



MANAGEMENT ACCOMPLISHMENTS AND REFORMS 2005 – 2007

Overview

In order to meet the challenges of transformational diplomacy, USAID must build a 21st century workforce supported by modern, secure infrastructure and operational capabilities. Meanwhile, the Agency must demonstrate effective stewardship and management of the resources entrusted to the Agency.

USAID has made significant progress in building management capabilities. The workforce is being realigned to better support the new Foreign Assistance Framework and the Agency's organizational structures are being strengthened to address new and emerging chal-

lenges. Steps are being taken to build a diverse, skilled and modern workforce by providing better tools and opportunities for employee development and by recruiting in critical areas.

The Agency is modernizing its business systems and strengthening procedures to demonstrate that results are being achieved and resources are effectively managed. Steady progress is also being made in achieving the goals of the President's Management Agenda.

More than ever before, the Agency is working hand-in-hand with the Department of State and other U.S. government partners to reduce costs and advance foreign policy objectives.

This brochure provides an overview of management improvements over the past three years and a snapshot of the work that remains to be done to achieve the Acting Administrator's vision. Each initiative, big or small, is an incremental step that moves us closer to our management goals.

ACTING ADMINISTRATOR FORE'S VISION FOR USAID MANAGEMENT RETREAT, AUGUST 2007

- Building a revitalized, diverse, modern and skilled workforce
- Leading new partnerships to affect human progress
- Full engagement in reconstruction and stabilization
- Presenting a face of hope, help and friendship
- Building a "real time" agency

Revitalizing the Workforce

The Agency has taken steps to revitalize the workforce, as well as the systems and processes to recruit, train, assign and support the staff. To address transformational development challenges and ensure accountability, steps are being taken to strategically align personnel with program resources and responsibilities and rebuild human capacity for the long-term. As a growing number of employees reach retirement age, there needs to be a focus on career development, mentoring and leadership training to retain talented

mid-level employees and cultivate them as the next generation of leaders.

Workforce Planning – The Office of Human Resources developed a workforce planning model, a tool that determines the appropriate level of U.S. direct-hire staff needed to manage programs. By setting assumptions such as program size, location, and business model, the workforce planning model allows the Agency to determine the number, type and location of staff needed to accomplish USAID's mission.

Among other things, the tool was used to project staffing needs for the FY 09 budget process.

Workforce Realignment - In order to better align the workforce with the new foreign assistance framework, 15 foreign service positions were reallocated from the Europe and Eurasia and USAID/Washington to Africa. For the FY 2008 assignment cycle, additional realignments will address serious staff shortages in the Africa region.

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Revitalizing— (continued from Page 1)



Africa Region FSN Conference – one of four regional conferences held during 2005

Junior Officer Program – As a part of our efforts to build a viable foreign service workforce, a Junior Officer Program was launched in 2006 to recruit and train entry level foreign service officers. This program replaced the International Development Intern and New Entry Professional Programs.

Performance Management System – A new civil service performance management system was implemented in FY 2005, which simplified the system while placing greater emphasis on the supervisor's role in guiding career development.

Improved Hiring times for CS and SES – Through automation and the redesign of business processes, USAID has achieved and maintained a time window to recruit external hires that is well below the 45-day OPM standard. In the third quarter of FY 2007, the Agency notified over 80% of applicants within 45 days from the time the vacancy announcement closed. Recruitment of senior executive has gone from well over 100 days to 55 days. Beyond that, management is looking to see if similar reductions can be made in the time needed to complete position classification and other processes. An automated Personnel Acting Request is now being piloted which will enable the Agency to collect data on each stage of the process in order to identify and correct bottlenecks.

CAREER DEVELOPMENT

Learning Management – A Learning Management System (LMS) was launched that provides a one-stop, centralized place where employees can locate and register for Agency-sponsored training. Among other things, the system provides a

centralized location for all training records, on-line registration, and a competency management/skills inventory that will enable supervisors and managers to identify and track required or needed training for their employees.

Leadership Training - From FY 2005 – FY 2007, nearly 700 current and emerging leaders were trained in leadership development programs.

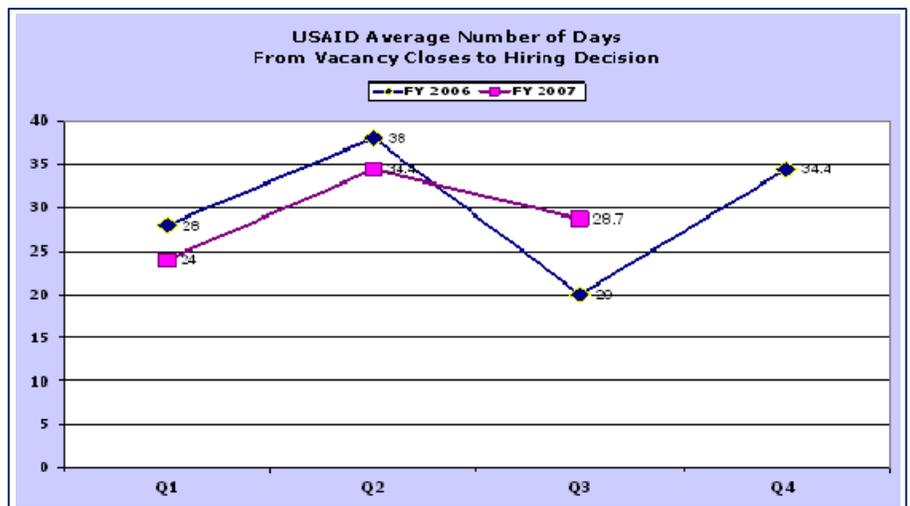
Upward Mobility Opportunities - An Upward Mobility Program was established in FY 2007 to provide career development opportunities for employees in positions at the GS-9 level and below.

After-Hours Training - A Tuition Assistance Program (TAP) was established to encourage employees to continue the development of skills to further their career development and to meet current and future skill needs of the Agency. Nearly 350 employees have participated in the TAP program since 2005.

E-Learning - Agency employees have full access to 2,000 on-line training courses developed by **SkillSoft**, an Internet-based training corporation that specializes in web-based training courseware. Under an Interagency Agreement with the U.S. Office of Personnel Management GoLearn Division, USAID purchased 7,000 training seats to meet the training needs of the entire workforce. Over 600 additional courses will soon be added.

Professional Development of Foreign Service National (FSN) Staff – Fiscal Year 2005 was designated the “**Year of the FSN**” in recognition of the critical role the FSN staff plays in delivering foreign assistance. An action plan was developed and implemented to promote professional development, mobility and communications among FSN staff. Among other things, the opportunities for FSNs to perform temporary duty assignments at Critical Priority Posts increased significantly and best practices were disseminated on preparing timely and high quality performance evaluations.

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Revitalizing— (continued from page 2)

DIVERSITY & INCLUSIVENESS

Diversity Council – An Executive Diversity Council was established to oversee an initiative to improve diversity within the Agency. Lead by the Agency Counselor, the Council has developed and implemented diversity-enhancing initiatives and spearheaded the Agency's efforts to ensure a diverse workplace.

In June 2007, the Executive Diversity Council administered a Diversity and Inclusiveness Survey to all USAID employees designed to measure workforce perceptions and guide the Agency as it works to advance diversity and inclusiveness throughout the Agency. An analysis of the results indicates that overall, the Council and the Agency have made significant strides.

One area of emphasis is fostering a mentoring culture at USAID. A "Mentoring Matters" area was added to the Agency's Training and Education Web Site to provide information on mentoring initiatives and resources. One such initiative is the Civil Service

Mentoring Program partnership with the Department of State. The one-year mentoring program is designed to help mentees understand and grow in their jobs and careers. In the first year, USAID had 15 active mentoring pairs. For the 2007-2008 program, 25 USAID employees are participating as mentors and 32 employees will be mentees. Over 20 additional employees worldwide have signed up for situational mentoring -- one-time ad hoc mentoring to solve a problem or learn a new skill or behavior.

Diversity Awareness Training – Diversity training is now a prominent component of the new entry orientation (NEO) program, as well as management and supervisory courses. In addition, a series of diversity awareness and equal employment opportunity workshops are being provided to managers, supervisors and line staff. Among other things, the workshops focus on conceptual frameworks regarding diversity and how it influences one's thinking and behaviors within USAID/W and overseas work environments.



USAID employees Connie Turner (left) and Jocelyn Rodriguez are a mentoring pair in Civil Service Mentoring Program

Diversity training is now a prominent component of the new entry orientation program, as well as management and supervisory courses.

Realigning to Support A New Foreign Assistance Framework and Achieve Efficiencies

A number of reorganizations have taken place in the Washington to more efficiently align the structure to support the Foreign Assistance framework. A regionalization initiative is also underway in the field to increase the effectiveness of support operations, reduce costs and improve security.

A new **Bureau for Foreign Assistance** was created to provide a structure to account for the staff and other resources dedicated to providing direct leadership and support to implement the new framework. Sixty-five positions from the former Bureau for Policy and Program Coordination were reassigned to the

new bureau.

An **Office of Military Affairs** was established in the Bureau for Democracy, Conflict and Humanitarian Assistance. USAID is currently staffing seven Combatant Command (COCOM) positions at the major military commands around the world.

An **Office of the Chief Operating Officer (COO)** was established to facilitate the implementation of the Agency's transformational reform processes. The COO conceptualizes and defines new operational and management priorities and provides leadership in shaping the Agency's business model.

The **Office of Development Partners (ODP)** was created to advance USAID programmatic objectives in the development community. The office oversees the work of USAID Representatives to the Organization of Economic Cooperation and Development (OECD), the Government of Japan, the United Nations organizations in Geneva, the European Union and the U.S. Executive Director's Office at the World Bank. In addition, the office leads the Global Development Alliance initiative.

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Realigning— (continued from page 3)

The Office of Management Policy, Budget and Performance in the Bureau for Management is now the Agency's central unit for planning and implementation of the administrative budget, management policy formulation, performance reporting and administrative support services for the Management Bureau.

Regionalization – Regional platforms will play a significant role in supporting missions as they transition programs and staff under the Foreign Assistance Framework. A primary focus is to con-

solidate support and technical functions into a limited number of platforms in each region. The regional platforms will produce greater effectiveness and efficiency, while improving security and serving as training grounds for new hires and upwardly mobile staff. The number of platforms in the Latin America region was reduced by transferring support services from Bolivia to Peru where the Agency co-located with State in a new embassy compound. Consolidation of the Regional Development Mission in Asia during 2005 and 2006 better positioned

the Agency to implement important foreign policy initiatives in China, Burma and other non-presence countries. Twinning arrangements have been eliminated in the three regions (AFR, ANE and LAC) and services were consolidated in the Dominican Republic. In addition, mission management assessments resulted in major improvements in the way regional programs were administered in several countries.

Improving Physical Security

USAID is committed to ensuring a safe and secure environment for our people, both in Washington and overseas. Security enhancements have resulted in safer facilities, greater preparedness to counter terrorist activities and efficiencies in background investigations.

Overseas Facilities: After the 1998 East African bombings, a worldwide survey was conducted of USAID facilities. Fifty-four missions were recommended for relocation because the existing

facility could not be upgraded to comply with the new set-back and/or blast-resistance standards. At the end of FY 2007, the number of vulnerable sites had been reduced to five. Eighteen of the missions have been relocated to new embassy compounds with the Department of State to date.

An official USG presence was urgently needed in order to monitor and oversee the Tsunami reconstruction efforts in Banda Aceh. The Government of Indonesia (GOI) agreed to allow

USAID to occupy space on the third floor of the main building in the Governor's Office. In 2006, security modifications were completed for the new office space and the space now meets all applicable security standards.

Personnel Security Background Investigation - USAID beat the legislated mandate to complete 80% of all investigations and clearance actions within 120 days. At the end of FY 2007, 100% of the

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USAID drivers receive anti-terrorism training



GOI Building Hosting the USAID Presence in Banda Aceh, Indonesia

Security— (continued from page 4)

requested investigations were completed in an average of 65 days. This efficiency in investigative processing significantly reduced the time it takes to bring on new employees.

Counterterrorism – Pursuant to the Executive Order on Terrorist Financing (E.O. 13224) and the USA Patriot Act (P.L. 107-56), the policy of the United States Government (USG) is to deny terrorists and terrorist organizations access to funding and other forms of material support. USAID’s Office of Security is a primary represen-

tative on the NGO vetting subgroup of the National Security Council’s (NSC) Counterterrorism Security Group (CSG). A Partner Vetting system (PVS) has been proposed for screening USAID and USG implementing partners that would reduce the risk of terrorist infiltration of NGO partners and manipulation of USG funds or commodities to support terrorism.

Homeland Security Presidential Directive 12 (HSPD 12): USAID met the Office of Management and Budget deadlines to issue the recently mandated

identification card to all new employees and contractors. Through a partnership with the Department of State, we were able to avoid substantial development costs for an ID card meeting HSPD 12 requirements.

Support for USAID Mission Drivers: Anti-terrorism driver training classes were conducted for mission drivers. In just one year, twenty-nine drivers representing 21 USAID missions received a full week of intensive training. The drivers went through various scenarios, including high speed intercept, evasive driving, and off road techniques.



El Salvador cuts the ribbon on Phoenix “Go-Live” with the CFO

USAID RECEIVED “A+” ON INFORMATION SECURITY

USAID was awarded an A+ in information security for the third year in a row. This grade is a measure of continued success in building and managing an outstanding risk-based information security program.

Modernizing Business Systems and Infrastructure

USAID is modernizing the systems and infrastructure to accelerate program delivery and results. The goal of the business systems modernization initiative is to globally deploy internet-enabled systems and to standardize processes and practices.

Financial Management System - The cornerstone of the global business platform is the Phoenix Accounting System. We successfully completed the worldwide installation of Phoenix in 2006. It is now the

accounting system of record for the Agency.

Acquisition and Assistance Systems - USAID successfully piloted the Global Acquisition System (GLAS) to selected offices in Washington and to four missions in the LAC region. GLAS is a commercial off-the-shelf web-based procurement tool that is interfaced with the financial management system. It will improve acquisition processing and standardize data and business practices agency-wide. The timeline for full deployment

of GLAS is dependent on funding and decisions regarding a grant management system. The initial plan was to deploy a Joint Assistance Management System with the Department of State. USAID is faced with cost issues and the need for a more expedited roll-out schedule which will be best mitigated through the deployment of one system for both acquisitions and assistance. A final decision to dissolve the partnership with the Department of State is pending OMB approval.

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Modernizing— (continued from page 5)

Procurement Information Collection System - The Electronic Procurement Information Collection System (ePics) is an interim tool that was deployed world-wide to help USAID fulfill its reporting requirements pending full implementation of the Global Acquisition System (GLAS) and a grant system.

Procurement System Evaluation Tool - An electronic interactive procurement methodology scorecard was piloted to assess the status of the Agency's acquisition and assistance systems world-wide. This new web-enabled approach requires contracting professionals to self assess the status of the procurement system in their respective Missions or in USAID/Washington. For the first time, the Agency will be able to conduct annual evaluations of all contracting operations rather than being limited to a select number of locales. While allowing greater oversight, the scorecard approach recognizes staffing limitations and budgetary constraints. The results of pilots in a number of LAC missions are currently under review.

Electronic Travel System - The electronic travel system, E2 Solutions, was piloted in Washington and in two overseas missions. The new system is part of the government wide electronic travel (eTravel) initiative mandated by the Office of Management and Budget (OMB) to reduce travel expenses. The system provides paperless processing of travel from travel authorization through voucher preparation and processing.

Compensation Tracking System - In 2007, USAID initiated a Manage-to-Budget initiative to help control costs, reduce overhead and reduce the use of program funds for administrative purposes. The initiative has helped USAID better un-

derstand the full cost of operations while providing incentives for controlling these costs. A USDH Compensation Tracking system was developed to assist managers in monitoring their payroll costs for U.S. direct hires.

Document Management System - Approximately 2,000 users at Washington and 40 missions are utilizing the Agency Secure Image and Storage Tracking (ASIST) System for electronic documents management and secure storage of vital records.

Field Support System - A web based application, FS-AID, was deployed to help program management staff plan and manage requirements for centrally managed technical support agreements. Through an easy-to-use web interface, FS-AID provides a set of tools for USAID program management and staff to collect data and produce reports related to budgets and obligations for field support.

Budget System - In fiscal year 2007, USAID entered into an inter-agency agreement to use the Budget Formulation and Execution Manager System (BFEM) developed by the Department of Treasury as a part of the Federal Budget Line of Business. BFEM is a web-based application to facilitate the budget process. The FY 2009 budget requests and FY 2008 appeals were entered into the system and electronically routed to regional bureaus and Agency level review teams.

Management Information System - The Agency piloted the Executive Information System (EIS), a management information system that integrates budget and performance data from multiple systems to provide the comprehen-

sive information that managers need for decision-making. The next step is to pilot a mission information system (a feeder system) and to research tools to improve reporting of the EIS information.

Freedom of Information Act (FOIA) System - The Agency acquired a system to expedite the processing of FOIA requests. The FOIA Express system automates many of the previously manual processes, thus reducing the time required to respond to many requests. As a result, the FOIA backlog was significantly reduced during FY 2007.

Space Management System - The Archibus Space Management System was procured to improve the management of space in the Ronald Reagan Building (RRB). The name and location of every employee housed in the RRB is recorded in the system. The Agency did not have the capability to track space utilization previously. The information is also used in the emergency preparedness program.

Technology Refresh Program - USAID is in the third year of a five-year program to upgrade aging infrastructure. A number of projects have been completed, including Phase I of the desktop upgrade, a trouble-ticketing system upgrade to allow all Agency staff to enter web-based tickets, remote access deployment for missions, and world-wide software distribution for security patches. Projects in progress include world-wide firewall upgrades, wide area network/telecommunications, network monitoring tools and disaster recovery projects.

Improving Safety and Emergency Preparedness

The Agency has significantly improved the safety posture and emergency preparedness. A full-time safety officer was hired to ensure that the Agency is in compliance with the Occupational Health and Safety Administration guidelines and both the infrastructure and staff preparedness have been strengthened for the continuity of operations in the event of emergencies.

Pandemic Influenza Plan - A Pandemic Influenza Plan was developed and a series of tabletop exercises were conducted to ensure that senior managers are prepared to make decisions in response to a pandemic.

Continuity of Operations Planning - Three full-scale continuity of operations exercises were developed and executed with full deployment of continuity teams. The emergency relocation site was upgraded to include secure video teleconferencing capability and other essential infrastructure. USAID employees receive quarterly newsletters regarding emergency preparedness and a web-site provides comprehensive information on workplace and personal preparedness. In 2006, the Government Accountability Office provided a favorable assessment of the Agency's emergency response

site capabilities and continuity of operations strategy

Safety Training and Information. Over 300 senior managers completed training on safety in 2007. A series of notices and a web-site provided essential information to employees on safety. Initiatives have included safety inspections of USAID work space and personal ergonomic risk assessments.



Continuity of Operations Site

Working with the State Department

USAID and State are operating under a Joint Strategic Plan that articulates the foreign policy and management objectives shared by both agencies. Among other things, the two agencies are collaborating to reduce costs, provide developmental opportunities for employees and to ensure a secure environment for staff overseas.

State/USAID Joint Management Council (JMC) - The JMC is the key vehicle through which State/USAID joint rightsizing, regionalization, and consolidation of administrative services policy and operations are developed and implemented. Through the JMC, State and USAID are working to eliminate redundancies, gain efficiencies, and strive for uniformity in business functions. The immediate goal is to consolidate selected support services where State and USAID are collocated in New Embassy Compounds, and to enhance connectivity between State and USAID's IT infrastructure. Achieving this goal has re-

quired taking a hard look at collective operations to find synergies, economies of scale, and ways to outsource functions and contain costs.

Consolidation of Administrative Support Services - The Agency has embarked on a long-term effort to eliminate duplication in support services. Fifteen administrative support services were selected for consolidation into a single service structure. The immediate goal was to have a single operation under International Cooperative Administrative Support Services (ICASS) structure for posts that were either in or moving to new embassy compounds by October 1, 2007. To date, more than half of the Tier One posts have consolidated these functions. Posts that will be co-located from 2008 - 2010 are developing plans to consolidate the agreed upon services.

Information Technology (IT) Infrastructure Consolidation - USAID and State are collaborating to utilize shared IT applications to support select administrative support services in the joint administrative support platforms overseas. A Joint Program Management Office (JPMO) was established by the JMC to support these efforts and to collaborate on a joint IT infrastructure. The JPMO engineered an approach to allow a local connection between OpenNet and AIDNet, which will specifically allow sharing of applications. While this approach provides immediate benefits, the JPMO will continue to evaluate options for an optimum configuration capable of achieving the greatest business efficiencies. The JPMO successfully installed and tested this local network connection in Lima, Peru and confirmed access to shared WebPASS applications. This secure, shared access connection will be available in the near future to the remaining Tier 1 posts.

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Working with the State Dept— (continued from Page 7)

Joint Financial Management System - In 2006, USAID and State implemented a joint financial management platform to which USAID has migrated all of its financial system users. Savings from the joint licensing agreement are estimated at over \$5 million.

Career Development Programs – USAID and State are partnering on a *Crossover Assignment Program*. This program is an exchange of USAID and State Foreign Service Officers to broaden the understanding of foreign affairs functions and strengthen cooperation between the agencies. In addition, USAID staff are participating in the Department's Civil Service Mentoring program as previously noted. Some USAID participants are paired with mentors from the State and vice versa.

Implementing the President's Management Agenda

USAID is making steady progress in implementing the President's Management Agenda. At the end of June 2007, the Agency had achieved green in status for the Financial Performance and the Faith Based and Community Initiatives.

Financial Performance - USAID has met all standards for success to achieve green in the financial performance initiative. For four consecutive years (2003 – 2006), USAID has received an unqualified ("clean") opinion from the Inspector General on all five of the Agency's principal financial statements. In addition, the Agency is meeting accelerated financial and performance reporting deadlines.

In fiscal year 2006, USAID auditors provided positive assurance that the Agency's financial management systems substantially complied with the requirements of the Federal Managers' Financial Integrity Act. USAID was the only CFO Act Agency to receive a positive assurance statement.

In addition, the new Foreign Assistance Framework was integrated into Phoenix and the Agency is providing managers with timely financial information for decision-making.

Faith Based and Community

Initiative – The Agency has also met all standards for success and maintained green in status on the Faith Based and Community Initiatives. Major accomplishments include implementing a comprehensive outreach strategy, which includes advising countless groups on possible partnerships with USAID and participating in workshops and conferences across the country. In addition, procedures were established for collecting and reporting data on the participation of faith and community groups in USAID programs.

Competitive Sourcing – USAID has a small inventory of commercial positions, which has made it difficult to conduct the number of competitions required to meet the PMA standards for success in competitive sourcing. The Agency has achieved green in progress, but remains red in status. The Office of Management and Budget is supporting the Agency's recommendation that the standards be modified in order for the Agency to move beyond red in status. A streamlined competition was completed in 2006 covering four positions associated with the Washington facilities management function. A second competition was completed in 2007 encompassing five positions performing directives and records management functions. Both functions remained in-house, with efficiencies identified totaling \$1.3 million over five years. A study is now underway to determine the feasibility of a competition for all

Washington-based administrative services positions.

Human Capital - The Agency is yellow in both status and progress for the human capital initiative. USAID initially achieved green in progress in September 2003, and maintained the score until June 2007 when it was downgraded due to problems in Performance Management and Human Capital Accountability. OPM's Performance Appraisal Assessment Tool (PAAT) panelists found the Agency's performance plans had not been improved to maintain green status in progress. The Agency's goal is to demonstrate sufficient improvement in Senior Executive Service and Civil Service Performance Management to recover the green score for progress in fiscal year 2008.

Performance Improvement – USAID is yellow in both status and progress for the performance improvement initiative. The Agency achieved green in status in December 2005 and maintained the score until it was downgraded to yellow in March 2007 due to delays in reporting performance after roll-out of the new Foreign Assistance Framework. The scorecard deliverables were recently revised to reflect the Agency's responsibility

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President’s Management Agenda— (continued from Page 8)

ties in relationship to the Office of Foreign Assistance. The goal is to recover the green score in fiscal year 2008.

E-Government – The Agency has green in progress and yellow in status for the e-government initiative. In order to achieve all standards for success to achieve green in status, USAID must demonstrate that an earned value measurement system is in place to monitor the performance of projects and have projects perform within

10% of cost and schedule. Additionally, efforts will continue to develop an enterprise architecture to serve as a blueprint for information technology investments. The goal is to obtain green in fiscal year 2008.

Real Property – The Agency has achieved yellow in status and green in progress for the real property initiative. An Asset Management Plan with a three-year timeline for meeting the goals and

objectives. The plan focuses on eliminating surplus properties, operating properties within standard operating cost ranges and maintaining properties in the right condition. USAID must demonstrate that accurate and current inventory information and performance measures are routinely used in decision-making to achieve green in status – the target in fiscal year 2008.

PMA Scorecard (as of June 30, 2007)						
PMA Initiative	Status	Progress		PMA Initiative	Status	Progress
Human Capital				Competitive Sourcing		
Financial Performance				E-Government		
Performance Improvement				Faith-Based and Community Initiative		
Real Property						

10 MAJOR ACCOMPLISHMENTS
2005 – 2007

- Received an unqualified “clean” opinion on all five principal financial statements for four consecutive years.
- Deployed a financial management system worldwide and partnered with the Department of State to implement a joint financial management platform.
- Met all PMA standards for success to achieve green in status for financial performance and faith-based and community initiatives.
- Received an A+ on information security for three consecutive years.
- Reduced the number of vulnerable facilities overseas from 54 to 5.
- Streamlined the civil service performance management system, placing greater emphasis on employee development.
- Accelerated recruitment processing, achieving and maintaining a recruitment timeline for external hires well below the 45-day standard established by OPM.
- Implemented a manage-to-budget initiative, giving managers greater control over funding for civil service salaries and benefits.
- Implemented initiatives to promote the professional development, mobility and communications among FSN staff.
- Improved safety and emergency preparedness.