

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

COMPETITIVE SOURCING PLAN

Fiscal Years 2004-2005



December 12, 2003

COMPETITIVE SOURCING PLAN

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1.0 INTRODUCTION

The US Agency for International Development (USAID) is continually exploring new ways to improve its efficiency, effectiveness, and accountability to the American people. USAID recognizes that competitive sourcing can be a highly-effective management tool to improve organizational performance and is currently implementing a Competitive Sourcing Program that provides a continual process for evaluating commercial activities for competition.

2.0 BACKGROUND

During FY 2003, USAID worked to establish a Competitive Sourcing (CS) Program and to identify viable candidates for competition. USAID approached this task with a holistic, long-term view for improving organizational performance within the agency. This section provides important background information on USAID mission, progress toward establishing a CS Program, and also highlights agency-specific impediments to conducting effective competitions.

2.1 USAID Mission

The joint Department of State (State) and USAID Strategic Plan for fiscal years 2004 to 2009 establishes the Secretary of State's direction and priorities for both organizations. This is the first time that a joint strategic plan has been prepared. It recognizes that close collaboration will ensure that our foreign diplomatic policy and development assistance efforts are fully aligned to advance the *National Security Strategy* of the United States, issued in 2002 by President Bush. President Bush stated "American diplomacy in the 21st century is based on fundamental beliefs; our freedom is best protected by ensuring that others are free; our prosperity depends on the prosperity of others; and our security relies on a global effort to secure the rights of all."¹ Essentially, U.S. assistance to foreign countries helps prepare a foundation of security, democracy, and supports prosperity on which diplomatic actions can work. It is with this in mind that the State and USAID joint mission statement reads: "Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community."²

With this increased focus on the international community as a means to achieve security at home, USAID's role and work in diplomacy continues to increase. The joint mission of State and USAID will depend on significant continuing investment in people, systems, business process, and facilities. The importance of the mission emphasizes the importance of using limited resources in the most effective and efficient way possible. Used correctly, competitive sourcing is an effective management tool for managing resources and improving performance within federal agencies. Through the Joint Management Council's Management Processes Working Group sub teams, efforts for State and USAID to collaborate in competitive sourcing are being explored. While the details for conducting joint competitions between the two agencies are being identified, USAID is independently searching for opportunities to improve the performance of the organization through competitive sourcing or other management tools

¹ U.S. Department of State and U.S. Agency for International Development Strategic Plan FY2004-FY2009.

² IBID.

2.2 CS Program Progress to Date

Beginning in November 2002, USAID has worked to establish a CS Program. This work includes:

- Developing the 2003 FAIR Act and Inherently Governmental inventories to serve as a baseline for identifying competition candidates;
- Engaging experienced consultants to assist with the implementation and execution of the CS Program;
- Conducting an independent assessment of the FAIR Act and Inherently Governmental inventories to validate classification as inherently governmental and application of reason codes to commercial activities;
- Establishing a procedure/process for identifying competition candidates;
- Identifying, evaluating, and applying best practices for implementing a CS Program;
- Establishing a CS Program structure for decision making and communication channels;
- Developing a CS Communications Plan to educate and inform key stakeholders;
- Encouraging union involvement early in the competitive sourcing process;
- Nominating competition candidates; and
- Developing draft policy and guidance for implementing the CS Program and for conducting competitions.

This work provides a strong foundation for establishing a continual CS Program that can truly benefit the agency. The work has been an important educational experience for the agency and has already identified key lessons learned and agency-specific limitations to conducting effective competitions.

2.3 Limitations to Effective Competitions

USAID identified significant limitations to conducting effective competitions due to its size, mission, dispersion, and current percentage of functions or positions already outsourced, but also identified mitigation strategies that could help USAID meet its ultimate goal of improved organizational performance.

USAID inventoried its commercial activities and inherently governmental functions according to OMB policy and guidelines. The 2003 FAIR Act and Inherently Governmental inventories were used as the candidate pool for the nomination of competition candidates. As shown in Table 2-1: Inventory Summary, total commercial activities in FY2001 were 591.5. The FY2003 inventory has 478.55 commercial positions. These commercial activities represent 24% of USAID's authorized FTE.

Table 2-1: Inventory Summary

Inventory Status	FY2001 Inventory	Percentage of Total FTE	FY2002 Inventory	Percentage of Total FTE	FY2003 Inventory	Percentage of Total FTE
Total Commercial Activities FTE	591.50	28%	599	30%	478.55	24%
Total Inherently Governmental FTE	1,492.50	72%	1,370	70%	1,516.85	76%
Total FTE	2,084.00	100%	1,969	100%	1,995.40	100%

Of the 478.55 commercial positions identified in the FY2003 inventory, 40 percent or 191.3 positions are designated Reason Code A, exempting them from competition. Twenty-three percent, or 110 positions, are designated Reason Code E, removing them from competition due to organizational restructuring. Four percent or 20 positions are designated Reason Code F, removing them from competition due to a statutory requirement. This breakdown is shown in Table 2-2: Inventory Summary by Reason Code.

Table 2-2: Inventory Summary by Reason Code

Inventory Status/ Reason Code	FY2002	Percentage of Total Commercial Activities	FY2003	Percentage of Total Commercial Activities
A	202	34%	191.30	40%
B	54	9%	157.25	33%
C ¹	343	57%		0%
D		0%		0%
E		0%	110.00	23%
F		0%	20.00	4%
Total Commercial Activities FTE	599	100%	478.55	100%
Total Inherently Governmental FTE	1,370		1,516.85	
Total FTE	1,969		1,995.40	

1. Reason Code C definition changed between 2002 and 2003

The removal of these positions from competition candidates limits the number of positions available to those designated Reason Code B, 33 percent or 157.25 positions. These available positions are located in nine organizations across the agency and are in 31 function codes as shown in Attachment B: USAID Inventory Analysis Worksheet.

Evaluating only commercial activities designated with Reason Code B provided limited competition candidates. Based on the inventory analysis worksheet contained in Attachment B, the following competition candidates were identified:

Visual Information/Printing Services—8 FTE

Building/Transportation services—11 FTE

Financial Services—18 FTE

Considering only positions designated Reason Code B revealed relatively small competition groupings. The inclusion of Reason Code E positions with the Reason Code B positions yields additional competition candidates. Positions that have been designated Reason Code E are in organization under reorganization, but may still be available for competition in the near future. The following competitive sourcing candidates were identified under this analysis:

Visual Information/Printing Services—8 FTE

Training services—5 FTE

Building/Transportation services—11 FTE

Information Technology—10 FTE

Financial Services—83 FTE (B and E Reason Codes)

The similarities in structure and purpose between USAID and the State make the two agencies potential partners in competitive sourcing. Conducting larger competitions that involve functions from both agencies may greatly decrease the cost of the competitive sourcing process. Interagency competitions may also create greater possibilities for cost savings and innovation from both government and the private sector.

The financial services function is one potential competition unit, which could be competed between both agencies. Using both B and E reason codes (B and F for the 2002 Inventory), there are 83 USAID positions and 220.7 State positions available for competition. This function has already been considered for consolidation outside of the competitive sourcing process. Competitive sourcing could be an efficient way to facilitate that transition.

Based on the small numbers of FTE with Reason Code B, the USAID Administrator determined that the disruption associated with competing those small numbers would be unacceptable at this time. Table 2-3 provides a comparison between the numbers of commercial FTE in selected activities compared to the total number of FTE in the Full Inventory. USAID believes that in FY 04 combining both inherently governmental and commercial activity FTE into a business process improvement (BPI) initiative would result in greater operational efficiencies and savings for the agency.

Table 2-3: Full Inventory FTE

Activity	Number of FTE Reason Code B	Number of FTE Reason Code B & E	Number of FTE Full Inventory
Visual Information/Printing Services	8	8	13
Training Services	0	5	53
Travel and Transportation Services	6	6	13
Administrative Management Services *	4.5	4.5	12
Financial Services	18	83	148
Information Technology	3	10	27
Building/Transportation Services	11	11	20

* M, PPC, and LPA components only; recommended by BTEC for Business Process Improvement Project

Table 2-4, Limitations to Effective Competition, summarizes the limitation to effective competition identified during the last year and provides some mitigation strategies.

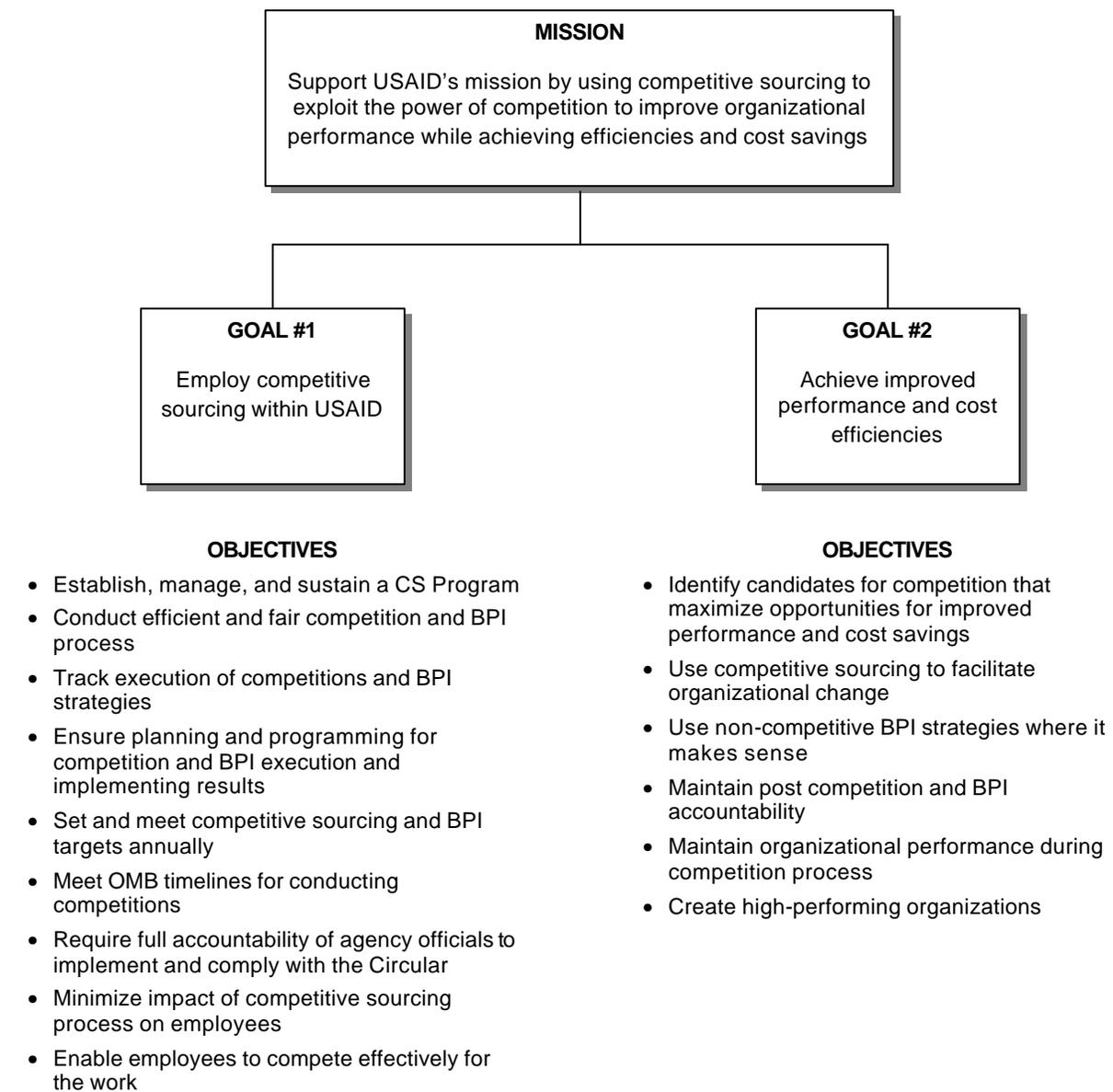
Table 2-4: Limitations to Effective Competition

Limitations to Effective Competition	Mitigation Strategies
Small number of commercial activities identified as Reason Code B in the FAIR Act Inventory	<ul style="list-style-type: none"> • Periodic review of inventory to assess classification of inherently governmental vs. commercial activity • Periodic review of inventory to assess assignment of reason codes to commercial activities
Commercial activities identified as Reason Code B are not viable competition candidates	<ul style="list-style-type: none"> • Looking holistically at functions, to include both commercial and inherently governmental activities
Composition of workforce includes foreign service identified as Reason Code A	<ul style="list-style-type: none"> • Periodic evaluation of the use of Reason Code A for foreign service FTE
Commercial activities identified as Reason Code E are not readily viable competitions candidates	<ul style="list-style-type: none"> • Commercial activities that are exempted from competition will be considered for competitive sourcing upon completion of the reorganization
General reluctance to embrace competitive sourcing as a management tool; CS currently viewed only as a way to reduce FTE (outsourcing), which appears contrary to the increased role and work requirements facing USAID	<ul style="list-style-type: none"> • Education on the CS process, • Conducting a successful competition to establish a precedent that CS can be successful and effective with limited disruption
Groups of 10 or less FTE grouped together as competition candidates create too much disruption in the organization at a time when USAID is faced with increased work requirements	<ul style="list-style-type: none"> • Consider combining the commercial activities with inherently governmental positions into a business improvement initiative
High percentage of commercial activities are all ready outsourced	<ul style="list-style-type: none"> • Evaluate existing contracts for commercial activities for in-sourcing or combining commercial activities and existing contracts for competitive sourcing

3.0 COMPETITIVE SOURCING GOALS AND OBJECTIVES

USAID has identified clear competitive sourcing goals and objectives to ensure that the agency implements a CS Program that works to achieve first and foremost organizational performance improvement. These competitive sourcing goals take into account the limitations to effective competition and mitigation strategies identified in Section 2.3. To execute a successful CS Program, USAID must balance competing objectives and make tradeoffs. These strategic goals establish agency priorities and provide a consistent filter against which decisions in the CS Program will be tested.

Figure 3-1: Competitive Sourcing Goals and Objectives



4.0 COMPETITIVE SOURCING PROGRAM SUCCESS MEASURES

USAID will measure the success of the Competitive Sourcing Program against four major standards or success measures. These success measures are aligned with the four competitive sourcing goals.

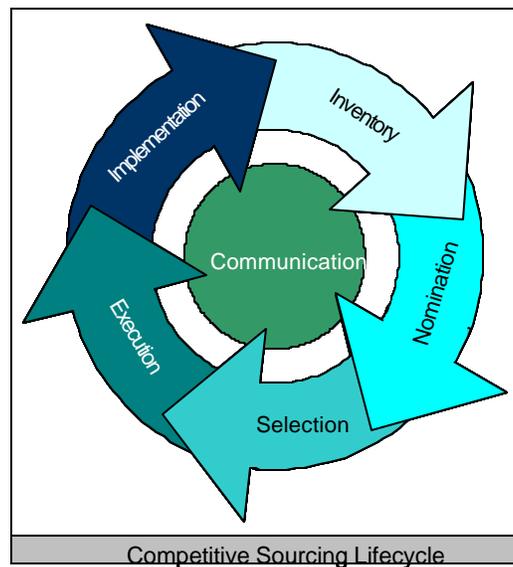
Figure 4.1: Goals and Success Measures

Goal	Success Measure
<p>GOAL #1 Employ competitive sourcing and other improvement tools within USAID</p>	<ul style="list-style-type: none"> Consider and evaluate the FAIR Act and Inherently Governmental Inventories for competition or business process improvement initiatives annually
<p>GOAL #2 Achieve Improved performance and cost efficiencies</p>	<ul style="list-style-type: none"> Meet organizational performance standards, while achieving a minimum 20% cost savings on average per competition or business improvement initiative

5.0 IMPLEMENTATION

USAID is well on its way to implementing its Competitive Sourcing (CS) Program. Whenever practicable, USAID will utilize competition to encourage improvements in Agency's commercial activities with the objective of enhancing quality, economy, and performance. USAID will utilize the provisions of the OMB Circular A-76, its internal competitive sourcing policy, the Federal Acquisition Regulations (FAR), in conducting its competitions. All competitions will be conducted in a fair, responsible, and equitable manner, providing all players with a level and objective playing field and ensuring no foregone conclusions will dictate the outcome of any competition. The agency will work to ensure that government personnel, customers, and key stakeholders are kept apprised of its competitive sourcing actions and decisions. The agency will employ a defensible, repeatable methodology for identifying potential competitions, nominating potential competition candidates, analyzing nominated candidates for competition feasibility, executing competitions, and implementing the results. The Competitive Sourcing Lifecycle, shown in Figure 5-1, is a framework designed to focus the activities of the USAID CS Program. This process will work in USAID's unique environment and focuses on mission requirements.

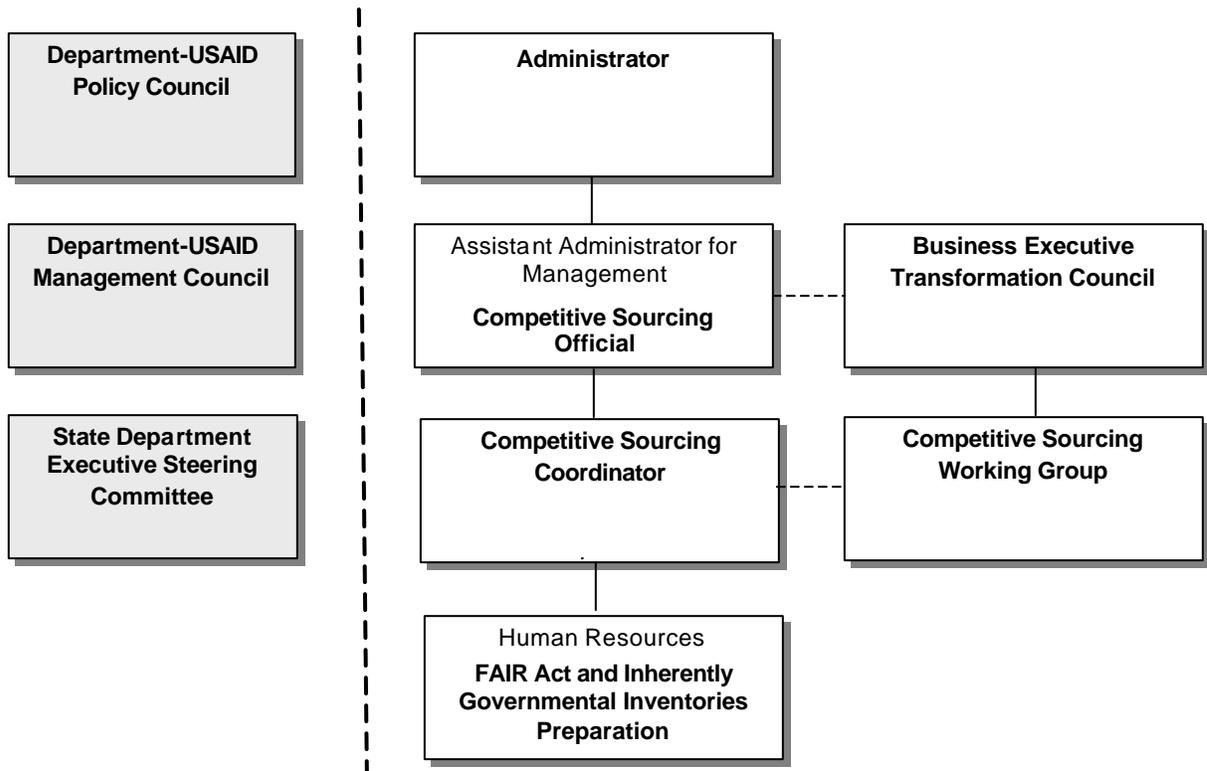
Figure 5-1: Competitive Sourcing Lifecycle



5.1 Centralized Responsibility

To implement competitive sourcing, USAID has created an area of responsibility to provide centralized management and oversight for the CS Program and to serve as an information hub. USAID designates the Assistant Administrator for Management as the agency's Competitive Sourcing Official (CSO) (OMB Circular 4.f.) The Competitive Sourcing Coordinator will support the Competitive Sourcing Official. The Business Transformation Executive Committee (BETC), a governing board of senior executives from all bureaus and major offices across the agency will serve as an advisor to the CSO.

Figure 5-2: CS Program Management and Oversight



Department-USAID Policy Council. The Policy Council will ensure that the linkages between the Department and USAID programs are captured in each agency’s follow-on performance plans, operational guidelines, and processes so as to maximize opportunities for coordination and impact.

Department-USAID Management Council. The role of the Management Council is to set the direction for increased management coordination, help develop and implement strategies and priorities articulated in the Strategic Plan, and to monitor progress. USAID’s Assistant Administrator for Management is a member. The Department’s Office of Strategic Planning and Performance and USAID’s Bureau for Management will charter and launch the Management Council and ensure that management decisions are presented to the Policy Council.

State Department Executive Steering Committee. Led by the Assistant Secretary for Administration to make strategic and investment decision for competitive sourcing, align goal activities, resolve policy issues and track progress in meeting the Department’s PMA goals. USAID Assistant Administrator for Management (CSO) is represented on the Steering Committee.

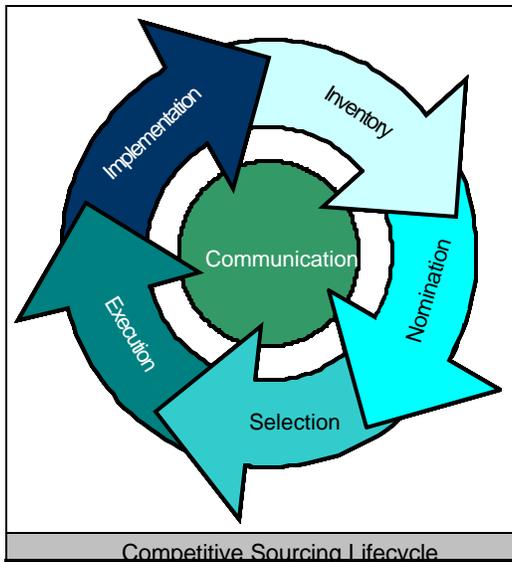
USAID’s Business Transformation Executive Committee (BTEC). The BTEC will advise the CSO USAID’s competitive sourcing activities. The BTEC was established to evaluate and make recommendations to improve USAID management.

BTEC Competitive Sourcing Working Group (BCSWG). The BCSWG is a working group of the BTEC and is composed of staff from major offices across the agency and provides analysis and recommendations for the BTEC consideration.

Human Resources. Human Resources compile and prepare the FAIR Act and Inherently Governmental Inventory.

5.2 Competitive Sourcing Life Cycle

USAID will achieve its competitive sourcing vision through a five-step phased process. The competitive sourcing life cycle process provides a framework by which USAID will be able to identify competition candidates, execute competitions, and provide accountability for achieving success measures.



Planning is the first step in competitive sourcing and it is conducted in three phases: inventory, nomination, and selection. USAID Bureaus and staff organizations will provide requested commercial activities and inherently governmental activities inventory data to USAID Human Resources Office to facilitate submission of USAID's Federal Activities Inventory Reform (FAIR) Act and Inherently Governmental inventories to OMB by June 30th of each year. The CSO provides oversight to the preparation of the inventories and approves the submissions to OMB. The FAIR Act inventory will form the primary basis for identifying potential candidates as nominations to undergo a feasibility study.

Nomination is the next phase of the process. The nominations, based upon BTEC endorsed Agency nomination criteria, will be initiated by the Competitive Sourcing Coordinator and provided to the CS Working Group for evaluation. Based upon proposals submitted by the CS

Working Group, the CSO will recommend and the BTEC will review and endorse nominees for potential CS preliminary planning/feasibility assessments or BPI assessments to the Administrator for a decision. Upon approval of the nominations by the Administrator, the competition candidates will enter either the preliminary planning feasibility process to determine the potential for competitive sourcing or BPI assessment.

At a minimum the feasibility study will consider the following factors:

- Severability of the work/activities under consideration
- Validation or review of the nominated group or activity to ensure it is a proper Full Time Equivalents (FTE) and functions
- Impacts on Department's modernization, budget, workforce planning initiatives
- Risks to mission accomplishment
- Availability of private sector offerors
- Potential for achieving efficiencies and cost savings
- Availability of workload data, work units, quantifiable outputs of activities or processes and high level work break down structure
- Industry performance standards
- Baseline costs as performed by the incumbent service provider using COMPARE
- Use of a streamlined or standard competition or commitment to BPI

Upon completion of the feasibility studies, the selection phase of the lifecycle begins. The results of the feasibility study will be reported to the Competitive Sourcing Working Group for presentation to the BTEC, CSO, and Administrator. Once the decision is made to initiate a competition, the CSO appoints the Competition Officials. If a BPI is recommended, the CSO will appoint a BPI Official to oversee the execution of the project. A Plan of Action and Milestones (POAM) for competitions and BPI projects will be developed for the approval of the CSO. This POAM will contain the proposed schedule for the competition, identification of essential team members, roles and responsibilities, training and communications plans, and estimated resources required to complete the competition. After the Competitive Sourcing POAM is approved by the CSO, a public announcement will be made in accordance with OMB Circular A-76. BPI projects will be announced internally.

The next phase of the lifecycle is the actual execution of the competition or the BPI project. During the course of a competition or BPI project, affected government personnel will be kept apprised of the status of the competition or BPI project at least quarterly. Competitions will be conducted within the time limits established in the Circular. BPI projects will normally be completed within three to six months.

In implementing competition decisions or BPI, the agency will adhere to all applicable personnel statutes, regulations, and USAID-specific human resources requirements documentation requirements. The agency will also make every effort to minimize adverse actions associated with competitive sourcing. Upon implementation the Senior Official associated with the competition or project will provide quarterly updates to the CSO on the status of phase-in actions. The same official will provide quarterly reports to the CSO on the performance of the organization through the first year on the contract or project.

The phase-in, regardless of the performance decision, shall not exceed six months. The Senior Official must submit a formal extension request to the CSO to exceed this allotted timeframe. Phase-in will be carried out in accordance with the phase-in plans developed by the winning proposal. Any request for modification to the scope of work must be approved by the CSO.

5.3 Communications Plan

A central part of our CS Program will include a communications plan that will provide guidelines for effectively communicating throughout the competitive sourcing lifecycle. Specifically, the Communications Plan will:

- Identify key stakeholders and their information needs
- Highlight our guiding principles for effective communication
- Provide standardized communication approaches during the competitive sourcing lifecycle
- Assign responsibilities for specific Communications Plan actions
- Be a “living” document that will be continually reviewed and updated as necessary

ATTACHMENT A: COMPETITIVE SOURCING TARGETS

Competitive Sourcing Targets for FY04 and FY05

FY2004 Quarter 1 (Oct, Nov, Dec)	FY2004 Quarter 2 (Jan, Feb, Mar)	FY2004 Quarter 3 (Apr, May, Jun)	FY2004 Quarter 4 (Jul, Aug, Sep)
<ul style="list-style-type: none"> • Announce BPI Project • Begin FAIR and IG Inventory Process 	<ul style="list-style-type: none"> • Initiate BPI Project 	<ul style="list-style-type: none"> • Complete BPI Project 	<ul style="list-style-type: none"> • Update CS Plan by August 1 • Select FY 05 Competitive Sourcing/ BPI Candidates • Implement BPI results
FY2005 Quarter 1 (Oct, Nov, Dec)	FY2005 Quarter 2 (Jan, Feb, Mar)	FY2005 Quarter 3 (Apr, May, Jun)	FY2005 Quarter 4 (Jul, Aug, Sep)
<ul style="list-style-type: none"> • Conduct Competitive Sourcing/BPI Feasibility Studies • Begin FAIR and IG Inventory Process with emphasis on evaluating Reason Code A 	<ul style="list-style-type: none"> • Initiate BPI Project or Competition 	<ul style="list-style-type: none"> • Complete BPI Project or potential Streamlined Competition 	<ul style="list-style-type: none"> • Update CS Plan by August 1 • Select FY 06 Competitive Sourcing/BPI Candidates • Implement BPI results • Potential joint State USAID Standard Competition

Competitive Sourcing Targets for FY06 and FY07

FY2006 Quarter 1 (Oct, Nov, Dec)	FY2006 Quarter 2 (Jan, Feb, Mar)	FY2006 Quarter 3 (Apr, May, Jun)	FY2006 Quarter 4 (Jul, Aug, Sep)
<ul style="list-style-type: none"> • Conduct Competitive Sourcing/BPI Feasibility Studies • Begin FAIR and IG Inventory Process with emphasis on evaluating Reason Code E from FY 04 	<ul style="list-style-type: none"> • Initiate BPI Project or Competition if viable candidates exist 	<ul style="list-style-type: none"> • Complete BPI Project or Streamlined competition 	<ul style="list-style-type: none"> • Update CS Plan by August 1 • Select FY 07 Competitive Sourcing/ BPI Candidates • Implement BPI results
FY2007 Quarter 1 (Oct, Nov, Dec)	FY2007 Quarter 2 (Jan, Feb, Mar)	FY2007 Quarter 3 (Apr, May, Jun)	FY2007 Quarter 4 (Jul, Aug, Sep)
<ul style="list-style-type: none"> • Conduct Competitive Sourcing/BPI Feasibility Studies • Begin FAIR and IG Inventory Process 	<ul style="list-style-type: none"> • Initiate BPI Project or Competition if viable candidates exist 	<ul style="list-style-type: none"> • Complete BPI Project or Streamlined competition 	<ul style="list-style-type: none"> • Update CS Plan by August 1 • Select FY 08 Competitive Sourcing/BPI Candidates • Implement BPI results • Potential joint State USAID competition

Competitive Sourcing Targets for FY08

FY2008 Quarter 1 (Oct, Nov, Dec)	FY2008 Quarter 2 (Jan, Feb, Mar)	FY2008 Quarter 3 (Apr, May, Jun)	FY2008 Quarter 4 (Jul, Aug, Sep)
<ul style="list-style-type: none"> • Conduct Competitive Sourcing/BPI Feasibility Studies • Begin FAIR and IG Inventory Process 	<ul style="list-style-type: none"> • Initiate BPI Project or Competition if viable candidates exist 	<ul style="list-style-type: none"> • Complete BPI Project or Streamlined competition 	<ul style="list-style-type: none"> • Update CS Plan by August 1 •

ATTACHMENT B: USAID INVENTORY ANALYSIS WORKSHEET

ATTACHMENT C: COMPETITIVE SOURCING GOALS WORKSHEET

GOAL #1			
Employ competitive sourcing within USAID			
OBJECTIVES	ACTIONS	OBJECTIVES	ACTIONS
<ul style="list-style-type: none"> Establish, manage, and sustain a CS Program 	<ul style="list-style-type: none"> Centralize management and oversight Employ the CS Life Cycle process to establish CS as continuous program Gather lessons from within USAID CS Program learned to post to Share A-76 	<ul style="list-style-type: none"> Enable employees to compete effectively for the work 	<ul style="list-style-type: none"> Dedicate adequate resources and time for conducting competitions All streamlined competitions should allow the federal employees to build an MEO
<ul style="list-style-type: none"> Conduct efficient and fair competition processes 	<ul style="list-style-type: none"> Develop and publish guidance on USAID CS policies and procedures Establish a repeatable, defensible process for identifying competition candidates Ensure that candidates are selected from all labor categories 	<ul style="list-style-type: none"> Minimize impact of competitive sourcing process on employees 	<ul style="list-style-type: none"> Develop and execute a comprehensive communications plan Review HC plans to link up CS as a way to meet agency HC requirements Work closely with HR to identify soft landings for adversely affected employees
<ul style="list-style-type: none"> Track execution of competitions (4.j) 	<ul style="list-style-type: none"> Establish and track budget and performance goals for conducting competitions 	<ul style="list-style-type: none"> Require full accountability of agency officials designated to implement and comply with the Circular (4.g.) 	<ul style="list-style-type: none"> Establish performance standards in annual performance evaluation (4.g.)
<ul style="list-style-type: none"> Ensure planning and programming for competition execution and implementing results 	<ul style="list-style-type: none"> Plan early to provide budget information Coordinate implementation with HR, programming and budgeting staff 	<ul style="list-style-type: none"> Meet OMB CS Program objectives Meet OMB timelines for conducting competitions Minimize cost of conducting competitions 	<ul style="list-style-type: none"> Meet "Proud to Be" goals for FY04 Stagger competitions throughout the year to better utilize HR, CO, and other agency resources Establish and track budget and performance goals for conducting competitions
SUCCESS MEASURES			
<ul style="list-style-type: none"> Publish guidance on USAID CS policies and procedures by 2nd Qtr FY04 			
<ul style="list-style-type: none"> Establish methodology for tracking competitions 			
<ul style="list-style-type: none"> FAIR Act and Inherently Governmental inventories are linked with Human Capital Planning 			
<ul style="list-style-type: none"> Consider and evaluate 15% of FAIR Act Inventory for competition 			
<ul style="list-style-type: none"> Competition candidates are evaluated for impact on human capital management 			

GOAL #2			
Achieve improved performance and cost efficiencies			
OBJECTIVES	ACTIONS	OBJECTIVES	ACTIONS
<ul style="list-style-type: none"> Identify candidates for competition that maximize opportunities for improved performance and savings 	<ul style="list-style-type: none"> Continually review and evaluate inventories Conduct feasibility analysis to assess candidates for competition 	<ul style="list-style-type: none"> Maintain post-competition accountability 	<ul style="list-style-type: none"> Establish methodology for tracking post competition cost and performance data
<ul style="list-style-type: none"> Use competitive sourcing to facilitate organizational change Use competitive sourcing to implement the PMA initiatives for change in government 	<ul style="list-style-type: none"> Identify opportunities to collaborate with the Department of State Review existing PMA initiatives to identify areas that would benefit from competitive sourcing 	<ul style="list-style-type: none"> Maintain organizational performance during competition process 	<ul style="list-style-type: none"> Conduct competitions as quickly as possible Coordinate with HR for employee alternatives
<ul style="list-style-type: none"> Create high performing organizations 			
SUCCESS MEASURES			
<ul style="list-style-type: none"> Achieve 20% cost savings on average per competition 			
<ul style="list-style-type: none"> Identify one opportunity to collaborate with the Department of State in FY04 			
<ul style="list-style-type: none"> Maintain organizational performance during competition process 			
Establish methodology for tracking post competition cost and performance data by end of first competition 3 rd Qtr FY04			