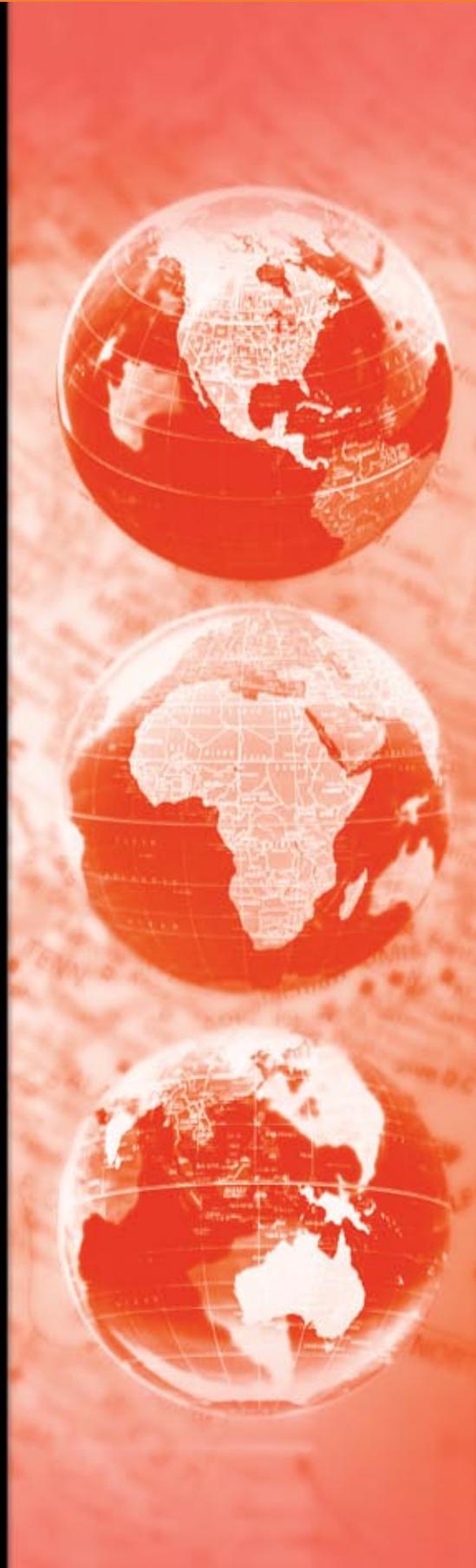


OVERSEAS RIGHTSIZING

A QUARTERLY REPORT
BY THE OFFICE OF RIGHTSIZING
THE U.S. GOVERNMENT OVERSEAS
PRESENCE



2007/II





About the Office of Rightsizing the USG Overseas

The Under Secretary for Management's Office of Rightsizing the USG Overseas Presence (M/R) is a Congressionally mandated office responsible for managing the rightsizing of the US Government abroad. This Department of State office is responsible for reviewing and approving the staffing projections for all capital construction projects abroad. M/R oversees the process by which Chiefs of Mission conduct 5-year reviews on the staffing of their missions. M/R schedules the annual 20% of all U.S. Missions abroad, and reviews and approves the staffing in these missions. M/R also coordinates NSDD 38 requests, all policy issues concerning Chief of Mission authority, inter-agency correspondence regarding Executive Branch agencies overseas presence, and related issues.

M/R Director – J. Patrick Truhn,
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Letter from the Director of the Office of Rightsizing, J. Patrick Truhn



When the Office of Rightsizing was created in 2004, one of its major mandates was to conduct rightsizing studies of all overseas missions on a rolling, quinquennial basis. The first rightsizing reports were prepared in the spring of 2005. We have now reached the half-way point in that process, and indeed in the most recent period have concluded analyses of some of the largest U.S. missions abroad, including China, Thailand, Canada, and Germany. In the course of the last two years we have standardized the format of the rightsizing studies; introduced competitive sourcing; and encouraged posts to find creative ways to better utilize their locally-employed staff members. In this issue we showcase the ideas of some of our most successful posts in the rightsizing effort.

One of the most significant developments over the past year has been the revitalization of the State-USAID Joint Management Council process. This began with a shared Strategic Vision in July 2006, and accelerated following the establishment of an implementation timetable in September 2006. Over the past nine months, posts at which State and USAID are currently co-located, or will be before the end of the fiscal year – the so-called “Tier One” – have been busily working on consolidation activities. We expect that most of the 40 Tier One posts will have consolidated all agreed-upon fifteen administrative functions by October 1; some have already done so. These posts have recently completed a comprehensive cost-benefit analysis, which indicates that the consolidation process will, as expected, result in cost savings to State, to USAID, and to the other agencies present overseas. We expect these savings to increase as post operations become more streamlined, and as the next round of posts to occupy New Embassy Compounds – “Tier Two” – come on line. Tier One posts will be completing a second round of financial projections over the next month.

Although delayed by software development, the eCountry Clearance initiative on which we reported in our last quarterly report is nearly a reality for the Department of State; we expect to go live in June 2007, and the rest of the U.S. Government should have access to the application by the end of the fiscal year. This effort, which will save hundreds of thousands of cables a year, will also provide travelers with a wealth of useful travel information before a request for country clearance is ever made.

Performance Summary and Highlights

Rightsizing Results

In the last period, M/R rightsized the following U.S. missions in accordance with a schedule ensuring all missions will be reviewed every five years. The information in parentheses indicates whether that mission is scheduled to receive a new facility under the Bureau of Overseas Building Operations' (OBO) Capital Security Program. NEC indicates a New Embassy Compound while NCC indicates a New Consulate Compound.

- Afghanistan (Kabul Annex FY13)
- Benin (Cotonou NEC FY12)
- Burma
- Canada (Toronto NCC FY12)
- China (Shanghai NCC FY09)
- Equatorial Guinea (Malabo NEC FY 12)
- Eritrea (Asmara NEC FY14)
- Finland
- Germany
- Hong Kong
- International Civil Aviation Organization – Montreal
- Jordan
- Mozambique (Maputo NEC and Annex FY10)
- Slovak Republic (Bratislava NEC FY12)
- Suriname (Paramaribo NEC FY12)
- Thailand (Chiang Mai NCC FY13)
- United Arab Emirates (Dubai NEC FY09)

One of the areas where rightsizing analysis has its greatest impact is in determining the staffing needs for overseas missions scheduled to receive new buildings under OBO's Capital Security Program. By examining projected needs and coordinating with State Department bureaus and other U.S. government agencies, M/R provides OBO with the desk-count information it needs to plan for these new facilities. Given that each desk space built into a new facility costs on average \$94,760 (OBO estimate), rightsizing produces significant savings to the taxpayer by ensuring projected staffing estimates are accurate, realistic, avoid duplication and make maximum use of local opportunities.

Cost-Avoidance This Quarter

Rightsizing analyses of the posts listed above scheduled for OBO projects reduced projected staffing needs by a net 94 desks (i.e., the difference between initially projected positions/desks and final M/R approved positions/desks).

\$8,907,440 in cost avoidance this period.

Other Results – Reduced Staffing Projections

Rightsizing applies to all U.S. missions overseas, not just those receiving new facilities under OBO's Capital Security Program. The rightsizing analyses for these other missions also serve to produce accurate and realistic future staffing projections, even if such projections cannot be tied directly to reduced desk construction costs. These projections are often associated with plans to competitively source services with private vendors, to increase use of regional service providers and to substitute LES for USDH positions (thus avoiding the extra costs of deploying, housing and supporting an American employee abroad). The figures below represent the net difference between initial staffing projections and final, M/R approved staffing projections for all the missions rightsized this quarter, both those with construction projects and those without:

Reduce Staffing Projections:

U.S. Direct Hire	71
Locally Engaged Staff	51
Non-desk Positions	9
<hr/>	
TOTAL	131

Rightsizing Best Practices

In this quarter's report, we highlight some examples of rightsizing best practices associated with submissions from overseas missions and from efforts underway by domestic State Department bureaus.

The U.S. Mission to the Slovak Republic submitted an ambitious and well-conceived plan to substantially reduce staffing by making greater use of regional service providers and outsourcing certain management functions. Specifically, Embassy Bratislava recommended the consolidation of property management, warehousing and computer services into nearby Vienna (an hour away) or the Regional Information Management Center in Frankfurt. At the same time, the Mission proposed, and began in January, the outsourcing of accommodation

exchange services, expendable supply management, direct vehicle operations, most facilities maintenance, and janitorial services. These combined efforts will allow it to eliminate before the end of the FY 2007 two Locally Employed Staff (LES) desk positions, and 15 LES non-desk positions, or 35% of current local management staff, and close down its warehouse completely. Two U.S. Direct Hire (USDH) positions will be abolished when the incumbents complete their tours, reducing USDH management positions by 50%. One of the things this highlights is that rightsizing is not something mainly for large, heavily staffed posts – there is potential for rightsizing even in posts as small as Bratislava.

Faced with the growing political and economic importance of provincial capitals, Mission Canada is moving two reporting officer positions from Ottawa to Vancouver and Calgary. Rightsizing does not necessarily mean either reducing or increasing the number of positions. For the larger multi-post missions, re-allocation of existing positions may sometimes be the quickest and best way to meet changing needs.

Mission Burma in its rightsizing report confronted uncertainties about future staffing by presenting two scenarios based on the host country political environment: (1) if there is little change from the current oppressive and restrictive conditions; and (2) if there is a democratic political transition. While there would be little change in staffing under the first scenario, there could be substantial increases under the second to take advantage of new opportunities to advance U.S. interests and to offer development and military assistance. Other posts may find this model useful in preparing their rightsizing reports. Rather than simply hoping for the best and projecting accordingly, they should choose the most likely scenario five years out, but indicate alternative requirements should circumstances change.

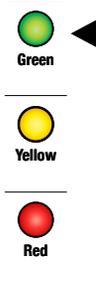
Rightsizing best practices can also come from domestic sources, as shown by a new initiative from the State Department Bureau of Diplomatic Security's Security Technology Office (DS/ST). With the steady progress of OBO's capital building program, and the requirements to support Transformational Diplomacy initiatives, DS/ST's overseas workload has been steadily increasing. The average NOB (New Office Building) contains at least twice as much security equipment to operate and maintain as the building or compound it replaced. At the same time most of the new equipment is more sophisticated than the old, requiring DS to recruit more highly trained staff and to develop more advanced training courses.

DS/ST has responded with a new staffing model dubbed the "Right Mix." Its goal is to get the right staffing combination, with the right skills and clearances, at the right locations as quickly as possible, spread over the next three to five years. The main thrust of the plan is to hire more technicians, with a strong focus on LES positions, since the bulk of the increased workload is unclassified. This is very cost effective, as the average LES technician costs 20% as much as an American technician. The hiring of qualified LES to handle these tasks also means that USDH staff can concentrate more fully on those duties requiring a cleared American to perform. Most of the technicians (both USDH and LES) will operate from regional Engineering Service Centers, thus avoiding the costs of having to open new Security Engineering Offices in overseas missions. DS/ST began implementing the Right Mix Plan in 2006.

The President's Management Agenda Rightsizing Balanced Scorecard

About the Stop-Light: The Department has made substantial progress on all five of the President's Management Agenda (PMA) as well as the Overseas Rightsizing Initiative. Each quarter, the Office of Management and Budget (OMB) releases an executive scorecard that rates progress and overall status in each of the PMA initiatives. The progress and status use a color-coded "stop-light" system that is based on OMB standard criteria used to assess all agencies.

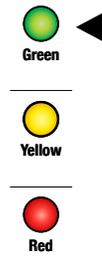
 CURRENT STATUS (as of March 31, 2007)
<p>Maintaining/Moving Beyond Green</p> <ol style="list-style-type: none"> 1. U.S. overseas staffing is at right level with skills to achieve policy goals. (specific criteria achieved previously for Green not listed in updated scorecard) 2. New embassy construction linked to rightsized staffing <ul style="list-style-type: none"> • FY 2008 proposed embassy construction project cost directly linked to Rightsizing Review results. Q4 FY 2006. 3. Transparent accounting of USG overseas staffing and costs in place. <ul style="list-style-type: none"> • Gold Standard staffing data base for overseas staffing under COM authority implemented. (Q4, FY06) —Gold Standard staffing validated by the interagency. Q3 FY 2007 4. Regionalization, Centralization, and Shared Services used as rightsizing tool overseas. <ul style="list-style-type: none"> —Systematic Regionalization / Centralization of functions underway. TBD, FY 2008 • Systematic Consolidation of support functions under a shared-services model underway at co-located New Embassy Compounds. (Q4, FY06) Post costs and position savings quantified. Q3 FY 2007 5. Review mechanisms to validate ongoing and new embassy staffing and size. <ul style="list-style-type: none"> • Rightsizing Reviews finalized for scheduled non New Embassy Construction (NEC) Posts in FY 2006. Q4 FY 2006



 **PROGRESS** (Second Quarter FY 2007)

Actions taken this quarter:

- Included summarized agency overseas personnel and cost data in the FY 2008 Budget Appendix.
- Provided U/S level guidance to agencies on Post Personnel Gold Standard overseas staffing database validation requirements and timeline for key reporting dates.
- Provided status update on the 40 State and USAID joint management platform consolidation initiatives for selected administrative support services overseas.
- Included right-sized staffing estimates in the notified FY 2007 Capital Security Cost Sharing Program Congressional construction plan.
- Submitted monthly global staffing changes reports.
- Submitted draft Regionalization Strategy, incorporating the regional bureaus.



 **PROGRESS** (Third Quarter FY 2007)

Planned Actions for next quarter:

- Submit monthly global staffing changes reports. (State)
- Provide detailed cost analysis for State and USAID overseas joint management platform initiative, phase I. (State)
- Post Personnel Gold Standard staffing data used to generate CSCSP head counts. (State)
- Hold 3rd Annual Interagency Rightsizing Summit. (OMB/State)
- Develop global standards (benchmarks) for measuring support service performance and costs across all posts. (State)
- Develop list of post applications that should be replaced or incorporated into PASS (Post Administrative Support Suite). (State)
- Roll out PASS E-country Clearance. (State)
- Identify list of local guard contracts that can be consolidated and centrally executed. (State)
- Demonstrate progress on Post Rightsizing implementation plans. (State)
- Identify single responsible / accountable Bureau / Office / Official for data in the Post Personnel Gold Standard (State).

Comments

The rightsizing progress score is upgraded to Green this quarter. State has made progress defining a corporate strategy for regionalization, incorporating the regional bureaus. The strategy focuses on enterprise-wide solutions and establishing standard measurements for performance, costs, and business processes at overseas posts. The lack of standardization and comparable cost and performance data in how State currently delivers support services overseas has hindered previous regionalization and centralization initiatives.

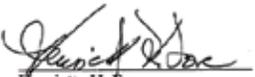
Consolidation Of Services Affirmation

We, the undersigned members of the State-USAID Joint Management Council, hereby reaffirm the commitment of our agencies to consolidate agreed-upon management services in co-located overseas missions for the purpose of creating overseas administrative platforms that are leaner, more flexible, and more responsive to the needs of both agencies as well as those of the ICASS customers. We further reaffirm our joint strategic vision of consolidation to encompass reengineering of our business practices to assure better value to the U.S. taxpayer and cost savings to both State and USAID.

To achieve this purpose and to ensure compliance with the joint guidance issued by the JMC, we furthermore direct the Chiefs of Missions and USAID Mission Directors of all posts at which State and USAID will be co-located effective October 1, 2007 (the so-called “Tier One” posts) to consolidate the agreed-upon services on that date, provided they have submitted their joint consolidation plans for review and approval by the regional bureaus and agency leadership.

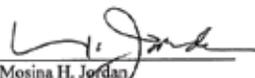
These agreed-upon services and associated re-engineered business processes, include: warehouse management, expendable supplies, functional and residential property leasing, motor pool, residential and non-residential maintenance, customs and shipping, custodial services, reproduction services, mail and pouch services, cashiering, FSN payroll, nonprogrammatic simplified acquisitions procurement, local recruitment, at-post language training for Americans, expanded Eligible Family Member program, FSN initiatives, and joint IT applications. Final decisions on consolidation of IT infrastructure will be made following the pilots of Proofs of Concept 1 and 2.

Initial review of the comprehensive cost-benefit analysis, utilizing cost data from multiple sources, indicates that while there are overall cost savings to be achieved for both organizations and for the U.S. Government, there is more that can be done to achieve this goal. Therefore, it is in the interest of the Department of State and USAID to consolidate these services in a manner which demonstrates greater use of local staff, outsourcing, and regionalizing certain services.


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Washington, April 26, 2007

Consolidation of State-USAID Overseas Administrative Platforms: Best Practices

State 194129 of December 1, 2006

1. As Tier One posts begin the work to consolidate administrative services, the Joint Management Council would like to share best practices from those posts which are already in the vanguard of the consolidation effort. In particular, we are grateful to Embassy Nairobi for the very detailed information it has shared with the JMC Directorate. Other posts with best practices to share are encouraged to contact the co-chairs of the JMC Directorate, Patrick Truhn (State) and Carla Royalty (USAID), or the Joint Business Analysis Team (JBAT). Posts will find information on both the JMC and A/GSSI websites helpful; the latter has considerable guidance on process mapping.
2. **ESSENTIAL FOR SUCCESS:** The two most important ingredients for successful consolidation are strong front office support and effective communication, both between current State and USAID service providers and between service providers and customers. Strong support and teamwork from the Chief of Mission, Deputy Chief of Mission, and USAID Mission Director are crucial to the success of this effort. Post leadership should receive regular progress reports, as well as timely notification of any problems likely to require higher-level resolution. Although State and USAID are both foreign affairs agencies, and we share many similarities, particularly in the overseas environment, we are two independent organizations with discrete corporate cultures. As Foreign Service personnel, we are adept at identifying and respecting cultural differences when dealing with foreign societies; we need to exercise those same skills in better understanding and respecting the differences between our two organizations as we begin to work more closely together.
3. **ORGANIZING FOR CONSOLIDATION:** All posts which have successfully accomplished consolidation of one or more functions have done so by creating a working group for each individual cost center. One of the most successful models we have seen, Nairobi's, asks the locally-employed staff (LES) in both ICASS and USAID to take the lead in working together, with the American staff providing guidance and answering questions as necessary. This process has proved invaluable as a team-building and confidence-enhancing effort. These working groups should identify: the processes currently used in those organizations to deliver services to customers; the capabilities and resources of the two current organizations; the structure of the new organization (including, eventually, an organization chart); a list of differences or obstacles which must be overcome; and a running tally of completed as well as pending items. As the list of completed items exceeds the list of pending items, this, too, will serve as a morale-boost.

4. **OPTIMIZING THE ORGANIZATION:** Working groups should ideally utilize process mapping or the equivalent to arrive at the most efficient service model for the customer. For example, Nairobi decided to cross-train all of its customs and shipping assistants to provide one-stop shopping for the customer, instead of having one LES for HHE, another for UAB, another for POVs and pets, and so on. There is still one LES who will maintain expertise in each type of shipment, but all are now able to provide their clients with a full range of services.
5. **OPTIMIZING USE OF EXISTING STAFF:** In order to benefit from the existing expertise and management skills of senior LES of both State and USAID, and to enhance team-building, posts have found it advantageous to divide their now-larger sections into teams, with one team led by a senior State LES and the other by a senior USAID LES, with the subordinates a mixture of employees of both organizations. For example, a shipping section was divided into an import team and an export team; a maintenance section was divided into a short-term-leased team and a government-owned team; and so on.
6. **IDENTIFYING CURRENT BEST PRACTICES:** Through process mapping, the working group can identify current best practices of the two agencies to be selected for use in the consolidated organization. In the maintenance field, for example, process maps may be prepared for: preventive maintenance, emergency generator maintenance, weekly/daily maintenance planning scheduling, management support, maintenance organization structure, visitation notice, orientation for newcomers, POSHO tasks, burn permits, tools inventory, annual facility condition survey program, blanket purchase agreements, and storeroom operations.
7. **REDRAFTING ICASS SERVICE STANDARDS:** Although in many cases the current ICASS and USAID service standards will be similar, in most cases some redrafting will be required to ensure that all necessary customer requirements are met. Once this has been completed, the revised standards should be approved by the ICASS Council.
8. **COMMUNICATION WITH CUSTOMERS:** Town hall meetings should be held with customers prior to consolidation, to allow the new service providers to introduce themselves and to allow customers to ask questions and hear how the delivery of services will be different (or not) under a new service provider. Such communication is vital to the success of any consolidation effort. If new procedures, forms, computer screens, etc. are involved with the transition, handouts or video presentations, if possible, will enhance customer relations. Additionally, posts may wish to consider use of the CLO newsletter and other fora to acquaint customers with new procedures and minimize rumors.
9. **USING THE VIRTUAL YEAR:** FY-2007 has been declared a virtual year for Tier One posts, to give them the opportunity to test out the consolidated platforms, refine business practices to ensure the best quality service to the customer at the lowest cost, and to assess the final costs to be paid once consolidation is official on October 1, 2007. Once the terms of the consolidation have been agreed to (above), posts will find it useful to

have the merged staffs actually sit together during the remainder of FY-07, even though USAID will continue paying the salaries for its employees during this timeframe. This joint approach will improve cross-training, enhance mutual expectations, and result in increased teamwork and confidence.

10. This message is the first installment in what we hope will be a regular sharing of best practices for posts as they undertake consolidation. We welcome further suggestions at any time.

Joint Overseas Administrative Support Platforms

From Under Secretary Fore and Deputy Administrator Kunder

State 9205 of January 24, 2007 REF: (A) STATE 166405 (B) STATE 194129 (C) STATE 196525

1. Reftels provided posts with a blueprint and a timetable for implementing the Joint Management Council's strategic vision of consolidated administrative support platforms, and best practices from posts already in the vanguard of this effort.
2. Senior State and USAID leadership have both been in the field recently, and have heard directly from personnel of both agencies involved in the process. As with any such overwhelming change in the way we do business, there is understandably concern at all levels regarding the impact of this change on field operations and staff as well as the need for clear instruction and guidance from Washington. We have heard repeatedly that one agency or the other has lost conviction in the JMC process and is not committed to previously-agreed-upon parameters. This is simply not true. Both State and USAID are actively engaged in the Joint Management Council's agenda, and eager to see it successfully implemented. That said, the process will naturally affect our respective agencies in different ways, and we need to be sensitive to each other's concerns. Above all, we need to understand that both agencies will be fundamentally and beneficially changed in this process.
3. The purpose of this message is to first and foremost correct any misperceptions about the implementation process and reconfirm the process by which State and USAID have agreed to move forward with the consolidation effort in order to ensure consistency across missions during the virtual year.
4. A major misconception is that the USAID Executive Officer (EXO) backstop (equivalent to State's Management cone) is being eliminated. This is also untrue. State and USAID will continue to be separate agencies, with separate, though complementary, missions. In some cases, however, the EXO position may not be needed in the creation of the joint administrative support platform, whereas in others, such as in the case of those EXO positions with regional support responsibilities, the EXO position will be retained. Our new administrative arrangements will, however, offer new horizons for personnel of both agencies to broaden their expertise and experience. This will be complemented with additional training at the Foreign Service Institute to ensure that everyone is well-prepared for new responsibilities.
5. Both of our agencies are facing bleak fiscal forecasts for FY-07 and beyond. Neither of us

can afford to continue doing “business as usual.” At the very time when we have ambitious new initiatives for transformational diplomacy, we find ourselves limited in our ability even to maintain the status quo. To rise to the challenge of our operational requirements, we have no choice but to accomplish our work more efficiently, more creatively, more cost-effectively.

6. Per refs (a) and (c), State and USAID have adopted a tiered approach to the implementation of the strategic vision of one unified administrative platform at all overseas posts which have a State and USAID presence. By October 1, 2007, posts at which State and USAID are co-located (Tier One) are to consolidate the agreed-upon administrative services into a unified joint administrative operation provided that posts have conducted the requisite cost/benefit analysis to demonstrate that the formation of the single service provider will be more cost effective and result in cost savings. This current fiscal year will serve as a “virtual year” to determine resource and management requirements. As stated in the JMC strategic vision, the joint administrative platform is not simply a consolidated service center, but a new platform that incorporates best practices, realizes economies of scale, eliminates redundancies, examines outsourcing possibilities where practicable, achieves cost efficiencies, and better utilizes the skills and abilities of local staff. Our plans for consolidated overseas administrative support platforms inevitably involve a reduction in the overall number of administrative positions, for both U.S. direct-hire and locally-employed staff. This flows directly from the rightsizing process, which we have been using for the past two years to forecast the number of employees required in new embassy compounds constructed to provide secure, functional space for our overseas operations.
7. However, we also need to look at the individual post level. There has been enormous speculation at a number of posts and also at the Washington headquarters level about whether individual agencies’ costs would rise or fall. We would urge you to avoid speculation and rumor. All Tier One posts have been tasked with providing specific financial data by January 31, which we will use to analyze both unit and overall costs. A/GSSI is currently reviewing the baseline administrative cost figures submitted by AID. Approved figures will be provided to State FMOs shortly for development of the ICASS “what if” budget drafts which reflect the cost figures of a consolidated management platform. The budget information requested ref (c) should be submitted as expeditiously as possible. After conducting a thorough analysis of all cost inputs, including ICASS and Capital Security Cost Sharing, we may ask you to identify additional cost savings, to ensure that consolidation of services achieves its twin goals of reduced cost and improved quality. For now, we ask that you focus on good stewardship of official resources, making any U.S. direct-hire positions of either agency which will not be required in a consolidated operation available for reprogramming by the regional bureaus.
8. The cost of keeping a U.S. direct-hire employee overseas is high, and it is rising steadily.

We must be cognizant of this cost, particularly where consolidation can permit functions to be performed by locally-engaged staff rather than U.S. direct-hire. At the same time, we recognize that the security requirements of some of our ICASS customers, particularly in a post-September 11 environment, require more, not less, U.S. direct-hire support staff. We are working actively to ensure that the ICASS system is fair, affordable, and responsive to the needs of all of its customers by providing high quality and timely services.

9. Finally, let us reiterate that, although we know there will always be local conditions that determine specific outcomes, in implementing organizational change of this magnitude, standardization to the maximum extent possible is a key element. To this end, we would ask that you ensure that you and your staffs are following our joint directives, all of which can be found on the JMC website at jmc.state.gov.
10. The eight months between now and the anticipated official launch of our consolidated administrative support platforms on October 1 will be challenging for all of us, and at times frustrating, exciting, and demanding. We will need patience, cooperation, dedication, and above all consistency in our approach and trust among our colleagues. We urge you to share with us, and with the members of the JMC Directorate -- Carla Royalty of USAID and Patrick Truhn of State and the Joint Business Analysis Team (JBAT) -- your questions, ideas, and suggestions. We thank you all for your exceptional efforts over the past year, and look forward to even greater achievements in 2007.

Joint Management Council: Information Technology Initiatives

REF: (A) 06 STATE 54462 (B) 06 STATE 166405 (C) 06 STATE 194129 (D) 06 STATE 196525 (E) STATE 9205 State 14000 of February 5, 2007

1. Reftels provided guidance to missions on consolidating administrative functions, including information management, at post. One important aspect of this process is arriving at common software applications for administrative services to be consolidated (e.g., property management), and the individual JMC working groups are busily working on selecting single applications to serve all ICASS customers in their respective business processes. Standardization will decrease the cost of supporting these applications, and increase customer familiarity with them as personnel move from one post to another.
2. The other important aspect of the process is integrating the overall systems of State and USAID. The minimum operational and technical requirements for such integration are as follows:
 - a Joint Program Management Office will be established to govern the Proof of Concept piloting process and assist USAID and State leadership in making the necessary technical or policy decisions that may result;
 - as currently possible, all USAID and State users at a post must be able to exchange e-mail with each other and their other interlocutors (host country officials, NGOs, etc.) in a timely manner;
 - all USAID and State users at a post must be able to access agency-specific as well as shared applications;
 - all USAID and State systems security requirements must be respected, with appropriate approvals by both USAID and State IT security personnel if the shared DMZ design requires any security modifications for either organization; and
 - appropriate USAID and State users must have remote access to all agency SBU intranet systems and services including e-mail; the extent of the requirement for this access will be determined at each USAID and State location.
3. In an attempt to provide personnel of both agencies at Tier One posts (where State and USAID are currently co-located) with the tools they need to accomplish their mission as of October 1, when overseas administrative support platforms at Tier One posts are consolidated, we need to begin to act now. Over the next few months, we will be jointly engineering and then piloting a local DMZ. Shared applications will reside in this DMZ

and will be accessible by both AIDNET and OpenNet users. State and USAID will jointly fund, design, engineer, and pilot this proof of concept.

4. Once this first proof of concept is engineered, piloting has taken place, issues are identified for key decisions needed for the next phase and lessons learned are documented, a second proof of concept, which would integrate the two networks into a single IT infrastructure (desktops, mail, print and file servers, etc.) at post, will be jointly engineered and then piloted by both USAID and State, but State will fund this proof of concept.
5. Final decisions on consolidation of IT services will be made following the pilots. Until those decisions are made, posts should hold consolidation of IT infrastructure in abeyance. The results of this engineering and testing will determine the ultimate course of action chosen, but our first priority is ensuring that employees at Tier One posts have the tools they need to do their mission, and are able to maximize the benefits (cost, efficiency, quality of service) taking place through the consolidation of other administrative services overseas.
6. These efforts are critical to the success of our goal of creating the Joint Overseas Administrative Support Platform and we particularly want to hear from you. If you are in a location where both State and USAID would like to pilot one of these proofs of concept, or if you have other recommendations or questions on how to proceed, please contact the cochairs of the JMC Information Technology Working Group, Danny Toler (State) and Gretchen Larrimer (USAID).

Joint Management Council: Consolidation Update

For Chief Of Mission and USAID Mission Director from the Under Secretary For Management and the USAID Acting Deputy Administrator

REF: State 19588 and previous State 38883 of March 27, 2007

1. As we move forward with the establishment of joint overseas administrative platforms, it will be useful to address any perceived inequities in the way State and USAID employees, both U.S. direct-hire and locally-employed staff, are treated. We want to do everything we can to ensure that all mission staff feel that everyone has the same opportunities and benefits. JMC consolidation guidance underlines the importance of ensuring consistency, transparency, and equity in this effort, and to the extent that posts follow consolidation guidance as articulated in the JMC cables, these goals will be achieved.
2. Perceived inequities may arise from differences in agency practices or regulations which have not yet been harmonized, or in some cases even identified; from misunderstandings in implementing consolidation guidance; or from other factors. For example, we continue to hear anecdotally that at some posts there continue to be separate housing pools, or at least de facto ones, although joint housing pools have been a requirement for two years, and this requirement is included on the Chief of Mission's annual certification of management controls. Housing is an important morale issue overseas, and it is imperative that post Housing Boards assign all employees at post to a common set of properties according to common criteria. Although we recognize that the quality of housing varies from one post to another, employees need to believe that within a post no one is being disadvantaged because of their agency affiliation.
3. Housing is just one example of how uniform guidance may not have been implemented efficaciously, or where different regulations or procedures may contribute to perceived inequities. We are beginning a dialogue here in Washington to address issues of inequity, some of which are resource-driven, and others simply require a stronger commitment on the part of all of us. For instance, we will look into the issue of diplomatic titles for all FSOs to reinforce our partnership efforts.
4. As we work together here in Washington with our respective regional bureaus, we welcome your thoughts on any procedures, regulations, or any other administrative anomalies that might in fact or perception be seen to create inequities between State and USAID employees in the overseas environment, as well as any suggestions on what we can do collectively to create a more cohesive, inclusive Foreign Service community, both in the field and in Washington. Please send your thoughts to us by cable or via the mailbox on the JMC website at jmc.state.gov and copy your regional bureau. Any specific questions may also be directed to the JMC Directorate, Patrick Truhn, Director of M/R, State, or Carla Royalty, AA/M, USAID.

Software Applications in Support of Joint Overseas Administrative Management Platforms

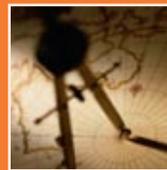
For Management Officer, USAID Executive Officer, Information Management and General Services Staff, from the Joint Management Council

REF: STATE 14000 State 48604 of April 12, 2007

1. Reftel announced that, as part of the Joint Management Council (JMC) initiative on information technology (IT), the JMC working groups would soon announce decisions on common software applications to be used in support of the Joint Overseas Administrative Management Platforms. These decisions will enable the IT staffs of both agencies to develop architecture solutions to support the business requirements of consolidated platforms. The JMC working groups will continue to work toward seamless accessibility to these applications and additional communications will follow as concerns are addressed and issues resolved.
2. e-Services: A number of standardized applications specified herein are integrated modules of WebPASS (Post Administrative Software Suite). Some applications have both users and customers. For the purposes of describing WebPASS modules and e-Services, the following definitions apply: a customer is someone who needs or consumes ICASS goods and services. A user is someone with authorized access to one or more WebPASS applications to procure, manage, provide and account for goods and services.
3. Given the definitions, e-Services is an interface to certain WebPASS modules for customers to request goods and services from ICASS without having to know how to use the modules themselves. Various users, generally the service provider staff, will access the information provided them via the e-Services front end to meet user requests and manage other aspects of services with WebPASS applications. At present, e-Services have customer interfaces with the Procurement, Expendables, VRM, PS, and VM modules.
4. The following applications have been selected by the appropriate working groups or are already in joint use by both agencies for the functions indicated. Access to applications, listed below, from both AID and State systems will be developed by the Joint Information Technology Project Management Office in Washington.
 - A. Cashiering: Winacs
 - B. Human Resources: PASS Post Personnel System (PS) (Mandatory)
 - C. Expendable Supplies: PASS - Expendable Supply System (customers requisition via e-Services)

- D. Motor Vehicle Request: PASS e-Services (serves as customer entrance to VRM, see (G))
 - E. Procurement: PASS Procurement
 - F. Property Management: PASS Non-Expendable Property Application (NEPA) (Mandatory)
 - G. Vehicle Registration and Maintenance: PASS Vehicle Registration and Maintenance (VRM)
 - H. Work Orders: Work Orders for Windows (WOW)
 - I. Visitors: PASS Visitor Management (VM) (Will eventually merge with eCC - see (K) below)
 - J. Allowances: PASS eAllowances
 - K. Country Clearance: PASS eCountry Clearance (Coming soon - will be mandatory)
5. Where WebPASS applications are not used by a post at this time, the joint administrative support platform must provide procedural equivalency to customers for them to request, receive, and evaluate ICASS-provided goods and services, and accountable equivalency for good management control. Locally developed applications which are selected as the solution for shared services at a single post will be addressed on a case-by-case basis.
6. WebPASS NEPA and specific agency property accounting thresholds: Differences in thresholds for property accountability are not necessarily unique to State and USAID, and should not create difficulties for posts. Agency-specific regulations should be followed and, except at ICASS Lite posts, agencies will be billed based on the number of items inventoried. USAID property will be accounted for per the thresholds specified in current FAM regulations. For Tier 1 posts, the number of inventory items now accounted for by USAID should decrease substantially upon co-location - which has been borne out by experience so far - so that USAID's workload count and the related ICASS cost to USAID should be reasonable.
7. Barscan/NEPA Conversion: As FY-2007 is a virtual year and USAID normally conducts inventories annually in the fourth quarter, we suggest that conversion not automatically occur until sometime in FY-2008, unless otherwise agreed to by post leadership. This will ensure that FY-2007 reconciliations with USAID's financial records are accurate before data conversion to NEPA. In addition, the Administration and Logistics working group of the JMC will work toward developing an export tool so re-keying of data is kept to a minimum. Finally, USAID will work internally to develop and property and financial reconciliation policy and procedure appropriate for USAID as a NEPA customer.





THE RIGHTSIZING GUIDE

Rightsizing Procedures

Introduction to the Rightsizing Guide

In FY 2005, the Department implemented rightsizing procedures, techniques and methods which realized the mandate from Congress and the President to conduct rightsizing analyses of the U.S. Government's Overseas Presence. The processes have been gathered together in the following Rightsizing Guide. The instructions in the Guide have been approvingly reviewed by the Office of Management and Budget (OMB).

There are four basic documents in the Rightsizing package that we provide to posts to conduct rightsizing exercises:

Rightsizing Procedures

Abstract: The booklet is a general summary of general rightsizing principles and the considerations that post's should make in conducting rightsizing analyses. It also includes formatting instructions for the completed report. Because these reports go to OMB and Congress, and the Department must often provide summary statistical analyses of our overseas presence, it is important that these reports, text and data, be easily comparable post to post as well as easily aggregated.



Matrix

Abstract: The Services Matrix allows for a simple graphic exploration of ICASS-like services at post and possible areas of duplicative or non-essential activities.



Competitive Sourcing Template

Abstract: This template responds to the Department's requirement from the Office of Management and Budget's (OMB) to conduct a Performance and Rating Tool (PART) on Competitive Sourcing at every post world-wide over the next four years.



Report Template

Abstract: A common format is important when dozens of reports a year, over five years some 170 reports will be forwarded to OMB and Congress. The ability to easily extract information on a post or combine the information on several posts is an important requirement of the format. Following the instructions for the format ensures that all the information required is included.



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The Rightsizing Mandate

The Under Secretary for Management's Office of Rightsizing the USG Overseas Presence (M/R) is the Congressionally-mandated office responsible for managing the rightsizing of the US Government abroad. Congress requires that a Rightsizing Review be conducted by M/R: (1) on every capital construction project the Department wishes to propose to Congress, and (2) on 20% of all missions annually (identified as Five-Year Study posts – see separate instructions on page 18). Rightsizing the USG Overseas Presence is also a key initiative of the President's Management Agenda. The Lead Agency for Rightsizing is OMB, which has in turn designated the Department (M/R) as the lead agency for implementation. Rightsizing Reports approved by M/R are submitted to OMB and appropriators. Without an approved rightsizing report, OMB will not forward projects to Congress, and Congress will not budget or fund a capital construction project.

A rightsizing review eliminates or justifies any duplicative or parallel functions currently at post, considers the possibilities for reducing U.S. Government employees at post by taking advantage of regionalized or globalized service organizations, determines whether some jobs can be performed effectively by locally-engaged staff (LES) rather than US direct-hire employees, and outsources as feasible non-core and non-governmental functions.

The President's letter to the Chief of Mission charges the COM with reviewing functions and staff and with ensuring that excess staff is adjusted. The Secretary emphasized this requirement in a cable to the field in 2003; the ICASS Executive Board also advises posts to eliminate duplicative services at post. The Government Accountability Office has noted that ICASS's failure to live up to its promise of cost containment has been in part because of wasteful duplication of administrative services at missions overseas. Department policy now requires that rightsizing considerations be incorporated into posts' Mission Strategic Plan submissions and rightsizing is also a mandatory element in Bureau Strategic Plans. This responsibility of Chiefs of Mission to ensure that the size and composition of the mission under their authority is appropriate to carry out its mission has been oft repeated and is not new, but the emphasis is now greater than ever. In particular, COMs are expected to ensure the consolidation of as many activities as possible to minimize staff, thereby containing costs and exposing fewer employees (Americans and Locally-Engaged Staff) to security risks, while meeting programmatic requirements and maintaining administrative support service quality.

Chief of Mission's certification

When the Mission completes the Rightsizing Study and Staffing Projections, the Mission must forward these documents to the Regional Bureau Executive Director under cover of a memorandum from the Chief of Mission certifying that the Chief of Mission has reviewed every staff element and agency under Chief of Mission authority and approves projected levels. A sample is included as Appendix A.

What is rightsizing?

Rightsizing does not necessarily mean downsizing. It may, in some cases, particularly as we seek to enhance security and respond to increasing budget pressures, but a thorough analysis of USG overseas operations may also justify staffing increases. It is clear, for example, that factors such as emerging Homeland Security requirements, changes in the visa processes, the Global War on Terror, and the President's Emergency Plan for AIDS Relief, will result in staffing changes at a mission. A rightsizing analysis will lead to transfers of resources from one mission goal to another even as we seek to enhance security and operational efficiency through regionalization and centralization. Rightsizing is emphatically not solely a Department of State issue: it applies to all USG agencies operating under COM authority overseas.

We use the General Accountability Office's (GAO) definition of rightsizing as our optic: "Rightsizing [is] aligning the number and location of staff assigned overseas with foreign policy priorities and security and other constraints. Rightsizing may result in the addition or reduction of staff, or a change in the mix of staff at a given embassy or consulate." (GAO-02-780 Overseas Presence: Framework for Assessing Embassy Staff Levels Can Support Rightsizing Initiatives, p. 1, July 2002)

Getting Started

Be sure to include all agencies, constituent posts, embassy offices, etc. in your analysis. You may use the ICASS Council, Working Group, or any ad hoc arrangement as a vehicle for discussion and formulation of the report and corresponding data. For large posts we recommend using the same discussion groups which prepared the MSP goal papers, since the rightsizing review uses those goal papers as a starting point and asks posts to analyze how well the resources devoted to them are realizing the desired results. Be sure to be as inclusive as possible, reaching out to all sections and agencies of the Mission. Insist that agency representatives seek guidance from their headquarters on long-range planning involving their agency. M/R will ultimately forward your submission to other agencies' Washington headquarters for comment, but inviting input from the beginning will facilitate communication.

Remember that your goal is five years out. For those posts getting New Embassy Compounds, there is roughly a five-year period from the date you start your rightsizing study to the time you cut the ribbon on your new building. The rightsizing study you develop is the end-state that OBO will build to. For posts not receiving a new building, your rightsizing study is good for five years, so you should cover your vision for your post in that timeframe. Your projected staffing pattern in the study must match the records in the Post Personnel database.

The Office of Rightsizing (M/R) will conduct digital video conferences (DVCs) with all posts conducting rightsizing studies which have DVC capability, with participation from the regional bureau executive office and other interested partners in Washington. For those posts

without DVC connectivity we will organize a conference call. We have found such vehicles invaluable in improving posts' understanding of what we are looking for, as well as the quality of the finished product.

M/R is also prepared to visit posts that request such assistance and which would benefit from on-the-ground consultations. If you would like a visit, please let your M/R analyst know early on, so that travel may be budgeted and scheduled.

Although the post's report is to be submitted to the regional bureau executive office, we strongly recommend that individual goal segments be submitted during the drafting stage to M/R for review so that we may provide guidance along the way. This will lead to more expeditious approval of rightsizing reviews.

Format and Procedure for the Rightsizing Review

Section I: Mission Goals and Objectives, Analysis of Duplicative Activity

1. **Narrative:** For each performance goal, identify the mission elements currently supporting that goal, and analyze their specific value added in meeting the objectives.
2. **Assessment:** Assess areas of duplication, activities which are no longer required or may require adjustment of resource levels, and identify activities which require increased resources to achieve their objectives (unmet needs). All proposed increases or decreases in staffing must be accompanied by full justifications. Use metrics wherever possible (e.g., NIV applications have risen by 65% over the past two years, resulting in the need for two additional consular officers).
3. Based on this assessment, determine whether that goal is rightsized, or needs increased or decreased staffing. At the end of the assessment please indicate, in parentheses, any proposed changes (e.g., DAO -1 USDH desk, POL +1 LES desk).

Your rightsizing report may include as many goals as you like, but it is essential that your analysis and assessment in this section cover every mission element: all State sections and all non-State agencies. If a mission element does not play any role in the mission's goals and objectives, the need for its continued presence should be questioned, and a plan for its relocation developed, as appropriate.

Section II. Competitive Sourcing, Regionalization, and Substitution of LES for USDH

Competitive Sourcing

Competitive Sourcing is a methodical way of evaluating whether commercial services should be performed using government employees or contractors. As part of the Program Assessment Reporting Tool (PART), a methodology utilized by OMB to gauge the success of a program, the Department is required to conduct and report on competitive sourcing analyses of its overseas functions. This is performed in conjunction with the periodic rightsizing exercises.

Post should document its assessment of all services, including but not limited to those performed under ICASS, for potential contractor performance to demonstrate Department efforts to control service costs and improve quality. A template for this documentation is posted on the M/R website with these rightsizing instructions.

1. **Categorize existing functions:** Functions performed by Government FTE, whether Locally-Employed (LE) Staff or Foreign Service personnel, may be classified as either “inherently governmental” or “potentially commercial.” An inherently governmental function is one that must be performed by a government employee because the function requires significant discretion in decision-making that would bind the Government to take a course of action.

Examples would include a Consular Officer who decides whether a visa should be issued, a Financial Specialist with certifying authority, Human Resources Officer who determines who will be hired and at what salary, and a Contracting or Grants Officer who decides who will receive a contract or grant and at what value. Commercial services, by contrast, are services that are routinely provided by the marketplace through private contractors. These would include gardeners, maintenance workers, drivers, and other functions that do not involve significant discretion in decision-making. Using the competitive sourcing template on the M/R website to assess all ICASS cost centers, as well as other potentially commercial functions (e.g., translators, language teachers), identify them as either “inherently governmental” or “potentially commercial.”

2. **Determine whether the potentially commercial function should be subject to market analysis or not:** This determination is based on any issues affecting performance of a function by a contractor. For example, at some posts it may not be possible, because of local security threat conditions, to use commercial providers for motor pool services even if they are readily available and cost less than government employees. Posts should consult with their RSO for post-specific information at this stage. Should security reasons preclude permitting a contractor to perform a commercial function, the RSO should provide the rationale. Posts should also ensure that contracting out of services/functions currently performed by local staff does not cause problems with host country labor law,

and expose the USG to significant litigation. During step 2, identify any concerns that might influence a decision not to review a commercial function for performance by contractor personnel. Document a decision not to evaluate a commercial provider with a brief rationale. In some cases, although a function is potentially commercial, it would not actually be subject to market analysis because the scale of activity is so small.

3. **Survey the marketplace:** Post should determine whether the required services are readily available on the local economy. This is the so-called “yellow pages” exercise; if the sources are not available, the competitive sourcing process stops here. If they are available, the manager of the function should draft a short statement of work describing the required work, including information on historical or anticipated workload. Market research should be performed by the General Services Procurement Office, with assistance and input, as appropriate, from the Foreign Commercial Service office or any other source familiar with local market conditions. Internet research or other announcements may also be utilized.
4. **Developing the business case:** Compare in-house versus contractor performance costs. Use the template provided on the M/R website for this purpose. The cost of contractor performance may be obtained through soliciting quotations or comparing existing pricing information such as advertising, price lists, or comparable contracts. In comparing prices, if the anticipated savings is less than 10 PERCENT , in general the service will be retained in- house unless there are other advantages (e.g., quality) to be gained by outsourcing. If contractor costs appear to be advantageous to the government (i.e., cheaper than in-house performance of the function), conduct a formal solicitation, verify that the proposed performance standards by the contractor selected are acceptable, and, if they are, award a contract to the most advantageous contractor. Note that some vendors may have difficulty accurately placing costs into the categories provided in the standard template. In such cases, posts may need to adjust the template categories to better describe the data at post and reflect special, local circumstances.
5. **Ensure you have a “soft landing strategy”:** Competitive sourcing may involve displacing current staff if a decision is made to replace a function currently performed by LE Staff (locally resident foreign national and American direct-hire and PSA staff) with a commercial contract. Successful outsourcing of commercial functions depends on having a well-thought-out “soft landing strategy” to assist displaced staff. Entitlements payable to personnel involuntarily separated vary by country. All posts should have a current mission-wide reduction-in-force plan in their LE Staff handbook prior to beginning this exercise.

Regionalization

Identify all activities (of all agencies) not performed at your post, because they are performed on your behalf by regional or U.S.-based Government personnel. These may be programmatic (e.g., Customs, Commerce) or administrative (e.g., position classification, voucher examining). The President's Letter of Instruction to Chiefs of Mission states:

“I ask that you review programs, personnel, and funding levels regularly, and ensure that all agencies attached to your Mission do likewise. Functions that can be performed by personnel based in the United States or at regional offices overseas should not be performed at post.”

Identify any activities presently performed at your post which may be outsourced to a regional center.

Substitution of LES for USDH Positions

Identify USDH positions for which LES may be substituted. If you are unable to make any substitutions at this time, explain why and what steps you will take to get to this point.

Section III. Mission Staffing Levels

Complete the Summary Staffing Table, including all sections/agencies, showing current staffing levels, projected staffing levels, and the net change (+ or -). The Summary Staffing Table must agree with the data in Post Personnel. M/R will forward to post an Excel spreadsheet template to use; one is also posted on the M/R Intranet website. Post should modify as necessary to match local conditions, but maintain the overall structure so as to ensure consistency across different rightsizing studies.

Section IV. ICASS Service Matrix

One crucial element of the rightsizing review will be a matrix inventory of ICASS services and the ICASS subscribers at post. A standard format is attached. Lite posts should also use the standard matrix to identify those sub-services where customer agencies do not participate. This will allow post to identify those specific services where agencies non-participate in a service by way of a modification, and may be engaged in duplicative activities.

The Service Matrix will clearly show which services are provided to which agencies, and which not. In every instance where an agency or budget element does not subscribe to an ICASS service, an explanation and/or analysis of why they do not subscribe should be included, even if only a sentence or two; e.g., a service is provided to the agency from the United States or the agency simply doesn't need such a service and doesn't provide it to itself or its employees. If there are special reasons for an apparent duplication (geographic location or a specialized program component of service), that should be explained as well.

Section V. Post Personnel and the Long-Range Overseas Building Plan

The staffing information in Post Personnel is the basis for considering rightsized staffing. For posts receiving a NEC, Post Personnel must include all current positions in the mission (all employees in mission facilities and other facilities, and non-employees or contractors in mission facilities). Projected positions (to be added or abolished) must also be included in Post Personnel.

As of October 1, 2006, Post Personnel is being used to populate the OBO LROBP (database) so that posts will not need to maintain two databases. Post Personnel must be complete and include a count of all projected staff, American and FSN, desk and non-desk, CAA and non-CAA, appropriately grouped by all components of all agencies, with descriptive job titles, employment status and grade. For posts not receiving a NEC, completing a rightsizing review as part of the five-year process, Post Personnel will populate the CSCS (Construction Security Cost Sharing) database. Project in Post Personnel the addition or abolition of positions as the rightsizing study indicates.

Post Personnel will need to be completed for all agencies and staff of the mission who will not be resident in the NEC. The CSCS Staffing Pattern will need to be completed by adding all projected positions (established and abolished positions) that will be in the NEC and in the mission. Please be sure to identify those positions which will occupy space in the NEC and those which will not.

It is essential that the Post Personnel data and the Summary Staffing Table match. Please take extra time to verify that there are no discrepancies.

Additional Instructions on Administrative Services

While all rightsizing efforts and suggestions are welcome, one of the most easily identifiable areas of duplication at many posts is administrative support services. Posts should pay careful attention to:

- The elimination of any services that are duplicative or similar to ICASS services at post;
- The elimination of separate housing pools;
- The creation of property pools, especially residential furniture, furnishings, appliances and equipment (FFA&E) pools.

For posts receiving new embassy compounds, all administrative positions of all agencies including ICASS should be removed from their owning agency on the staffing projection and placed in one location in the staffing projection called Joint Management Service Section. The NEC will be constructed with spaces for the administrative staff of the Mission only

as co-located or consolidated staff. The staffing projection should have no administrative personnel identified elsewhere in the mission (drivers, janitors, procurement, administrative assistants, etc.), except in one part called Joint Management Services. A driver is a driver, an HR Specialist is an HR Specialist, warehouse staff is warehouse staff, regardless of agency. We must overcome creating physical impediments to consolidation of services and cooperation between like functions of the U.S. Government overseas. Such an arrangement will improve the working cooperation of the personnel and is a clear statement of the intention of the COM to deal with consolidation. In general, merging and consolidation lead to efficiencies, economies of scale and standardization, which, when properly managed, translate into reduced cost with equivalent or superior service. As such, this effort directly responds to the ICASS Executive Board's call for reducing the cost of support services.

OMB has specifically tasked the Department to identify and eliminate unnecessary duplicative or parallel functions concurrent with moves to an NEC; for those duplicated services which will not be eliminated, the embassy must provide a justification which will withstand the scrutiny of OMB and Congress.

Specialized programmatic functions

When considering whether duplication exists, agency-specific functional requirements should be considered; similar title of the job or function is not, by itself, determinative. If an agency has specialized program managers, as, for instance, USAID and DCMA may have in contracting, ICASS may or may not be able to provide such services. However, procurement management which provides contracting solely to meet administrative requirements would be duplicative since that is a service ICASS offers. Other functions which may be designated specialized programmatic functions should be similarly scrutinized. These considerations only affect decisions regarding consolidation of these services. Like functions; e.g., contracting, must be co-located whether consolidated or not.

Co-location, Consolidation and Annexes

Like functions should always be co-located to the maximum extent possible. For instance, programmatic personnel of agencies involved in providing foreign assistance should be co-located along with other programmatic elements of the mission, in the chancery. Law enforcement elements should also be co-located. Co-location facilitates closer working relationships among Chief of Mission staff, and enables better coordination of mission programs. Likewise, all administrative functions whether or not consolidated into one administrative platform should nevertheless be co-located. E.g., Agencies with their own IT systems should be co-located (personnel, servers, equipment) with the ICASS information service center.

Generally speaking, the fact that a mission may be located in several annexes is not sufficient to justify separate service providers at each annex. The Department of State has many mis-

sions abroad that are located in annexes (chancery in one place, consulate section on the other side of town, GSO warehouse out of town) but it has never been an efficient or economical practice to create separate management sections for each annex. And so it is with agencies in separate annexes. To the maximum extent possible, the Chief of Mission should rationalize the placement of all functions among the annexes of the mission to encourage more efficient operations administratively and programmatically.

Non-ICASS Services

While support services are primarily encompassed within ICASS, it may be that certain support services (e.g. some security or communications services) might fall outside of ICASS. Posts are encouraged to identify and explore options for eliminating duplication, competitive sourcing, or regionalizing those support service areas also.

Ratio Analysis

The optimum PART ratio of administrative support staff to customers has been determined to be 1:18. (This assumes that each administrative service will be provided from one consolidated administrative platform.) To determine the current or projected ratio at your post, add all of the non-ICASS American staff reported through Basic Package and divide by the corresponding number of American ICASS staff reported for Basic Package. For example, if a post has 96 American employees of which four are State/ICASS, then the PART ratio is $(96-4)/4 = 23:1$. This ratio involves American employees only. In certain circumstances, posts may not be able to reach the target ratio because of specific local conditions, and in any case this figure should not be held as an absolute number, but rather as a guideline, particularly for posts in developed countries.

A word about particular situations

Consulates

Not all of the instructions above can be made to apply to Consulates. Generally, there is no duplication of services at a consulate in terms of agencies competing with one another. However, it is often the case that Consulates have been provided additional staff to perform services that could just as easily, and more efficiently, be provided by the Embassy; e.g., a voucher examiner or commercial work, or from a regional center. Embassies, certainly with the Consulates' participation, must do the rightsizing study of consulate staffing and determine whether the consulate is appropriately staffed.

All posts, including constituent posts, require individual detailed staffing in Post Personnel. Total staffing at each consulate should be included as separate line items on the main page of

the Summary Staffing Table to arrive at a mission-wide total. A separate Summary Staffing Table should then be prepared for each constituent post. Post should also break out staffing for mission element staffing not located in mission facilities. See template for examples of how this is done.

Five- year studies

Posts involved in Five Year Studies do not have some of the advantages of adapting a new building to the present staffing requirements. Nevertheless, posts must take the steps of determining existing staffing and projected staffing, and then conducting a rightsizing study of that staffing. With an NEC project, the building will be the product of that study. For existing facilities, the post must take a radical look at how agencies/sections are placed in current facilities with an eye to maximizing operations through appropriate placement of personnel and sections. The co-location of all administrative functions mentioned above will sometimes create a great deal of displacement of staff within existing facilities, but may still be feasible. Outsourcing and replacement of U.S. direct-hire staff with locally-engaged staff are further options to reduce the overall footprint and improve efficiency.

Available Guidance

During the entire phase of preparing the rightsizing report, the post is encouraged to maintain an active dialogue with the Office of Rightsizing (M/R) as well as the Regional Bureau (Executive Office, Desk, and PD Desk). As indicated above, the Office of Rightsizing will conduct DVCs with posts after they have had initial meetings to discuss their approach to rightsizing; this will give everyone an opportunity to participate in a group discussion to ensure that the post is on the right track. If necessary, the M/R analyst may also travel to post to meet with agency officials and assist the post in realizing its rightsizing objectives or in achieving inter-agency consensus.

Post's rightsizing analyst from M/R will send the post, along with these instructions, a sample rightsizing report and a staffing table template. These should serve as models for the post's submission, though individual cases will obviously differ.

What happens next

Post will provide its rightsizing package to its Regional Bureau Executive Director. The package will include at a minimum:

- The Chief of Mission's Certification;
- The Rightsizing Report with Summary Staffing Table, as described above and outlined in the sample report sent to post;
- The ICASS Services Matrix; and the
- Competitive Sourcing Module

The regional executive office will then forward the Bureau-approved post staffing projection and Bureau-approved rightsizing package to M/R. M/R will review and approve Rightsizing Reports, or provide comments back to the Bureau on areas in which M/R has questions or concerns about post's rightsizing plan. For NEC projects, M/R will notify OBO when the staffing projections and Rightsizing Reports have been approved.

The final audience for all Rightsizing Reports is OMB, GAO and Congress. These reports are mandated by Congress. OMB closely reads these reports, especially for NEC projects, in correlating the Department's budget requests. GAO has this area of the Department's endeavors under constant scrutiny. As you conduct your rightsizing exercise, and document your efforts via the reporting, please keep this audience in mind.

Appendix A

Chief of Mission's Certification

In accordance with the instructions of the President and Congressional requirements, I certify that I and my Country Team have carefully considered all the components of U.S. Mission in (country). The staffing reflected in this report is correct. The Rightsizing Report comprehensively discusses the essential purpose of each agency and position. The goals of this mission are reflected in the Goal Paper and the Mission Performance Plan.

New positions and agencies projected in out-years have been confirmed with each agency. I consider all such agencies and positions essential to the future requirements of this mission.

I have directed the elimination of all duplicative functions among agencies of the Mission. I and my Country Team have considered the available options for regionalizing and competitively sourcing both program and program support requirements. Functions that can be performed by personnel based in the United States or at regional offices overseas will not be performed at post. All Mission elements, current and projected, in (country) are essential and are the minimum necessary for the proper performance of the Mission's responsibilities.

Sincerely,

(name)

Rightsizing Checklist

Each post should begin with the following basic set of questions about the goals and functions of the Mission.

Mission Priorities And Requirements

1. What are the post's priorities (i.e., USG priorities)?
2. Does each agency's mission reinforce post priorities?
3. What are the staffing levels and mission of each agency?
4. How do agencies determine their post staffing levels?
5. Is there an adequate justification for the number of employees at each agency compared with the agency's mission?
6. Is there adequate justification for the number of direct hire personnel devoted to support and administrative operations?
7. Is the mix between US and LES employees optimal?
8. To what extent are mission priorities not being sufficiently addressed due to staffing limitations or other impediments?
9. To what extent are workload requirements validated and prioritized and is the post able to balance them with core functions?
10. Do the activities of any agencies overlap?
11. Given post priorities and the staffing profile, are increases in the number of existing staff or additional agency representation (i.e., agencies not currently represented at post) needed?
12. To what extent is it necessary for each agency to maintain its current presence in country, given the scope of its responsibilities and its mission?
13. Could an agency's mission be pursued in other ways?
14. Does an agency have regional responsibilities or is its mission entirely focused on the host country?

Physical/technical Security Of Facilities And Employees

1. What is the threat and security profile of the post?
2. Has the ability to protect personnel been a factor in determining post staffing levels?
3. To what extent are existing office buildings secure?
4. Is existing space being optimally used?
5. Have all practical options for improving the security of facilities been considered?
6. Do issues involving facility security put the staff at an unacceptable level of risk or limit mission accomplishment?
7. What is the capacity level of the host country police, military, and intelligence services?
8. Do security vulnerabilities suggest the need to reduce or relocate staff?
9. Do health conditions in the host country pose personal security concerns that limit the number of employees that should be assigned to the post?

Cost Of Operations

1. What is the post's total annual operating cost?
2. What are the operating costs for each agency at post?
3. To what extent are agencies considering the full cost of operations in making staffing decisions?
4. To what extent are costs commensurate with the post's overall strategic importance, with agency programs, and with specific products and services?

Consideration Of Rightsizing Options

1. What are the mission, security, and cost implications of relocating certain functions to the United States, regional centers, or to other locations, such as commercial space or host country counterpart agencies?
2. To what extent could agency programmatic and/or routine administrative functions (e.g., procurement, logistics, and financial management functions) be handled from a regional center or other locations?
3. Do new technologies and transportation links offer greater opportunities for operational support from other locations?
4. Do the host country and regional environments suggest there are options for doing business differently, that is, are there adequate transportation and communications links and a responsive private sector?
5. To what extent is it practical to purchase post services from the private sector?
6. Does the ratio of support staff to programmatic staff at the embassy suggest opportunities for streamlining?
7. Can functions be reengineered to provide greater efficiencies and reduce requirements for personnel?
8. Are the functions of the mission appropriately co-located in all mission facilities; e.g., like programmatic activities are located together, like administrative functions are located together in one facility?
9. Are there best practices of other posts or private corporations that could be adapted by the post?
10. To what extent are there US or host country legal, policy, or procedural obstacles that may impact the feasibility of rightsizing options?



THE RIGHTSIZING GUIDE
Services Matrix

Rightsizing Service Matrix: ICASS Services Subscription

ICASS SERVICES: FY 2005			POST NAME:																					
COST	COST CENTER	AGENCY AND AGENCY CODE	9733.0	9714.0	9705.0	7227.0	7203.1	7023.0	4400.0	2144.3	2142.1	2121.1	2085.0	1967.0	1942.0	1940.0	1931.0	1930.0	1920.0	1901.0	1900.0	1515.0	1190.0	
			DEFENSE THREAT REDUCTION AGENCY	SOCEUR J-35	DEFENSE INTELLIGENCE AGENCY	AID-FREEDOM SUPPORT ACT	OPERATING EXPENSES, MISSIONS	DHS - CUSTOMS, INTERNATIONAL AFFAIRS	PEACE CORPS	ARMY-AVATION & MISSILE COMMAND (AMCOM)	ARMY-CORPS OF ENGINEERS	ARMY-US EUROPEAN COMMAND (EUCOM)	TREAS-INTL AFFAIRS-OFFICE OF TECHNICAL	PUBLIC DIPLOMACY (FORMER USAI)	STATE - DS	STATE-BUREAU FOR REFUGEE PROGRAMS	STATE-MSG SUPPORT	STATE - NARCOTICS	OVERSEAS BUILDINGS OPERATIONS	ICASS	STATE	JUSTICE-FEDERAL BUREAU OF INVESTI- LEG	DOJ - CRIMINAL DIVISION	DEFENSE SECURITY COOPERATION AGENCY
5449	DTSP0 IVG Lines	No. of Instruments Serviced																						
5458	Information Management Technical Support	No. Of Peripherals																						
5624	Health Services	No. Authorized Users																						
5826	Non-Residential Local Guard Program	Net Sq. m. Occupied Non-Res																						
5827	Security Supplemental	Net Sq. m. Occ. by Agencies																						
5880	Security Services	No. of Americans and LES																						
6150	Basic Package	No. DH Americans																						
6443	Community Liaison Office	No. Svcd Amer, TCNS, Contrctrs																						
	General Services																							
6132	Vehicle Maintenance	No. Vehicles Maintained																						
6133	Administrative Supply Services	Dollar Value of Supplies Issue																						
6134	Procurement Services	No. of Executed Proc. Docm'nts																						
6135	Reproduction Services	No. Copies Printed / Reprod.																						
6136	Shipment and Customs Services	No. Shipments Sent / Recvd																						
6139	Direct Vehicle Operations	No. Miles Driven																						
6143	Non-Expendable Property Mang	No. of Item Inventoried																						
6148	Leasing Services	No. Leases Maintained																						
6462	Travel Services	No. Travelers Serviced																						
	Information Management																							
6192	Pouching Services	Wt. Pouches Sent																						
6194	Mail & Messenger Services	No. DH Amer (& LES if no DH)																						
6195	Reception and Switchboard Services	No. Instr Srvcd Switch/Direct																						
	Financial Management Services																							
6211	Budgeting & Financial Plans	% of Time Spent Budgeting																						
6221	Accounts and Records	No. of Obligations																						
6222	Payrolling	No. Americans & LES Payrolled																						
6223	Vouchering	No. Vouchers Processed																						
6224	Cashiering	No. VchrsPaid, AccomExch, Cltns																						
	Personnel Services																							
6441	American Personnel Services	No. DH Americans																						
6451	Locally Engaged Staff Services	No. LES Serviced																						
	BOE Expenses																							
7810	GO_LTL Residential Bldg Ops	Net Sq. m Occupied																						
7820	GO_LTL Non Residential Bldg Ops	Net Sq. m Occupied																						
7850	STL Residential Bldg Operations	Net Sq. m Occupied																						
7860	STL Non Residential Bldg Operations	Net Sq. m Occupied																						
	Miscellaneous Services																							
	Furniture, furnishings, appliances & equipment pool																							
	Other																							

Instructions:

Enter X for fully subscribed, .6 and 3. as appropriate for modifications, and blank for not subscribed. For those services at a Lite post that are aggregated (GSO, FMO, IM, etc.), if the agency is fully subscribed or not subscribed at all to a cluster, then you don't need to make any further notations in the sub-services. If they are modified in that cluster, please make a notation as to which sub-services the agency receives and which not based on the modification.



THE RIGHTSIZING GUIDE

Competitive Sourcing Template



Competitive Sourcing Template

For more information about using the template, see Rightsizing Procedures, Section II, Item 4, “Developing a business case” (p. 29.)

Only worksheets for services that post has identified are NOT inherently governmental AND where there is potential on the local market to out-source need to be filled out.

In comparing prices, if the anticipated savings is less than 10%, in general the service will be retained in-house unless there are other advantages (e.g., quality) to be gained by outsourcing.

All cells highlighted in YELLOW are data required to cost out the business case to determine whether post should either commercially outsource or keep the service in-house.

CAPITAL SECURITY COST SHARING PER CAPITA COSTS:

	FY2006	FY2007	FY2008	FY2009-10
Non-CAA Office	\$11,258	\$16,886	\$16,391	\$20,488
Non-Office	\$1,976	\$2,964	\$2,837	\$3,546

Worksheets - Quick Finder:

In Excel, click on the hyperlinks below to take you directly to each of the individual costing worksheets. There are also hyperlinks in the upper left hand corner of each worksheet that will take you directly back to this main page as well.

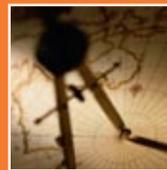
- Basic Package
- Community Liaison Services
- Computer Services (Information Management Technical Support)
- Health Services
- Non-Residential Local Guard Program
- Security
- Motorpool
- Vehicle Maintenance
- Procurement (Inherently Governmental)
- Reproduction
- Shipping & Customs
- Non-Expendable Property Management (Warehousing)
- Administrative Supply
- Leasing
- Travel
- Pouching
- Mail and Messenger
- Reception & Switchboard
- Budget & Financial Plans
- Accounts & Records
- Payrolling
- Vouchering
- Cashiering
- US Citizen Personnel Services
- LES Personnel Services
- GO/LTL and STL Building & Operating Expenses (Office)
- GO/LTL and STL Building & Operating Expenses (Residential)
- Language Instruction
- Translating
- Interpreting

Competitive Sourcing Template

Sample Worksheet

Cost Factors	Description	In-House	Commercial Provider	Comments
Annual Wages	(1776 hours = 1 staff year). Post should use the mid-step level annual salary rate for each position providing services in this service area.			
Fringe Benefits	Include All Employee Benefits: Retirement, Insurance & Health, Medicare, Worker's Compensation, Unemployment, Cash Awards, Quality Step Increases, Bonuses, Housing & Transportation Allowance, or Other Miscellaneous Allowances			
Other Entitlements	Include All Other Entitlements: Differential Pay, Night Shift Pay, Sunday Pay, Hazardous Duty (Danger) Pay, Overtime, Holiday Pay, Premium Pay, COLA's or Other Miscellaneous Entitlements			
Capital Security Cost Sharing Per Capita Charge (NON-CAA OFFICE)	These are typically USDH and/or LES staff positions that occupy a "standard" office space. These positions will typically be considered your professional staff. The per capita cost will be different depending on the fiscal year you are analyzing. See the chart in the INSTRUCTIONS-MENU worksheet.			
Capital Security Cost Sharing Per Capita Charge (NON-OFFICE)	These are typically USDH and/or LES staff positions that occupy a "standard" office space. These positions will typically be considered your professional staff. The per capita cost will be different depending on the fiscal year you are analyzing. See the chart in the INSTRUCTIONS-MENU worksheet.			
Materials & Supplies	Typically these will be your 2600 sub-object code budget line items.			
Depreciation	CURRENT DEPRECIATION VALUE = Original Cost/Useful Life IF Years Used is less than or equal to Useful Life. If greater than Useful life Current Depreciation Value = Zero.			
Cost of Capital Assets	Include the cost of all 3100 sub-object budget line items.			
Rent	Include the rent of both office and residential space associated with this service area.			
Facilities	Include the cost of all facility contracts and costs associated with running the building(s) where the service is housed. These can be both 2500 & 2600 sub-object line items. Do not include Utilities here.			
Utilities	Include the cost of utilities - - 2300 sub-object budget line items.			
Insurance	Include the cost of all insurance: Liability & Casualty			
Travel	Include all 2100 sub-object budget line item costs associated with this service area.			
Training	Include all training costs associated with this service area.			
Sub-Contractor Costs	Include all partial service costs of outsourced or sub-contractor labor & materials.			
Severance	Include the one-time severance costs with eliminating existing in-house positions. Get HR at post to identify these costs for the LES personnel assigned to this service area.			
Other One-Time Costs	Include all other one-time conversion costs, office moves, employee recruitment associated with transitioning this service to a different service provider.			
Overhead	Use the rate of 5% of total service costs above (excluding one-time costs) to calculate this overhead amount.			

TOTALS **\$0.00** **\$0.00**



THE RIGHTSIZING GUIDE

Report Template

2007 Rightsizing Report

Mission X
June 1, 2007

I. Mission Goals and Objectives, Analysis of Duplicative Activity

Since the end of the conflict here in 200x, the United States has taken a lead role in the reconstruction of X. Today, this is still a work in progress, although much further advanced than some would have imagined ten years ago. As a result of the normalization process achieved within the country, we envision being able to reduce our staffing in X to reflect a reduced workload. A detailed breakdown of mission objectives, and the staffing required to meet those objectives, follows below.

Our principal mission objective is to develop a coherent, stable X on its way to membership in regional security and economic organizations. To achieve this objective, our chief priorities, in conjunction with international institutions, are:

COUNTERTERRORISM (CT)

Executive Office
Regional Security Office
Global Affairs Office
DOJ/ICITAP
FBI
DOJ/OPDAT
POL/ECON
Consulate A

The Regional Security Office runs an Anti-Terrorist Assistance program, training elite host country police counterterrorism units.

The Global Affairs Office works with host country counterterrorism officials to assist them in developing strategy and expertise in identifying, monitoring, and apprehending terrorist operatives. It has provided assistance to the host government in preparing the Intelligence Reform Law, providing a legal framework to denaturalize terrorists who gained Xian citizenship during the war.

The ICITAP program trains the local police force. Part of that training involves rule of law and civil society issues (in particular, policing in a multi-ethnic society), but a major focus is also on counterterrorism measures.

The Legal Attaché Office (FBI) investigates criminal activities, and provides logistical expertise to host country law enforcement in the investigation of counterterrorist and other acts.

The DOJ OPDAT office provides guidance to train prosecutors and judges in successfully prosecuting counterterrorism and related cases.

The POL/ECON section works with host government officials at all levels, with Parliament, with G8 and other embassies, and with NGOs and international organizations to enhance the host government's understanding of, preparedness for, and response to counterterrorism issues. It works with Parliament to ensure that effective counter-terrorism legislation is enacted. It also reports to an avid Washington readership on the success of the host government's counterterrorism readiness and action plans. The POL/ECON section also works with host government financial and law enforcement institutions to combat terrorist finance.

The Consular Section supports counterterrorism goals through adjudicating applications for non-immigrant and immigrant visas, conducting fraud investigations, and protecting the welfare of American citizens. Consular staffing needs to increase from three officers to four and FSN staffing from 5 to 6, as Xians, freed from concerns about ethnic violence and with higher disposable incomes as the economy improves, contemplate travel to the United States, and as Homeland Security regulations dictate that more work is done by American officers rather than FSNs. Over the next five years we anticipate a slight drop in the number of American citizens present in the country, as NGOs scale back their activities. X is not (yet) a tourist destination for Americans.

Our constituent post supports counterterrorism efforts by ensuring that the cooperative programs we have organized at the national level filter down to the regional and local level. Constituent post personnel engage with both provincial and local government officials and police to identify suitable candidates for the mission's training programs.

Assessment: An aggressive, broad-based inter-agency approach to this highest priority, utilizing a great variety of perspectives and skill sets, ensures that we achieve the widest possible cooperation from the GOX, particularly given the continued presence of mujaheddin fighters who remained after the war and "charitable" non-governmental organizations funded by the Saudis and others that continue to operate in X, providing a channel for the flow of money to extremists and terrorists. The mission's Counterterrorism Committee, which meets weekly, ensures that any duplication of effort is kept to a strict minimum and that information is regularly shared interagency, with the Political/Economic section taking the lead in reporting on both USG and GOX activities, and the Executive Office playing a strong central coordination role. (POL/ECON + 1 USDH desk, - 1 LES desk)

REGIONAL STABILITY (RS)

Executive Office
POL/ECON Defense Attaché Office
Office of Defense Cooperation
Consulate A

The Political/Economic Section engages with host government institutions to seek official cooperation with war crimes tribunals and effective civilian control of the military by Parliament and the new, unified Ministry of Defense. The section also reports extensively on peace-building efforts, such as destruction (with U.S. help) of a massive stock of over 6,000 shoulder-fired anti-aircraft missiles.

The Defense Attaché Office works actively with its counterparts in the nascent Ministry of Defense to establish an appropriate institutional framework. It also assists that Ministry in the establishment of a state-level integrated peace-supporting capability, and coordinates demining efforts with the host government.

The Office of Defense Cooperation supports the capability of the GOX military by offering IMET and other training programs to host country services.

Our constituent post, located in a minority ethnic area, is intensively involved with NGOs and government institutions to support peace-building efforts in that geographic region. An activist public diplomacy program complements these efforts, including extensive public speaking on multi-cultural societies.

Assessment: There is some duplication of reporting between POL/ECON and DAO, and a diminished interest overall by Washington readership now that X is no longer the world's principal trouble spot. Current POL/ECON staffing devoted to this area is no longer appropriate, given the normalization of the internal and external political situation since the end of the war, and the GOX success in building appropriate institutions to support the peace. POL/ECON is reducing its staff by two Political Officers due to decreased workload. (POL/ECON -2 USDH desks)

INTERNATIONAL CRIME (IC)

Executive Office
Regional Security Office
FBI
DOJ/ICITAP
DOJ/OPDAT
POL/ECON

The Regional Security Office works with local law enforcement officials and deploys Marine Security Guards and a local guard force to secure the Embassy's premises, people, and information. Due to the post's critical threat status, a sizable regional security force is required to protect Embassy personnel and property.

The FBI works with host country law enforcement counterparts to investigate and solve a wide variety of criminal activities, including organized crime.

The ICITAP program provides training by police experts to train police forces to effectively investigate crimes and apprehend criminals, while respecting human rights and reducing ethnic tensions.

The OPDAT program provides training by Resident Legal Advisers to train prosecutors and judges in successfully prosecuting criminals and justifying appropriate sentences.

The POL/ECON section works with the Parliament and host government to ensure enactment and enforcement of appropriate legislation, with a key emphasis on anti-trafficking measures, which will hopefully ensure that X is moved from Tier III to Tier II.

Assessment: The need for large numbers of host country law enforcement and judicial personnel to be trained as soon as possible presents a significant challenge to the USG. A single OPDAT advisor has been insufficient to accomplish the extensive training requirements of the host country judiciary, and DOJ will need to staff a second position to accelerate the effectiveness of this program. Two ICITAP personnel are also insufficient to meet the police training mandate, and will need to be augmented by a third. As noted in CT above, the Counterterrorism Committee, which brings all of the law enforcement entities in the mission together on a weekly basis, with strong Executive Office coordination, prevents duplicative activities and ensures frequent communication. (DOJ/ICITAP +1 USDH desk, +1 USDH non-desk)

ECONOMIC PROSPERITY (EP)

Executive Office
POL/ECON
FAS
FCS
Treasury
USAID
Consulate A

The POL/ECON section is actively working with host country ministries and international financial institutions to restructure X's substantial internal debt, and to assist the GOX in battling rampant corruption, which adversely affects foreign (including U.S.) investment in the country.

The Foreign Agricultural Service and Foreign Commercial Service have minimal presences advocating U.S. agricultural and commercial exports. Primary responsibility for these functions rests with personnel at regional platforms.

The Treasury advisors assist the GOX in formulation and implementation of tax reform, in particular a value-added tax.

USAID has focused its Economic Growth Program on removing barriers to the development of small and medium-sized enterprises.

Our constituent post in A, a major commercial center, has been very effective in slicing through bureaucratic red tape impeding American investment in X. The consulate has been particularly helpful in achieving greater transparency in public tenders for infrastructure projects, in which American companies are now actively involved.

Assessment: As the Xian economy normalizes, the need for extensive U.S. involvement in the country's economic restructuring has diminished commensurately. The USG role will increasingly mirror that in other transitional economies of limited interest to U.S. markets. USAID is reducing its Economic Growth staff by 3 American and 3 LES, and POL/ECON is reducing its staff by one Econ Officer. (USAID -1 USDH desk, -2 USPSC desks, -3 LES desks; POL/ECON -1 USDH desk)

DEMOCRACY (DE)

Executive Office
USAID
PAS
POL/ECON
Consulate A

USAID's democracy program focuses on providing guidance to host government ministries, NGOs, and political parties in establishing the structures governing the national, regional, and local political process and the administrative systems that will make it work. These activities are largely over. The remainder of USAID's democracy program is focused on facilitating the return of refugees.

The Public Affairs Office, through its exchange, speaker, and information programs, provides visible American support for X's ethnic diversity and in particular outreach to the majority Muslim community. Support for an active, free, and responsible press as a central vehicle in the democratic process is vital. Special funding for one USDH officer devoted exclusively to democracy programs is being withdrawn, and we will substitute a qualified FSN to continue much of the work at a fraction of the cost.

The POL/ECON section focuses its attention in the democracy area primarily on ensuring human rights – for all ethnic groups – during the drawdown of the international assistance community (including USAID), and on reporting on human rights issues to a Washington and regional readership.

Our consulate in A is heavily involved in grass-roots democracy-building, working in tandem with both NGOs and local and regional governments to ensure that the seeds of X's democracy continue to germinate and flourish. Consulate personnel support a range of civil society and good governance programs, and have begun holding American-style “town meetings” throughout their district to engage directly with local politicians and citizens.

Assessment: As indicated above, with the establishment (and testing, through elections) of democratic institutions and structures in X, USAID's democracy-building efforts in this area are largely completed. Residual USG interests in this area will be covered by PAS, POL/ECON, and Consulate A. USAID is reducing its Democracy staff by 3 American and 4 LES, and PAS is replacing one USDH with one LES. (USAID -3 USDH desks, -4 LES desks; PAS -1 USDH desk, +1 LES desk)

PUBLIC DIPLOMACY (PD)

PAS
Consulate A

The Public Affairs Section is responsible for advancing host country understanding of American policy and culture through a wide range of exchange, speaker, and information programs. Special emphasis has been placed on clarifying U.S. Middle East and counter-terrorism policy for X's Muslim-majority population.

Our Consulate in A, a majority-Christian area, also uses speaker programs, exchanges, and media outreach to promote American policy. Thanks to its contacts and insights in the Christian community, we can field very effective multi-ethnic exchange groups, which further foster mutual understanding and political stability.

Assessment: With the elimination of the special democracy-focused position discussed above, the Public Affairs staff will consist of a Public Affairs Officer, Information Officer, and Cultural Affairs Officer to handle the wide range of public affairs responsibilities, in particular Muslim outreach. (Rightsized)

MANAGEMENT (MG)

Management Office
ICASS Mgt Staff
USAID Mgt Staff

The USAID Executive Office is presently responsible for the proper execution of its development and reconstruction projects, in addition to providing general administrative support. With co-location in a New Embassy Compound, State and USAID will create a joint administrative support platform. The Deputy Executive Officer position will be abolished and the Executive Officer will become the Deputy Management Officer.

The Management Officer is responsible for the administrative support of all agencies at post, as provided through ICASS. The USDH OMS can be effectively replaced by an LES OMS.

Assessment: USAID is reducing staff by one American position. MGT is replacing one US desk with one LES desk (USAID -1 USDH desk; MGT -1 USDH desk, + 1 LES desk)

Financial Management

ICASS FMO Staff
USAID Controller's Office Staff

ICASS FMO office provides a variety of financial services to all agencies at post. All non-State budgeting is handled by the other agencies, either here, in regional centers, or domestically. Public Diplomacy does its own budgeting in-house, although with major assistance from ICASS FMO. With the exception of the Treasury USPSCs, ICASS handles vouchering for all agencies. USAID processes its own vouchers. All agencies use the ICASS cashier, with the exception of USAID, which has its own cashier. One cashier position (either AID or State) will be abolished when the NEC is occupied.

Assessment: The duplication of cashier services will cease upon the move to the NEC when one cashier position is abolished. (Joint Management Section -1 LES desk)

Human Resources

ICASS HR Staff

USAID HR Staff

The ICASS HR office provides FSN personnel services for State, ODC, FAS, FCS, DOJ, FBI, MSG, PD, and DIA, plus reduced services for USAID. They offer US personnel services for State, with reduced services for USAID. All other agencies are serviced through their regional or domestic offices. (See service matrix for details)

USAID HR presently supports the USAID USPSCs and USDHs, including contract negotiation, allowances, renewals, and medical clearances, as applicable. They also provide CAJE classification, personnel actions and records for USAID LES. They also review funding and personnel proposals for the program offices. They also run the USAID training program, including in-house and external training, in compliance with USAID directives.

Assessment: All HR functions are duplicative, and can be consolidated no later than the move to the NEC. At that point, USAID will sign up for ICASS HR services, and the combined staff will be reduced by at least four LES desk positions. The USDH HR position will also be abolished, since the Deputy Management Officer can provide supervision of the HR function. At the same time, however, we want to take advantage of the Regional Services Center in Frankfurt by regionalizing a significant portion of our HR portfolio, to include: position classification (CAJE), maintenance of the staffing pattern, coordination of LES evaluations, and preparation of LES personnel actions. We will continue managing the American program, awards, recruitment, and training. (Joint Management Section: -1 USDH desk, -4 LES desks)

Computer Services

State and ICASS IRM

USAID Computer Management

USAID and State are working actively toward consolidation of their overseas systems platforms. Most of the software and all of the hardware in the AID and ICASS computer systems is off-the-shelf and can be maintained by ICASS. At least one LES desk position can be eliminated as a result. (Note: The USDH personnel are responsible for additional services beyond computers, such as classified communications, pouch, mail, reception, cell phones, IVG, and information security).

Assessment: Co-locating all sections and agencies in the NEC will create a number of economies of scale in the Computer Services section. All DOS systems can be supported from a single unclassified server room. No more support will need to be given to remote offices. The new state-of-the-art IM infrastructure will require less repair and modification. (Joint Management Section -1 LES desk)

Telephone/Reception

ICASS

USAID

Co-location in the NEC will preclude the need for two parallel telephone operator/receptionist teams. Three telephone operator positions and one receptionist position will be abolished upon co-location in the NEC. Co-location in the NEC will reduce the need for telephone technicians to support outlying offices. The telephone infrastructure in the NEC should need little maintenance and repair for some years.

Assessment: Duplication exists. (Joint Management Section: -4 LES desks, -1 LES non-desk)

Supply

ICASS

USAID

When all sections and agencies are co-located in the NEC, the need for a large supply staff will diminish. The on-compound location warehouse will minimize the lead time required to supply stock items. Within the next year, USAID and ICASS will complete a review of supply services to determine how to combine them under ICASS. At least two positions will be abolished upon consolidation/moving to the NEC.

Assessment: Duplication exists. By the end of the year, the warehousing function will be merged under ICASS. (Joint Management Section: -2 LES desks)

Housing

ICASS

USAID

Upon direction from Washington, AID and State have combined their housing pools. As a result all housing services are provided by ICASS, and one housing position will be eliminated.

Assessment: Duplication exists. One position will be eliminated. (Joint Management Section -1 LES desk)

Procurement

ICASS

USAID

USAID does not currently subscribe to ICASS Procurement services. It has one LES to procure supplies and services and a large, experienced contracting section, which performs far more complex procurement actions than its ICASS counterparts.

Assessment: There is duplication in the procurement section. After consolidation of activities in the NEC, there will be AID will present a proposal to the ICASS Council to become an alternate service provider, resulting in consolidation of the two sections and a reduction of two LES and one ICASS General Services Officer. (Joint Management Section: -1 USDH desk, - 2 LES desks)

Travel

ICASS

USAID

Until now no big-name travel agencies, such as American Express or Carlson Wagon-Lit, have had local representation. However, Wagon-Lit has just announced plans to open an office. By the time the NEC is completed, it will offer full travel services. ICASS will retain one travel LES to monitor the contract and assist with US Government travel regulations. At the same time, the VIP Coordinator position has become less essential as X slides out of the spotlight of world interest and fewer high-level visitors fly in and out of post.

Assessment: Both duplication and an opportunity for outsourcing exist. After all agencies move into the NEC, American Express will be the principal travel service provider. (Joint Management Section: -4 LES desks)

Motor Pool

ICASS

USAID

DOJ

DIA

Co-location will reduce the need for some of the in-town driving, and enable consolidation of multiple motor pools into ICASS. The on-compound location of the MSGQ will reduce the need for Marine duty drivers. With consolidation, there is no need for 5 supervisory/dispatch personnel. These positions can be reduced by 2. Driver positions will not be filled when they come open until the total has been reduced by three. In addition, the USDH position will be abolished upon the departure of the incumbent, and the responsibilities assigned to the Customs and Shipping GSO.

Assessment: Duplication exists. (Joint Management Section: -2 LES desks, - 3 LES non-desks)

Shipping and Customs

ICASS

USAID

After completing a cost comparison, USAID decided that ICASS provided more cost-efficient services in Shipping and Customs. It is now receiving this service from ICASS.

Assessment: No duplication exists. (Rightsized)

Facilities Maintenance

OBO/ICASS

USAID

The move to the New Embassy Compound will have a profound effect on the Facilities Maintenance section. The state-of-the-art facility will require an education, computer-savvy staff of LES. The mechanics, electricians, and engineers will all be closely scrutinized to determine which have the needed talents. An initial study suggests that one technical position could be eliminated, plus an additional two non-skilled labor positions. Likewise, an additional HVAC technician may have to be added to the staff. Since there will no longer be a separate USAID facility to maintain, facilities staff will be reduced by an additional 12 positions prior to the move to the NEC.

Outsourcing considerations: Gardeners, laborers, and char force are traditionally areas most appropriate for outsourcing. AID's Economic Growth Program has targeted the development of small and medium-sized enterprises, and two of these – in gardening and janitorial services – are being piloted.

Assessment: With USAID coming on to the compound, the maintenance function will be consolidated. (Joint Maintenance Staff: -1 LES desk, - 14 LES non-desks)

Warehouse

ICASS

USAID

USAID and ICASS will merge their operations in the NEC on-compound warehouse. This will lead to a further reduction in the number of LES positions required.

Assessment: Duplication exists. After the move, there will be no need for two separate warehouses. When operations are combined in a single facility, with a single service-provider, three LES positions will be eliminated. (Joint Management Section: -3 LES non-desks)

II. Competitive Sourcing, Regionalization, Substitution of LES for USDH Positions**Competitive Sourcing**

Basic Package: Much of this cost center is inherently governmental, as it involves significant decision making. Some functions which are not inherently governmental, such as cost of living surveys, post already contracts.

Community Liaison Office: Potentially commercial, not subject to market analysis. Department has determined this function is reserved for eligible family members to provide spousal employment opportunities.

Computer Services: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$365. The commercial cost

was \$355, representing less than a 10% savings. Based on the minimal difference, post determined it was more advantageous not to outsource and avoid the disruption of transition.

Health Services: Potentially commercial, but not subject to market analysis. The Regional Medical Officer recommends against local clinics except in real emergencies, because of a lack of sterile conditions and poor nursing quality. As a result, the Department provides a Foreign Service Nurse Practitioner.

Non-Residential Local Guard Program: Potentially commercial, already outsourced.

LES Security Services: Potentially commercial, not subject to market analysis. The RSO has determined that local security conditions require an employee workforce to maximize safety.

Vehicle Maintenance: Potentially commercial, already outsourced.

Administrative Supply: Potentially commercial, subject to market analysis. However, since the property management function, which uses the same staff, will not be outsourced, neither will this.

Procurement: Inherently governmental.

Reproduction: Potentially commercial, already outsourced.

Shipping and Customs: The actual shipping part is potentially commercial, and already outsourced. Most of the remaining functions, because they involve significant decision making, are inherently governmental.

Direct Vehicle Operations: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is 35 cents per kilometer. The cheapest bid received was 39 cents per kilometer.

Non-Expendable Property Management: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$2.65 per item inventoried. The lowest bid received was \$2.61. Because of the marginal difference, the embassy opted not to outsource this function.

Leasing: Potentially commercial (except for lease signature), but not subject to market analysis. Despite the development of the local economy, there is widespread corruption in the real estate business (our FSN leasing assistant has been asked repeatedly to pay bribes to brokers).

Travel Services: Potentially commercial, to be analyzed by the time the NEC opens.

Pouching: Potentially commercial, not subject to market analysis. Pouching security is integrated into other security requirements making it impractical to separate..

Mail and Messenger: Potentially commercial, but such a small function that it is not practical to outsource.

Reception and Switchboard: Potentially commercial, subject to market analysis. However, we were unable to locate a suitable contractor from whom to solicit a bid.

Budgets and Financial Plans: Post receives much of this service from the Frankfurt Regional Center. The remaining portion of this cost center is either inherently governmental or so small that it is impractical to outsource.

Accounts and Records: Potentially commercial, subject to market analysis. However, market analysis indicated that no Western accounting firms present in X were willing to consider such a small operation.

Payrolling: Payrolling is done by the Charleston Regional Center. The payroll liaison function occupies less than one FTE, and therefore is impractical to outsource.

Vouchering: Post's vouchering is being transferred to the Frankfurt Regional Center.

Cashiering: Potentially commercial, already outsourced.

U.S. Citizen Personnel Services: Part of this function is inherently governmental and part of it potentially commercial. However, the potentially commercial portion is too small to outsource in X.

LES Personnel Services: Part of this function is inherently governmental and part of it potentially commercial. A number of aspects of this function as also being regionalized to the Frankfurt Regional Center. As yet there are no "Manpower"-type recruitment companies offering services in X, but this will inevitably change as the economy develops.

Building Operating Expenses: Potentially commercial, subject to market analysis. Residential BOE expenses are generally performed by the landlord. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$5.62 per square foot. The low bidder was \$4.08 per square foot. Post has begun outsourcing janitorial and gardening services, with the expectation of adding other maintenance functions as long as these pilots are successful. This will also give us time to reduce staff progressively.

Regionalization

A number of policy areas are already covered on a regional basis, and are no longer part of the mission's workload.

For State, the labor portfolio, as well as the environment, science and technology portfolio, are both provided region-wide from Embassy Y.

For Agriculture, American oversight of the single FSN in X is provided from the FAS office at Embassy Y.

For Commerce, all commercial services are provided from the FCS office at Embassy Y. One FSN transferred from FCS to Econ serves as a point of contact.

In the administrative area, we are actively shifting responsibility for selected human resources and financial management activities to the Regional Support Center in Frankfurt: position classification, maintenance of the staffing pattern, coordination of LES evaluations, and preparation of LES personnel actions, as well as some budgeting and all vouchering. This will permit the elimination of four FSN desk positions.

Substitution of LES for USDH Positions

As political and economic conditions stabilize and more well-trained Xians return here to live, we expect to be able to substitute LES employees for some jobs now filled by Americans. The Agriculture Section has already demonstrated successfully how a single, well-trained, professional-level FSN, receiving direction from American staff at a regional platform, can be very effective at promoting American agricultural exports. Special funding for one Public Affairs American position is being withdrawn, but we are continuing the function by replacing that American officer with a well-trained FSN. We will continue to explore other areas to replace USDH positions with qualified FSNs.

III. Mission Staffing Levels

See attached Excel spreadsheet file.

Template for Mission Staffing (Adjust as necessary)

Post, Country, Embassy Agency/Element	A. Current Staffing				B. Post Projected 2012				Change A. to B.			
	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total
STATE Program												
Executive				0				0	0	0	0	0
Political				0				0	0	0	0	0
Economic				0				0	0	0	0	0
Global Affairs (GA)				0				0	0	0	0	0
GA short-term TDY				0				0	0	0	0	0
GA long-term TDY				0				0	0	0	0	0
Consular				0				0	0	0	0	0
EST				0				0	0	0	0	0
Public Affairs				0				0	0	0	0	0
Regional Security												
RSO				0				0	0	0	0	0
MSG				0				0	0	0	0	0
ESG				0				0	0	0	0	0
Local Guards				0				0	0	0	0	0
RSO Total				0				0	0	0	0	0
PCC												
Suite A				0				0	0	0	0	0
Suite B				0				0	0	0	0	0
Suite C				0				0	0	0	0	0
PCC Total				0				0	0	0	0	0
TOTAL STATE Program				0				0	0	0	0	0
Joint Management Services												
Management Office				0				0	0	0	0	0
Human Resources				0				0	0	0	0	0
Financial Mgmt.				0				0	0	0	0	0
CLO				0				0	0	0	0	0
Medical Unit				0				0	0	0	0	0
General Services				0				0	0	0	0	0
Facilities Maint.				0				0	0	0	0	0
IRM				0				0	0	0	0	0
Office				0				0	0	0	0	0
Telephone/Radio				0				0	0	0	0	0
Mailroom				0				0	0	0	0	0
Total IRM				0				0	0	0	0	0
Total JMS				0				0	0	0	0	0
OTHER AGENCIES												
USDA												
FAS				0				0	0	0	0	0
APHIS				0				0	0	0	0	0
USDA - Total				0				0	0	0	0	0
COMMERCE				0				0	0	0	0	0
DOD												
DAO				0				0	0	0	0	0
ODC				0				0	0	0	0	0
DOD -Total				0				0	0	0	0	0
DHS												
ICE				0				0	0	0	0	0
USSS				0				0	0	0	0	0
CBP				0				0	0	0	0	0
DHS - Total				0				0	0	0	0	0
JUSTICE												
DEA				0				0	0	0	0	0
FBI				0				0	0	0	0	0
JUSTICE - Total				0				0	0	0	0	0
Treasury				0				0	0	0	0	0
USAID				0				0	0	0	0	0
TOTAL - OTHER AGENCIES				0				0	0	0	0	0
TOTALS Embassy				0				0	0	0	0	0
Total Desks	0			0	0			0	0			
Consulate A				0				0	0	0	0	0
Consulate B				0				0	0	0	0	0
TOTALS Consulates				0				0	0	0	0	0
Not Co-Located In Mission Facilities												
DHS/CBP				0				0	0	0	0	0
CDC				0				0	0	0	0	0
Totals not Co-Located in Mission Facilities				0				0	0	0	0	0
TOTALS MISSION				0				0	0	0	0	0

Template for Constituent Post Staffing (Adjust as necessary)

Post, Country (Consulate A)	A. Current Staffing				B. Post Projected 2012				Change A. to B.			
Agency/Element	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total
STATE Program												
Executive				0				0	0	0	0	0
Political				0				0	0	0	0	0
Economic				0				0	0	0	0	0
Global Affairs				0				0	0	0	0	0
Consular				0				0	0	0	0	0
Public Affairs				0				0	0	0	0	0
Regional Security												
RSO				0				0	0	0	0	0
Local Guards				0				0	0	0	0	0
RSO Total				0				0	0	0	0	0
PCC				0				0	0	0	0	0
TOTAL STATE Program				0				0	0	0	0	0
Joint Management Services												
Management Office				0				0	0	0	0	0
Human Resources				0				0	0	0	0	0
Financial Mgmt.				0				0	0	0	0	0
CLO				0				0	0	0	0	0
General Services				0				0	0	0	0	0
Facilities Maint.				0				0	0	0	0	0
IRM				0				0	0	0	0	0
Total JMS				0				0	0	0	0	0
OTHER AGENCIES												
COMMERCE				0				0	0	0	0	0
DOD				0				0	0	0	0	0
DHS												
ICE				0				0	0	0	0	0
USSS				0				0	0	0	0	0
DHS - Total				0				0	0	0	0	0
JUSTICE												
DEA				0				0	0	0	0	0
FBI				0				0	0	0	0	0
JUSTICE - Total				0				0	0	0	0	0
TOTAL - OTHER AGENCIES				0				0	0	0	0	0
TOTALS Consulate				0				0	0	0	0	0
Total Desks	0			0	0			0	0			0
Not in Consulate												
CBP-CIS				0				0	0	0	0	0
CDC				0				0	0	0	0	0
Totals not in Consulate				0				0	0	0	0	0
TOTALS Consulate A				0				0	0	0	0	0

Five-Year Projected Rightsizing Projects

Fiscal Year	Mission	Planned Capital Projects
FY05 Spring Cycle		
1.	Bosnia and Herzegovina	Sarajevo NEC FY07
2.	Burkina Faso	Ouagadougou NEC FY07
3.	Congo/D	Kinshasa NEC FY08
4.	Congo/R	Brazzaville NEC FY06
5.	Djibouti	Djibouti NEC FY06
6.	Ethiopia	Addis Ababa NEC FY07
7.	Fiji	Suva NEC FY05
8.	Gabon	Libreville NEC FY06
9.	Georgia	Tbilisi Annex FY06
10.	Indonesia	Surabaya NEC FY06
11.	Latvia	Riga NEC FY08
12.	Lebanon	Beirut NEC FY06, Annex FY08
13.	Macedonia	Skopje Annex, Whse and MSGQ FY06
14.	Madagascar	Antananarivo NEC FY07
15.	Malta	Valletta NEC FY07
16.	Mexico	Mexico City NEC FY10 Tijuana NEC FY07 Monterrey NEC FY09
17.	Micronesia	Interim Office Building FY05
18.	Nigeria	Abuja Annex FY06
19.	Norway	Oslo NEC FY10
20.	Palau	Interim Office Building FY05
21.	Philippines	Manila Annex FY07
22.	South Africa	Johannesburg NEC FY06
23.	Sudan	Khartoum Annex and MSGQ FY06 Juba NEC FY08
24.	Serbia & Montenegro	Belgrade NEC FY08
25.	Zambia	Lusaka NEC FY08
FY06 Fall Cycle		
1.	Azerbaijan	Baku NEC FY08
2.	Brunei	Bandar Seri Begawan NEC FY08
3.	Burundi	Bujumbura NEC FY09
4.	Chad	N'djamena NEC FY11
5.	Dominican Republic	Santo Domingo NEC FY09
6.	Eritrea	Asmara NEC FY14
7.	Iceland	
8.	Indonesia	Jakarta NEC FY10
9.	Italy	Milan NEC FY11
10.	Liberia	Monrovia NEC FY08
11.	Libya	Tripoli NEC FY08
12.	Morocco	Casablanca NEC FY14
13.	Mozambique	Maputo NEC and Annex FY10
14.	Pakistan	Karachi NEC FY06 Peshawar NEC FY09 Lahore NEC FY13
15.	Paraguay	Asuncion NEC FY10
16.	Poland	Krakow NEC FY09
17.	Romania	Bucharest NEC FY10

FY06 Fall Cycle (cont'd)

18.	Russia	Moscow Annex FY08 St. Petersburg NEC FY11
19.	Saudi Arabia	Jeddah NEC FY07 Riyadh NEC FY11 Dhahran NEC FY13
20.	South Africa	Pretoria Annex FY09
21.	Sri Lanka	Colombo NEC FY11
22.	Taiwan	Taipei NEC FY09
23.	Tunisia	Tunis Language School and Annex FY09
24.	Turkey	Ankara NEC FY10
25.	Ukraine	Kyiv NEC FY09
26.	Zimbabwe	Harare NEC and Annex FY06

Spring FY06 Cycle

27.	Algeria	
28.	Bermuda	
29.	Brazil	Rio de Janeiro NEC FY13
30.	Colombia	
31.	Costa Rica	
32.	Denmark	
33.	Finland	
34.	Germany	
35.	Guyana	
36.	Holy See	
37.	India	Kolkata NEC FY12 Chennai NEC FY13 Hyderabad NEC FY11
38.	Ireland	
39.	Korea	Seoul NEC FY14
40.	Luxembourg	
41.	Malaysia	
42.	New Zealand	
43.	Singapore	
44.	Switzerland	
45.	United Kingdom	
46.	U.S. Mission USFODAG, Rome	
47.	U.S. Perm Mission to the UN Office and Other Intl. Org in Geneva	

Fall FY07 Cycle

1.	Bangladesh	
2.	Benin	Cotonou NEC FY12
3.	Botswana	
4.	Burma	
5.	Canada	Toronto NEC FY12
6.	Cape Verde	
7.	China	Guangzhou NEC FY06 Shanghai NEC FY09 Beijing Annex FY09

FY07 Fall Cycle (cont'd)

8.	Ecuador	Guayaquil Lease Fitout FY08
9.	Equatorial Guinea	Malabo NEC FY14
10.	Hong Kong	
11.	Israel	Tel Aviv NEC FY14
12.	Japan	
13.	Jerusalem	Jerusalem NEC FY12
14.	Kosovo	Pristina NEC FY12
15.	Mauritania	Nouakchott NEC FY11
16.	Sierra Leone	
17.	Slovak Republic	Bratislava NEC FY12
18.	Suriname	Paramaribo NEC FY12
19.	Syria	Damascus NEC FY11
20.	Thailand	Chiang Mai NEC FY13
21.	U.S. Mission to ICAO, Montreal	
22.	United Arab Emirates	Dubai NEC FY09

Spring FY07 Cycle

23.	Afghanistan	Kabul Annex FY13
24.	Armenia	
25.	Bahrain	
26.	Bahamas	
27.	Belarus	
28.	Chile	
29.	Cyprus	
30.	Egypt	
31.	Estonia	
32.	Kenya	
33.	U.S. Perm Mission to UNEP and UN Center for Human Settlements, Nairobi	
34.	Lithuania	
35.	Malawi	
36.	Mali	
37.	Mongolia	
38.	Slovenia	
39.	Swaziland	Mbabane NEC FY11
40.	Uruguay	
41.	Yemen	

Fall FY08 Cycle

1.	Argentina	Buenos Aires NEC FY13
2.	Barbados	
3.	Bulgaria	
4.	Central African Republic	Bangui NEC FY11
5.	Cote d'Ivoire	
6.	East Timor	Dili NEC FY11
7.	Greece	Thessaloniki NEC FY14
8.	Grenada	
9.	Guatemala	

FY08 Fall Cycle (cont'd)

10.	Lesotho	
11.	Netherlands	The Hague NEC FY11
12.	Niger	
13.	Papua New Guinea	Port Moresby NEC FY14
14.	Portugal	
15.	Turkmenistan	
16.	Vietnam	Hanoi NEC FY12

Spring FY08 Cycle

17.	Australia	
18.	Belgium	
19.	Belize	
20.	Bolivia	
21.	Cameroon	
22.	Czech Republic	
23.	Gambia	
24.	Ghana	
25.	Jordan	
26.	Netherlands Antilles	
27.	Oman	
28.	Tajikistan	
29.	Togo	
30.	Trinidad and Tobago	
31.	U.S. Mission to European Union	
32.	U.S. Mission to NATO	

Fall FY 09 Cycle

1.	Kyrgyzstan	Bishkek Annex FY14
2.	Cuba	
3.	France	
4.	Honduras	
5.	Kazakhstan	
6.	Kuwait	
7.	Laos	Vientiane NEC FY12
8.	Mauritius	Port Louis NEC FY14
9.	Moldova	Chisinau NEC FY13
10.	Namibia	Windhoek NEC FY12
11.	Panama	
12.	Senegal	Dakar NEC FY13
13.	Spain	Madrid NEC FY12
14.	Tanzania	
15.	U.S. Mission to OECD, Paris	
16.	U.S. Mission to UNESCO, Paris	
17.	Venezuela	

Spring FY09 Cycle

18.	Albania
19.	Cambodia
20.	Croatia
21.	El Salvador
22.	Guinea
23.	Haiti
24.	Hungary
25.	Jamaica
26.	Marshall Islands
27.	Micronesia
28.	Nepal
29.	Peru
30.	Rwanda
31.	Uganda

Fall FY10 Cycle

1.	Austria
2.	Angola
3.	Guinea Bissau
4.	Iraq
5.	Montenegro
6.	Nicaragua
7.	Qatar
8..	Samoa
9.	Sweden
10.	U.S. Mission to UNVIE
11.	U.S. Mission to OSCE
12.	U.S. Mission to IAEA
13.	Uzbekistan

Spring FY10 Cycle

14.	Bosnia and Herzegovina
15.	Burkina Faso
16.	Congo/D
17.	Congo/R
18.	Djibouti
19.	Ethiopia
20.	Fiji
21.	Gabon
22.	Georgia
23.	Latvia
24.	Lebanon
25.	Macedonia
26.	Madagascar
27.	Malta
28.	Mexico
29.	Micronesia
30.	Nigeria
31.	Norway
32.	Palau

Spring FY10 Cycle (cont'd)

33.	Philippines
34.	Serbia
35.	Sudan
36.	Zambia

FY11 Fall Cycle

1.	Azerbaijan	
2.	Brunei	
3.	Burundi	
4.	Chad	
5.	Dominican Republic	
6.	Eritrea	Asmara NEC FY14
7.	Iceland	
8.	Indonesia	
9.	Italy	
10.	Liberia	
11.	Libya	
12.	Morocco	Casablanca NEC FY14
13.	Mozambique	
14.	Pakistan	Lahore NEC FY13
15.	Paraguay	
16.	Poland	
17.	Romania	
18.	Russia	
19.	Saudi Arabia	Dhahran NEC FY13
20.	South Africa	
21.	Sri Lanka	
22.	Taiwan	
23.	Tunisia	
24.	Turkey	
25.	Ukraine	
26.	Zimbabwe	

Spring FY11 Cycle

27.	Algeria	
28.	Bermuda	
29.	Brazil	Rio de Janeiro NEC FY13
30.	Colombia	
31.	Costa Rica	
32.	Denmark	
33.	Finland	
34.	Germany	
35.	Guyana	
36.	Holy See	
37.	India	Kolkata NEC FY12 Chennai NEC FY13
38.	Ireland	
39.	Korea	Seoul NEC FY14



Spring FY11 Cycle (cont'd)

40.	Luxembourg
41.	Malaysia
42.	New Zealand
43.	Singapore
44.	Switzerland
45.	United Kingdom
46.	U.S. Mission USFODAG, Rome
47.	U.S. Perm Mission to the UN Office and Other Intl. Org in Geneva