorganized.
- The reorganization of two years ago also eliminated one division and the separate Special Projects unit. Furthermore, since the last reorganization, M/FA/IRM had eliminated 5 GS/GM-14 and 1 GS/GM-15 positions.
- By only counting organizational unit supervisors in a supervisory/employee ratio, the Office level ratio is approximately 7 supervisors to 86 employees (or 1:12) for direct hire staff and 7 supervisors to 230 employees (1:32) for all direct hire and contractor staff. When all team leaders and contractor interactions are factored in, the supervisory ratio for this organization structure is approximately 1:7.

The current organizational structure also contains one Deputy position which is the Deputy to the Office Director and one Special Assistant position that is located in the front office.

M/FA/IRM has many staff that do not carry supervisory job titles, but perform in a team leader function. The only way to increase the supervisory ratio when these persons are taken into consideration, is to reduce the number of teams and have the individuals directly report to the Division Chiefs. The current Division Chiefs insist that the team leader approach is needed because in information technology and management work, there is a high level of technical and liaison effort needed by these persons, they need team

# M/FA/IRM - ORGANIZATION STRUCTURE #1



\* - POSSIBLE ADDITIONS

leadership to keep a focus on projects in which a constant infusion of new technical knowledge is needed, and the current structure includes the need to interact with what often is a large contractor staff.

Under the option of keeping essentially the same organization structure, the key issues raised during the study would be addressed by making changes in functions or management emphasis within the current five division structure as follows:

- o The need for an Office-wide training plan and emphasis would be moved to and be the responsibility of the Special Assistant located in the Office of the Director. In a similar manner the Office's TQM program would continue to be led from the front office.
- o ISP development coordination functions would be fully coordinated by the IPA Division, with emphasis from the OD.
- o If functions were to be transferred from other parts of the Agency to M/FA/IRM, the Systems Administrators would initially report to the CLS Division (and possibly later to TCO), the Records Management function would initially report to PMA division, the CDIE/DI functions would report to CLS, and the EMS functions associated with M/FA/IRM would necessitate the six additional staff who would also initially report to CLS.
- o If the Systems Administrators were transferred to CLS, the team recommends that three senior systems administrators be designated to serve in team leader capacities to coordinate the remaining systems administrators.
- o The study team could locate no functions that were currently being performed that were not needed. The team did locate functions that were being duplicated by non-M/FA/IRM offices that could be eliminated (see sections IV.A. and IV.B. of this report).
- o The study team also found no positions were surplus at this time. In fact, M/FA/IRM has made a case in recent months that it was understaffed. This case was supported by a recent GSA study of the Office which found that the future of the Agency's modernization program was in jeopardy because of a lack of adequate staffing in M/FA/IRM. The case for more staff was made at a time of an Agency-wide hiring freeze, but was convincing enough that M/FA/IRM was allowed to recruit for several existing position vacancies.
- o Proponents of this organization structure also argue that the findings of the recent studies performed on M/FA/IRM can be addressed by the current organization, and that none of the studies recommended or pointed to an organizational change as necessary.

- o The study team found that an additional five positions were needed in the PCC Team (CLS Division) to address functions that interface with all Agency officers. These positions could be filled with relocated current mission staff.

The rightsizing team sees the merit in some of the arguments presented by those who propose keeping essentially the current organizational structure. However, the rightsizing team feels that several of the functions in the current organization could be configured so as to better meet what should be key focuses of the office - such as customer orientation, evolution towards an IE organization, and the paradigm shift from a technology and software maintenance direction towards an information management focused organization.

On the day that the rightsizing study commenced, the team was presented with new internal assignment structure for two of the divisions - CLS & SDM. The team interviewed both the managers and staffs of these organizations and found that in both cases many of the employees were not fully aware of what their responsibilities would be under the new organization. This provided the rightsizing team with some difficulty in trying to analyze the functions. The new organizations for CLS and SDM appear to both be workable alternatives for accomplishing their responsibilities. However, the rightsizing team felt that there were also alternative configurations that should be examined. Therefore, the rightsizing team has prepared an additional organizational configuration for consideration.

## **B. Organizational Option #2:**

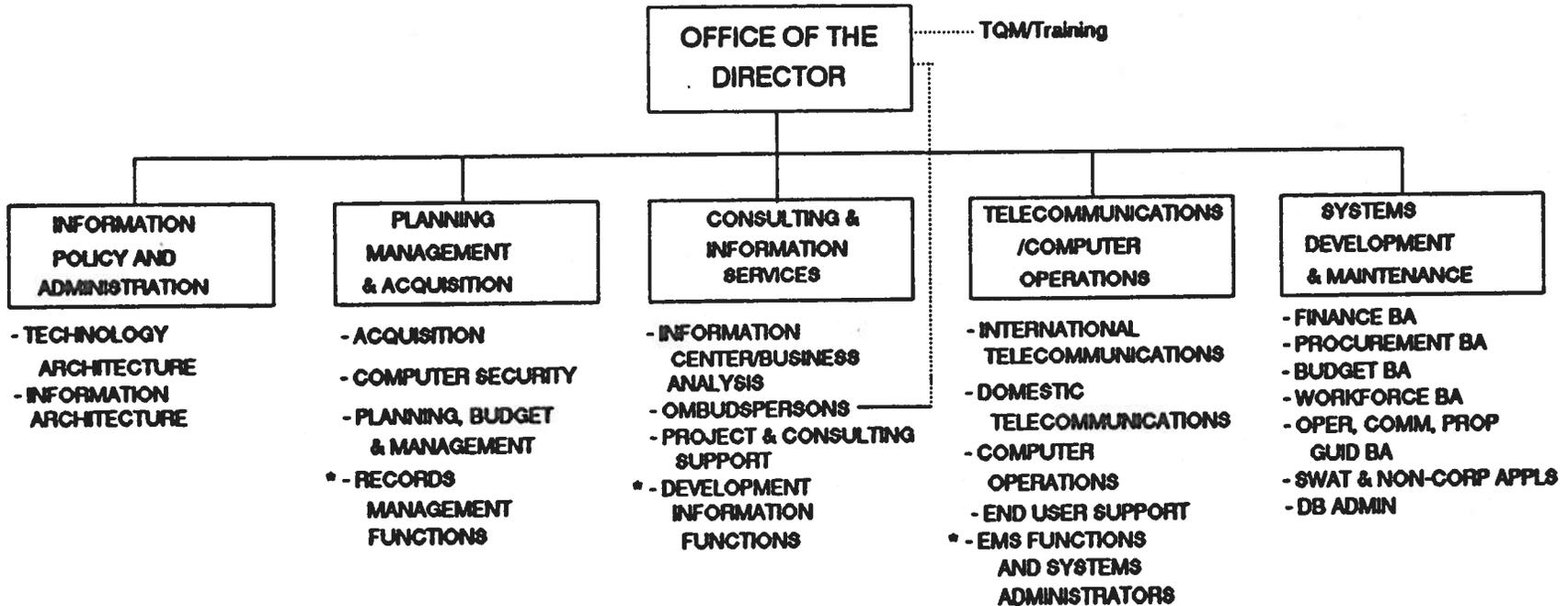
The study team found that the current M/FA/IRM organization structure including the two new divisional organizations had met many of the criteria that had been established for a "rightsized" organization. However, the rightsizing team feels that certain modifications to the current structure could help to address issues that the Office recognizes as important (See Attachment 2).

### **1. The need to consolidate operational functions so as to present customers with a less confusing set of contacts within M/FA/IRM and to help gain staff synergies.**

The team found that clients could be confused by who to contact within IRM for operational concerns. In some cases the customers were contacting staff in CLS, TCO, and SDM to resolve one system issue. Further, the customers might have to contact several persons in the SDM function for systems in a similar business area.

This issue area led the rightsizing team to feel that the CLS technical support, network systems installation and technical specifications preparation functions should be transferred to the TCO Division. This alignment would then house all staff associated with

# M/FA/IRM - ORGANIZATION STRUCTURE #2



\* - POSSIBLE ADDITIONS

operational hardware and software concerns into one unit.

The team also believes that under this approach, the Systems Administrators (when transferred to IRM) should report to TCO. This reporting relationship would create a direct communications chain from the end user to M/FA/IRM. Since the majority of System Administrators' concerns relate to system operations this alignment should allow for both a better delivery of services and reduced staffing levels to perform these functions in the long term.

The team felt that the Systems Administrators should be organized into several teams that would be headed by Senior Customer Support Analysts. This reporting mechanism would allow for greater coordination of the work and provide senior level analytic and presentation skills when the nature of the work called for them.

When the above actions are completed the Agency would have one organization that could be contacted for all telecommunications and computer operations actions/issues.

## 2. The need to develop an information oriented organization not a technology or maintenance oriented organization

The study team felt that there was a need to firmly establish an organization within M/FA/IRM that had a purely information focus. Several teams in the Office deal with information, however, these units either are focused narrowly on one subject area or are a mixture of information and technology management. Furthermore, the Office has not established a team with a futuristic orientation that can evolve as M/FA/IRM's information management role matures within the Agency.

The rightsizing team felt that an information center should be established within the current CLS Division. The team felt that this information center should emphasize customer service and information--not technology. It was felt by the team that in the past, CLS staff had a mixture of operational information dissemination and information technology planning and coordination duties. The team felt that the current mixture of duties would continue to detract from the emphasis that should be placed on external communications and supplying of customer information.

Additionally, the team recognized that within M/FA/IRM there were certain functions that were of a cross-cutting nature (across M/FA/IRM divisions) and needed to be grouped in a separate organization unit with this mandate.

In order to focus CLS more on information services delivery and communications, the rightsizing team proposes removing many of the operational aspects of the work as described in section #1 above. Other operationally related aspects of the work that related to systems development should also be removed and moved to the SDM Division. These

activities included the SWAT team and other activities related to assisting clients with systems development projects of a non-corporate nature.

Within CLS, the rightsizing team felt that there was a need for a workgroup to begin the development of an information center. This center would start its operations by cataloging all information technology-based systems for the Agency (both OE and program funded). It would also create the framework for an Agency systems locator in line with the Government Information Locator System (GILS), which has been talked about as part of the National Performance Review dialogue. The Information Center would become a part of the formal Agency information dissemination process. As such the information center would locate and form satellite relationships with other persons and organizations in the Agency who have/house information. The information center would also develop the capability to assist end users in developing solutions to requests for information and some capability in accessing and manipulating that data.

One of the key responsibilities of the information center would be to lead the Agency in the use of the Internet network and other technologies that are existent and evolving to access data. Additionally, the Information Center would maintain knowledge and some expertise on the availability and use of software tools necessary to access and manipulate data. The center would also serve as the Agency's interface for the GILS project and as such, would gain and share with the Agency information on data that is available in other Federal Agencies. The information center would produce periodic literature that would describe its services and current holdings of accessible information.

A key focus of the information center would be to act as an interface between end users and M/FA/IRM applications developers to proactively ensure that all end users have knowledge of, access to and participate in the definition of system requirements met by M/FA/IRM-developed applications. This activity would be synonymous with the idea of developing a Business Analyst capability in M/FA/IRM. A Business Analyst would be responsible for keeping up on all aspects of information systems or technology for an assigned business area of the Agency. The team considered business areas to be similar to those defined in the ISP. Business Analyst duties would include serving on BAA teams, consulting on information issues in certain business areas, acting to assist the information center in addressing areas of information concern that are related to that specific business area, interfacing across the office for matters related to the business area, researching new information technology tools, and serving as a systems and information consultant to the end user organizations for business area related matters.

The rightsizing team feels that the Business Analyst should be a member of CLS Division for two basic reasons. First, with an information management orientation, the Business Analyst would have a different focus than the persons who develop and maintain systems. Secondly, once having gone through a BAA process, this person would be well versed in a particular business area and familiar with the Agency staff working in that business area. They could be then more readily serve as a focus for new information

developments or consulting on technical issues.

Another unit that would operate in CLS would be the project support group. During the review, the review team found that customers that had experience with the project support team had been pleased with the services received. This team would operate in a manner that is similar to how it currently operates. But because of the perceived need to expand the team's ability to provide consulting services, the main focus of the team's management would be to seek both conventional and creative ways to ensure that USAID development projects with information technology components received adequate planning, review and technical guidance. Additionally, this team's mandate would be expanded to include consulting to Agency staff and specifically this team would conduct USAID/W and mission assessments.

The study team also identified the need for an ombudsman function. The ombudsman function as visualized by the rightsizing team would serve as the end user or customer service representative in M/FA/IRM. This function would be a two way street for communications both to and from the end user. The ombudsman could be one or more persons that would:

- o help direct those who did not know where to get help;
- o be an open line to all Agency staff for complaints;
- o be responsible for the resolution of those complaints by M/FA/IRM staff;
- o be responsible for the design and implementation of awareness and external communication programs to Agency staff;
- o ensure that information on IRM-related directions, projects and initiatives was systematically and uniformly communicated to end users (including Mission staff).

This staff would be responsible for the production and distribution of newsletters, publications, video tapes and other information materials to end users. They would be responsible for conducting end user surveys on a regular basis to determine how M/FA/IRM services and products were being received, and they would be responsible alerting the appropriate M/FA/IRM division management of a problem and following up to make sure the problem was solved. In addition, this function would work with individual offices to address specific areas that needed improved or different service delivery mechanisms. The ombudsman would also be responsible for outreach to M/FA/IRM customers to determine if there was appropriate awareness of M/FA/IRM programs, systems and policies.

Some team members felt that the ombudsman function should reside in the Office of the Director in order to have proper authority and impact. Other team members felt that it would be compatible with and could function well in CLS.

**3. The study team found a need for M/FA/IRM staff to take a systematic customer focus, and to be provided with additional training.**

Because both a training and a customer focus program were perceived as office-wide needs, the rightsizing team felt that these two programs should be run out of the Office of the Director. The team felt that the Office's Customer Focus/TQM program should be aggressively pursued and that the Office of the Director should continue to provide oversight and emphasis for this effort. This would include not only oversight but possibly greater involvement in management of contractor services and operations of the program itself.

The rightsizing team found that the M/FA/IRM staff had widespread complaints about the lack of adequate training to do their jobs. Many staff members felt that a lack of training was hurting them in accomplishing their work. Many staff members also complained of a lack of knowledge of operational matters that were being undertaken by other teams within the office was causing a lack of effectiveness in carrying out their work. The study team felt that the frequency and nature of this complaint required that M/FA/IRM immediately undertake the development of a training plan for the office and each individual. This would involve identifying all the operational and technical training as well as administrative subject area information that each employee should be knowledgeable of, and arranging for training to meet those needs. Much of the training could be conducted by persons within M/FA/IRM who are working on projects that other staff should be exposed to. For these items, the Office of the Director should set a plan, delegate and follow up to ensure that the training did take place.

One area of concern to the rightsizing team was the small training budgets that had been provided to M/FA/IRM. These budgets are not adequate to keep technical staff at a state-of-the-art level needed to make steady progress in using information technology appropriately within USAID. The rightsizing team felt that M/FA/IRM management should review an integrated training plan, once developed, with M/FA executives to determine if more monies could be made available.

**4. The SDM division is organized in a manner that makes client interface difficult.**

The rightsizing team felt that the newly designed organization for the SDM division contained teams that managed legacy systems, teams that were conducting BAAs and teams that were doing crosscutting technical duties. The rightsizing team felt that this structure would not be easy for an end user to understand since they would have to contact several possible persons for assistance on a system that focused on their business area.

The team suggests that the SDM Division be restructured so as to have teams that represent one or several business areas. For their business area assignments the teams

would do BAAs, RADs, new and legacy systems maintenance. The rightsizing team felt that this approach would be advantageous because it would complement the paradigm shift within IRM to an information-centric organization. Further, it would relieve ambiguity about any system concerns and responsibilities for a specific business area. Additionally, it would create business area expertise among IRM staff that could be leveraged for future systems development efforts. Also with the possible reengineering of some of the legacy systems, combining legacy systems and new systems under one team might speed use of new tools and techniques for revising Agency enterprise systems.

## VI. CONCLUSIONS

The rightsizing team's proposal to move M/FA/IRM toward organization structure #2 is based upon focusing the organization to deal with areas in need of improvement.

The study team reviewed the prior M/FA/IRM reorganization materials and felt that the analysis work in that effort had been thorough and resulted in a logical grouping into five divisions. The team's efforts at rearranging functions for organization structure #2 is an attempt to further put like functions together. The team felt that it may be time to separate computer technology and operations from information dissemination and management functions within M/FA/IRM. As outlined in organization structure #2 the five logical groupings of work and therefore the work of the five divisions are:

- Technical Standards
- Administrative Program Management
- Developing and Maintaining Application Systems
- Installing and Maintaining the Technology Architecture
- Providing Agency Staff with Information and Consulting

The division structure that appears in the proposed organization structure #2 appears to be off balance if number of staff per division is considered. This could suggest that divisions be combined to equalize direct hire and contractor staffing. The study team recommends that the five division structure of M/FA/IRM be maintained as it clearly represents distinct work areas that the office is currently performing. The study team feels that the combining similar duties within divisions and creating the necessary foci holds the best opportunity for continual review of those functions for possible future reduction of staff. Examples of these groupings in organization #2 are the placing of all technical support, systems administration and operations duties in one division; and the placing by business area of systems development and maintenance activities.

The organization represented in structure #2 will require approximately an increase of 5 direct hire staff for the new End User Support function to be located in TCO. These staff will be tasked with both USAID/W and mission support responsibilities and will complement the System Administrators and Customer Support positions envisioned.

The time period allotted for this study, did not allow for the use of more time intensive management analysis techniques to verify staffing levels. The team used interview comments to base its estimates of staffing. However there are other factors that suggest to the team that possibly the current staffing level (except for PCC) may in fact be needed. First, the team found no functions that the office staff suggested could be reduced or deleted. Secondly, M/FA/IRM is undertaking a massive modernization program of the Agency's systems and technology architectures. This includes analysis of all business areas and development of new systems for those areas, and installation of

equipment bought at the end of the last calendar year in both the missions and in USAID to include upgrading all agency PCs to a new user interface (Windows). Also included in IRM's current workload are installation of a new mainframe, eliminating the minicomputer platform of processing and replacing it with UNIX servers, and recompeting one of the three core contracts used to supply staff support. Additionally, the closing of missions may have a long term effect in reducing some staff support in IRM. However in the short term and until the missions are closed, it is likely that the additional staff support from IRM will be needed as equipment and systems from the closing missions must be relocated. Therefore, the team concluded that M/FA/IRM staff are faced with several major labor intensive projects that will strain current staff levels.

For the purposes of this review the team found the analysis of the supervisory ratios to be very difficult for several reasons. M/FA/IRM consists of a direct hire staff of 87 employees who are supported by 153 contractors. In many cases the direct hire staff is responsible for design of the activities that are carried out by contractor staff. The interaction is close. Although direct hire staff are not allowed by the nature of the contracts to manage contractor staff, there is a close working relationship between the direct hires and contractors that is necessary to accomplish the work. In this report when a division was analyzed the team tried to reflect in the ratio the reality of the interactions that take place for each unit. Overall, when these ratios are taken into consideration the team found that M/FA/IRM currently has a office-wide ratio of approximately 1:7. For organization structure #2 many of the units (OD, PMA, IPA) are not changed from the current structure. However, the changes that take place in the SDM, CLS, and TCO divisions--both by moving functions and including the Systems Administrators--leave the supervisory ratio still at approximately 1:7.

Another problem that arises in reviewing the M/FA/IRM supervisory ratio is that most activities within M/FA/IRM are technical in nature and require information technology and management oversight and institutional knowledge. If the only knowledge on technical matters resides with the contractor staff, then the Agency is vulnerable to contract changes or staff shifts and turn over (which is high among contract staff). In order to reduce this vulnerability M/FA/IRM has staff that is knowledgeable in most aspects of the IRM functions at least in an overall sense. (It would be impossible to replicate detailed contractor knowledge without a large increase in direct hire staff.) This IRM skeletal staff works closely with the contractor staff to accomplish the office's work. When an analysis of this skeletal IRM organization is relied only solely, without the contractor interactions taken into consideration, it gives the impression of having low direct hire supervisory ratios.

Another factor that affects supervisory ratios in M/FA/IRM is the fact that the M/FA/IRM staff are essentially technical knowledge workers. This requires the staff at all levels to spend time both learning about the changing technologies on a continuous basis and interacting with other information technology organizations in the government and private sector to learn about their experiences with new technologies. This

characteristic of the work also affects managers and thus reduces the amount of time that they would have to perform direct oversight of staff. Obviously, less management time translates into a reduced number of employees that can be optimally managed.

The suggestions made for reorganizing of functions in this report are only the first step. Also needed to ensure that a new organization addresses the needs identified by the analysis, are good selection of staff that have the necessary skills and personalities for each function, the definition and monitoring of work plans for each unit and person, and the installation and use of a responsive customer service mechanism that ensures M/FA/IRM continues to meet customer expectations.

## Appendix A

**SUMMARY OF REPORTS RECOMMENDATIONS BY CATEGORY****IRM Program Guidance:**

1. Develop a functional business plan to provide the agency with a framework for conducting business (GAO)
2. Formalize the designation of the USAID Senior IRM Official and assign agency-wide leadership for IRM to this official (GAO)
3. Direct the Senior IRM Official to take the following actions to establish an effective management structure (GAO)
4. FA/IRM should work collaboratively with client offices when developing Agency IRM standards, criteria and procedures. (FA/B)
5. FA/IRM needs to make greater efforts to inform the Agency of its IRM philosophy and planned Agency direction. Agency staff need to know how FA/IRM makes decisions, how they establish priority needs, long and short term needs, and how they mesh. FA/IRM has training components in a number of its initiatives that ought to be used as part of an effort to relate the IRM program to the Agency. The Office should also make use of Agency publications such as Front Lines to spreads their word. (FA/B)
6. FA/IRM should insure there is consistency and common understanding of goals and methodologies among FA/IRM Divisions sop that mixed signals will not be sent to clients. (FA/B)
7. FA/IRM use the influence of the IMC, the Steering Committee, the DSO, and opportunities provided by established Agency groups like the Executive Officers, who meet regularly, to (1) share information and (2) encourage for the concentrated user support and input FA/IRM will need. (FA/B)
8. FA/IRM should work collaboratively with client offices in developing policy, standards, criteria, and procedures. (FA/B)
9. When developing systems, Bureaus/Offices must make every effort to follow IRM standards an policies to insure Agency-wide compatibility. The FA/IRM Director should have clear authority to insure compliance with Agency IRM technology and data standards. (FA/B)
10. When policies, Standards, criteria or procedures are established, they must be published and every effort made to disseminate them broadly in the Agency (FA/B)

11. Place priority on developing, updating, and consolidating policies and standards to guide users of information resources. (GAO 2)
12. Continue its efforts to solidify the IRM program and to define the roles of all USAID organizations in IRM activities. (GSA 1)

**Planning:**

1. Formalize its IRM planning process so that it includes systematic participation by all levels of the organization; requires that at least major organizations, such as missions and bureaus, develop IRM plans based on USAID's business plan and strategic IRM plan; ensures coordination of initiatives for effective plan implementation; and is linked to the agency budget process. At a minimum, this linkage should include a funding plan that supports IRM at a level commensurate with expressed agency commitment to improving IRM operations. (GAO 1)
2. The Administrator direct IRM organization to focus its efforts and resources on completing initiatives to identify information needs. Once these information needs are determined, the agency can best determine what hardware systems and software applications are required to address them. (GAO)
3. Continue its efforts to develop the strategic IRM planning program (GSA 4)
4. FA/IRM needs to remain alert to insure that implementation of the Strategic Plan and the ISP do not interfere unduly with meeting the immediate needs of their clients - both must be addressed and resolved. (FA/B)
5. FA/B/SB's process of allowing each bureau/office to budget for any unique software automation needs they may have should continue. (FA/B)
6. Determine incoordination with FA/B and possibly the Administrative Offices, the best methods for gathering comprehensive budget data and for identifying bureau/office needs. One useful mechanism might be resurrection of client bureaus/office internal committees who developed automation plans, broaden their mandate to include other information resources and have the FA/IRM Client analyst be standing member. (FA/B)
7. All ISP Committee members should give priority to thoroughly reviewing the ISP to insure that the plan accurately reflects the information needs of the Agency. (FA/B)

**Resources:**

1. Increase staffing to IRM activities to achieve program objectives. (GSA 2)

2. Make sure that the modernization program receives sufficient resources to meet objectives. (GSA 5)
3. FA/IRM should establish a list of its most urgent staffing requirements and obtain AA/FA approval to fill most critical vacancies. Most depleted is CLS where they are critically short of Client Analysts to provide services throughout the Agency. (FA/B)
4. If FA/IRM's priority hiring list supports it, two positions should be recruited for IPA from within existing FTE ceiling to provide in-house knowledge of Information Engineering which is a new technology and the one chosen as the basis for construction of new corporate information systems in USAID. Additional FTE should be allocated only after existing vacancies are filled and the need for additional ceiling reexamined. (FA/B)
5. As FTE are freed up through attrition in the cable room, the Agency will need to increase OE funding. (FA/B)
6. If FA/IRM's priority hiring list supports it, and the Agency fully funds the worldwide communications network, two positions should be recruited for FA/IRM/TCO from within the FTE ceiling to provide data communications administration and new technologies. (FA/B)
7. As information systems are developed which are less maintenance intensive, and as ownership of the systems shifts from FA/IRM to the parent office, e.g., AWACS to FA/FM, that FA/B/SB, FA/AMS, and FA/IRM, in coordination, redeploys staff, FTE, and contractor resources appropriately. (FA/B)
8. That two additional FTE requested in CLS for Business Area Analysis and Rapid Application Development not be approved at this time. The Office needs to fill the existing vacancies and work with a full complement of staff before it can be determined whether additional FTE are needed. (FA/B)

**Project Management:**

1. Adopt a process to manage information systems projects (GSA 3)
2. Make sure that the modernization program considers evolutionary changes to current systems on an ongoing basis (GSA 5)
3. Formalize its computer accessibility program and publicize it (GSA 8)

**Customer Focus:**

1. Take steps to ensure that the modernization program has sustained customer buy-in (GSA 5)

2. The Client Analyst role should be redefined, with input from client offices, and should contain a strong program emphasis. Information on the new role should then be published and shared in existing IRM fora and other fora such as the management meetings chaired by FA/AS and FA/HRDM. (FA/B)
3. FA/IRM begin to selectively relocate Client Analysts in their client offices as a means of increasing the level of understanding of the roles and needs of those offices, to take a more proactive approach, and to facilitate response to client office needs. This could be done on a graduated basis as the Office fills its Client Analysts vacancies. The Client Analysts would remain, organizationally, FA/IRM employees serving the traditional "Pipeline" role between the client and FA/IRM. The Agency should consider as an area for further study, the possibility of combining the roles of Client Analyst a Systems Administrator to enable each client office to have an on-site analyst: the effect on FTE, on personnel, on services, optimal skill mix. (FA/B)
4. Educate agency-wide decision makers on the benefits of IRM initiatives and hold them accountable for implementing these initiatives. (GAO 3)

#### Acquisition:

1. Consider enhancing its acquisition planning for its resource procurements (GSA 6)
2. Clarify accountability for Agency procurement requests and delegations of procurement authority. Aid should also consider expanding communications with the vendor community. (GSA 7)
3. FA/IRM monitor the procurement function on a continuing basis to insure maximum efficiency in processing acquisitions requests. (FA/B)
4. The requirement for FA/IRM clearance for IRM procurements should remain at the \$100,000 and be strictly enforced until it is determined that FA/IRM has the capacity to respond in a timely manner. Standards and criteria should be developed to guide the procurement of information services under \$100,000 and copiers of the PIO/Ts should be forwarded to FA/IRM to facilitate monitoring of compliance. (FA/B)

#### External Organizations:

1. CDIE/DI decisions regarding systems development, hardware and software should be coordinated with FA/IRM. (FA/B)
2. CDIE/DI and FA/IRM should work collaboratively in identifying and meeting the information needs of their common clientele.  
(FA/B)

3. That the records management function remain in FA/AS for the time being, with FA/IRM taking the lead in identifying the technology for automating the program. The issue of the best location for the function should be revisited when FA/IRM has fewer high priority initiatives. (FA/B)
4. Agency offices reassess Systems Administrator selections with an eye toward a compatible group of bureau/office representatives. (FA/B)
5. FA/IRM resurrect formal involvement with Systems Administrators cadre perhaps by co-chairing meetings. The group can be used to solicit reaction to ideas, to share new directions, to discuss and demonstrate new technologies among other things. It can, with redesign and commitment, be revitalized as one level of Information Technology Committee such as recommended in the draft GAO report. (FA/B)
6. FA/IRM should take a proactive role, perhaps through the Client Analyst, to provide input during early phases of design with an eye toward minimizing the possibility of having to completely recast individual system should they become corporate ones. (FA/B)
7. FA/IRM and FA/B/SB should explore the feasibility of establishing a project for program-related IRM support. (FA/B)

## Appendix B

M/FA/IRM Rightsizing Study Interview Questions

Interviewee(s): \_\_\_\_\_ Date: \_\_\_\_\_

Interviewer: \_\_\_\_\_

1. For Supervisors: Review the Organization Unit Survey
2. What are the functions that you perform and who are your customers? Are you reaching your customers?
3. Are there activities being performed by other Divisions in IRM, or Missions, or USAID/W Offices and Bureaus that you think should be performed by your office?
4. What activities are you performing that should be performed by other Divisions in IRM, the Missions, or other USAID/W Offices and Bureaus? Who should be performing them? If you could eliminate some of your work, what would you eliminate? Why?
5. What systems or processes that we are currently using impede your doing your work?
6. For supervisors: What is your view of the appropriateness of the current skills mix in your unit for carrying out assigned responsibilities? What is your view of the training needs of staff assigned to you? Is the skills mix in other IRM offices an impediment to getting your job done?
7. Do you feel that your co-workers could benefit from training in carrying out their responsibilities? What courses would be appropriate?
8. How would you characterize the working relationships and working environment (internal and external) to your unit? What could be done to improve these relationships?
9. Are IRM's internal policies and procedures clear and widely understood by your co-workers? Do you feel that you receive clear and consistent direction from management?

10. What is the single biggest problem you see facing the office in meeting your customer needs? What is the single biggest problem/obstacle to getting your work done?

11. What is your recommendation for the optimal organizational structure for carrying out your assignments? Are there actions or authorities performed by your supervisor that could or should be performed by yourself or your co-workers?

12. Are your functions staffed at the right level? Are more or less staff needed?

13. What functions does your group perform well? What functions need improvement?

14. What could/should be done in IRM that would help you do your job better?

15. What could/should be done in the Agency that would help you do your job better?

16. What would be the impact on your work unit if the EMS staff are eliminated?

17. It's been proposed that the proper supervisor/staff ratio is 1:15 - do you think this can be successfully accomplished in your work group? Do you manage contractors? What is the nature of the relationship in your use of contractors?

18. What impact do you see on your workload if the number of Mission is reduced by 12, 25, 50?

19. What impact do you see on your workload if the USAID/W Systems Administrators are moved into IRM? Where do you think they should be placed organizationally?

20. Division Chiefs: What impact do you see on your workload if the CDIE/DI contractors are moved into IRM? Where do you think they should be placed organizationally?

21. What impact do you see on your workload by the upcoming Agency reorganization?

## Appendix C

LIST OF PERSONS INTERVIEWED or E-MAILEDFrom M/FA/IRM:

Bill Anderson  
 Tim Crean  
 Sharlene Fabrey  
 Bill Harley  
 Kathy O'Meara  
 Steve Polkinghorn  
 Joe Roberts  
 Richard Diciurcio  
 Ed Depukat  
 Chris Woodard  
 Jesse Cloud  
 John Elgin  
 Brenda Gray  
 Joan Kimmel-Frantz  
 Tom Ryan  
 Joan Jackson  
 Sid Gold  
 Wanda Moore  
 Wayne Van Vechten  
 Paul Eavy  
 Gary Nelson  
 Steve Renz  
 Joe Heffern  
 Linda Lion  
 Barry Goldberg  
 Dave Neverman  
 Perry Keating  
 Cathy Gleason  
 Susan B. Wyatt  
 Jim Lindahl  
 Sandy Muldoon  
 Gretchen Larrimer  
 Alvaro Garcia  
 George Harley  
 Luis Cornejo  
 Ellen Thomas  
 Sue Buzzard

Non-M/FA/IRM:

Margret Tomlin  
 Francine Marshall  
 Karen Andersen  
 Annie Warren  
 Velma Jones  
 Daniel Cassidy  
 Veronica Young  
 Barbara Rogers  
 Drina Shuler  
 Ralph Williams  
 Betty Ryner  
 Jerry Jordan  
 Sharon Carney  
 Tajuana Dorsey  
 Dennis Lauer  
 Roberta Gray  
 Ann Eastman  
 Marry Brock  
 Jackie Koltz  
 Chris Hoggard  
 Beverly Christian  
 Sharon Kellam  
 Deborah Hymes  
 Joe Fredericks  
 Bernie Block  
 Timothy Bertotti  
 Gary Eidet  
 R. Neal Meriwether  
 Curtis Christensen  
 Anthony Vodraska  
 Gerald Nell  
 Marge Lewis  
 Raymond Dunbar  
 Allen Reed  
 Gary Byllesby  
 William Granger

Cheryl Jennings  
 Bill Douglass  
 Kim Finan  
 Glenn Rogers  
 Steven Freundlich  
 Ronnie Daniel  
 Joan Larcom  
 Betsy Murray  
 Michael Bradley  
 Joe Dorsey  
 Jack Winn  
 David Robinson  
 Patrick Fleuret  
 Thomas Johnson  
 William Hammink  
 Gary Bricker  
 Roger Garner  
 Gary Imhoff  
 Nishana Fernando  
 Mark Kraczkiewicz  
 Lewis Lucke

Leonard Jameson  
Diana Young  
John Toner  
Teresa Rauch  
Laverne Williams

IRM/OD - OFFICE OF THE DIRECTOR

DIRECTOR, M/IRM ES  
SUP DATA MGT OFF FE  
COMPUTER SPECIALIST GS 15  
SECRETARY STNY GS 08

DIRECT HIRE STAFFING SUMMARY

	<u>PERMANENT</u>	<u>OTHER</u>
OD	4	
IPA	7	1 - IPA
PMA	15	
CLS	24	1 - FS COMPLIMENT
TCO	28	
SDM	14	
	<u>92</u>	<u>2</u>

ALSO 4 CONTRACTOR POSITIONS

IRM/IPA - INFORMATION POLICY AND ADMINISTRATION DIVISION

SUP COMPUTER SPCL GM 15  
SECRETARY GS 06 VACANT  
COMPUTER SPECIALIST IPA  
TECHNOLOGY ARCHITECTURE:  
COMPUTER SPECIALIST GS 14  
COMPUTER SPECIALIST GS 13  
COMPUTER SPECIALIST GS 13 PART TIME  
INFORMATION ARCHITECTURE:  
COMPUTER SPECIALIST GS 14  
COMPUTER SPECIALIST GS 13

ALSO 7 CONTRACTOR POSITIONS  
PLUS ONE ADDITIONAL CONTRACTOR  
REQUESTED

IRM/PMA - PLANNING, MANAGEMENT, AND ACQUISITION DIVISION

SUP COMPUTER SPCL	GM 15	
SECRETARY (OA)	GS 06	
<hr/>		
ACQUISITION:		
COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
COMPUTER SPECIALIST	GS 13	VACANT
COMPUTER SPECIALIST	GS 11	
<hr/>		
COMPUTER SECURITY:		
COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
COMPUTER SPECIALIST	GS 13	PART TIME
<hr/>		
PLANNING, BUDGET, MANAGEMENT:		
COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
PROGRAM ANALYST	GS 13	PART TIME
PROGRAM ANALYST	GS 12	
PROGRAM ANALYST	GS 12	
PROGRAM ANALYST	GS 12	

ALSO 13 CONTRACTOR POSITIONS

IRM/CLS - CUSTOMER LIAISON AND SUPPORT DIVISION

SUP COMPUTER SPCL GM 15

TECHNICAL INFRASTRUCTURE:

COMPUTER SPECIALIST GS 14

COMPUTER SPECIALIST GS 13

COMPUTER SPECIALIST FS-1/2

PLUS: 32 SYSTEMS ADMINISTRATOR FTE INITIALLY IF TRANSFERRED  
6 ADDITIONAL STAFF IF EMS POSITIONS ARE CENTRALIZED

END-USER APPLICATION SUPPORT:

SUP COMPUTER SPCL GM 14

COMPUTER SYS ANALYST GS 13

COMPUTER SPECIALIST GS 13

COMPUTER SPECIALIST FS-1/2

PLANNING, COORDINATION AND COMMUNICATION

COMPUTER SPECIALIST GM 14

COMPUTER SYS ANALYST GS 13

COMPUTER SPECIALIST GS 13 VACANT

COMPUTER SPECIALIST GS 13 PART TIME

COMPUTER SPECIALIST GS 11

PLUS: 5 ADDITIONAL COMPUTER SPECIALIST POSITIONS REQUESTED

PROJECT SUPPORT/SWAT TEAM

COMPUTER SPECIALIST GM 14

COMPUTER SPECIALIST GS 13

COMPUTER SPECIALIST GS 13

ALSO 31 CONTRACTOR POSITIONS

IRM/TCO - TELECOMMUNICATIONS/COMPUTER OPERATIONS DIVISION

SUP COMPUTER SPCL GM 15

COMPUTER EQP ANALYST GS 12

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INTERNATIONAL COMMUNICATIONS:  
DATA MANAGEMENT OFF FS 01

TELC SPCL GS 13

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COMPUTER OPERATIONS:  
SUP COMPUTER SPCL GM 14

COMPUTER SYS PGMR GS 13

COMPUTER SPECIALIST GS 11

TELC SPCL GS 13

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DOMESTIC TELECOMMUNICATIONS:  
TELC MGR GM 14

TELC SPCL GS 13

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Telephones:  
TELC MGR GM 13

TELC SPCL GS 11 PART TIME

TELC SPCL GS 11

TELC SPCL GS 09 PART TIME

TELC SPCL GS 07

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Cable Room:  
SUP COMPUTER SPCL GM 13

TELC SPCL GS 12

TELC SPCL GS 11

SUP TELC EQP OPR GS 10

SUP TELC EQP OPR GS 10

TELC SPCL GS 09

TELC SPCL GS 07

TELC SPCL GS 07

TELC SPCL GS 09

TELC SPCL GS 09

TELC SPCL GS 09

TELC EQP OPR (OA) GS 07

TELC EQP OPR (OA) GS 07

ALSO 39 CONTRACTOR POSITIONS  
PLUS 11 ADDITIONAL CONTRACTORS  
REQUESTED

IRM/SDM - SYSTEMS DEVELOPMENT AND MAINTENANCE DIVISION

SUP COMPUTER SPCL GM 15

MANTECH TM, BUDGET, IDMS, LEGACY EXPERT

COMPUTER SPECIALIST GM 14

COMPUTER SPECIALIST GS 12

COMPUTER SPECIALIST GS 12

COMPUTER SPECIALIST GS 12/13

FACS, AETA

COMPUTER SPECIALIST GS 14

XBASE, DEVELOPMENT STANDARDS, DBMS TRAINING, PURCHASE

COMPUTER SPECIALIST GS 14

COMPUTER SPECIALIST GS 13

PROCUREMENT BAA, ISP DEV COORD, CONFIG MGT, RAD

COMPUTER SPECIALIST GS 14

COMPUTER SPECIALIST GS 13

COMPUTER SPECIALIST GS 12/13

AWACS COORD, REPOSITORY MGT, IE/ISP EXPERT, ACCOUNTING BAA

COMPUTER SPECIALIST GS 14

RAD, MISSION ACCOUNTING, INQUIRE DATABASE

COMPUTER SPECIALIST GS 14

IMPLEMENTATION SUPPORT

COMPUTER SPECIALIST GS 13

ALSO 59 CONTRACTOR POSITIONS PLUS 15 ADDITIONAL CONTRACTORS REQUESTED FOR ISP DEVELOPMENT
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IRM/OD - OFFICE OF THE DIRECTOR

DIRECTOR, M/IRM	ES
SUP DATA MGT OFF	FE
COMPUTER SPECIALIST	GS 15
SECRETARY STNY	GS 08

ALSO 4 CONTRACTOR POSITIONS

DIRECT HIRE STAFFING SUMMARY

	PERMANENT	OTHER
OD	4	
IPA	7	1 - IPA
PMA	15	
CLS	12	1 - FS COMPLIMENT
TCO	39	
SDM	15	
	<u>92</u>	<u>2</u>

IRM/IPA - INFORMATION POLICY AND ADMINISTRATION DIVISION

SUP COMPUTER SPCL	GM 15	
SECRETARY	GS 06	VACANT
COMPUTER SPECIALIST	IPA	
<u>TECHNOLOGY ARCHITECTURE:</u>		
COMPUTER SPECIALIST	GS 14	
COMPUTER SPECIALIST	GS 13	
COMPUTER SPECIALIST	GS 13	PART TIME
<u>INFORMATION ARCHITECTURE:</u>		
COMPUTER SPECIALIST	GS 14	
COMPUTER SPECIALIST	GS 13	

ALSO 7 CONTRACTOR POSITIONS  
PLUS ONE ADDITIONAL CONTRACTOR  
REQUESTED

IRM/PMA - PLANNING, MANAGEMENT, AND ACQUISITION DIVISION

SUP COMPUTER SPCL	GM 15	
SECRETARY (OA)	GS 06	
<hr/>		
ACQUISITION: COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
COMPUTER SPECIALIST	GS 13	VACANT
COMPUTER SPECIALIST	GS 11	
<hr/>		
COMPUTER SECURITY: COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
COMPUTER SPECIALIST	GS 13	PART TIME
<hr/>		
PLANNING, BUDGET, MANAGEMENT: COMPUTER SPECIALIST	GM 14	
COMPUTER SPECIALIST	GS 13	
PROGRAM ANALYST	GS 13	PART TIME
PROGRAM ANALYST	GS 12	
PROGRAM ANALYST	GS 12	
PROGRAM ANALYST	GS 12	

ALSO 13 CONTRACTOR POSITIONS

IRM/CLS - CONSULTING AND INFORMATION SERVICES DIVISION  
SUP COMPUTER SPCL GM 15

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INFORMATION CENTER:

SUP COMPUTER SPCL	GM 14
COMPUTER SYS ANALYST	GS 11/12/13
COMPUTER SPECIALIST	GS 13
COMPUTER SPECIALIST	GS 13/FS-1/2
COMPUTER SPECIALIST	GS 13

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OMBUDSPERSONS:

COMPUTER SPECIALIST	GM 14
COMPUTER SYS ANALYST	GS 11/12/13
COMPUTER SPECIALIST	GS 13

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PROJECT SUPPORT:

COMPUTER SPECIALIST	GM 14
COMPUTER SPECIALIST	GS 13
COMPUTER SYS ANALYST	GS 13
COMPUTER SPECIALIST	GS 11/12/13

ALSO 9 CONTRACTOR POSITIONS

IRM/TCO - TELECOMMUNICATIONS/COMPUTER OPERATIONS DIVISION

SUP COMPUTER SPCL GM 15

COMPUTER EQP ANALYST GS 12

INTERNATIONAL COMMUNICATIONS:  
 DATA MANAGEMENT OFF FS 01

TELC SPCL GS 13

COMPUTER OPERATIONS:  
 SUP COMPUTER SPCL GM 14

COMPUTER SYS PGMR GS 13

COMPUTER SPECIALIST GS 11

TELC SPCL GS 13

DOMESTIC TELECOMMUNICATIONS:  
 TELC MGR GM 14

TELC SPCL GS 13

Telephones:  
 TELC MGR GM 13

TELC SPCL GS 11

TELC SPCL GS 11

TELC SPCL GS 09

TELC SPCL GS 07

Cable Room:  
 SUP COMPUTER SPCL GM 13

TELC SPCL GS 12

TELC SPCL GS 11

SUP TELC EQP OPR GS 10

SUP TELC EQP OPR GS 10

TELC SPCL GS 09

TELC SPCL GS 07

TELC SPCL GS 07

TELC SPCL GS 09

TELC SPCL GS 09

TELC SPCL GS 09

TELC EQP OPR (OA) GS 07

TELC EQP OPR (OA) GS 07

END USER SUPPORT:  
 COMPUTER SPECIALIST GS-14

COMPUTER SPECIALIST GS-11/12/13

COMPUTER SPECIALIST GS-13

COMPUTER SPECIALIST GS-13

COMPUTER SPECIALIST GS-13

COMPUTER SPECIALIST GS-13

PLUS: 5 ADDITIONAL COMPUTER SPECIALIST  
 POSITIONS REQUESTED

PLUS: 32 SYSTEM ADMINISTRATOR FTEs  
 6 ADDITIONAL STAFF IF EMS FUNCTION  
 IS CENTRALIZED

PART TIME

PART TIME

ALSO 39 CONTRACTOR POSITIONS  
 PLUS 11 ADDITIONAL CONTRACTORS  
 REQUESTED, PLUS 16 TECHNICAL  
 SUPPORT, INSTALLATION AND  
 OPERATIONS CLIENT ANALYSTS

**IRM/SDM - SYSTEMS DEVELOPMENT AND MAINTENANCE DIVISION**

**SUP COMPUTER SPCL GM 15**

**FINANCE BUSINESS AREA:**

**COMPUTER SPECIALIST GM 14**

**COMPUTER SPECIALIST GM 14**

**COMPUTER SPECIALIST GS 12/13**

**COMPUTER SPECIALIST GS 12/13**

**PROCUREMENT BUSINESS AREA:**

**COMPUTER SPECIALIST GS 14**

**COMPUTER SPECIALIST GS 12/13**

**COMPUTER SPECIALIST GS 12/13**

**BUDGET BUSINESS AREA:**

**COMPUTER SPECIALIST GS 14**

**COMPUTER SPECIALIST GS 12/13**

**WORKFORCE BUSINESS AREA:**

**COMPUTER SPECIALIST GS 14**

**COMPUTER SPECIALIST GS 12/13**

**OPERATION, COMMUNICATION, PROPERTY, GUIDANCE BUSINESS AREAS:**

**COMPUTER SPECIALIST GS 14**

**SWAT & NON-CORPORATE SYSTEMS:**

**COMPUTER SPECIALIST GS 12/13**

**DATABASE ADMINISTRATION:**

**COMPUTER SPECIALIST GS 12/13**

**ALSO 59 CONTRACTOR POSITIONS  
PLUS 16 ADDITIONAL CONTRACTORS  
REQUESTED FOR ISP DEVELOPMENT  
PLUS 6 SWAT CONTRACTORS**