

II. Mr. Foley's Commitment to Effective Continuity of Government

Over the previous decade, USAID's workforce decreased significantly and the agency relied on private contractors and non-governmental organizations to conduct its work. Through the Development Leadership Initiative (DLI), USAID hired hundreds of new officers over the past five years to strengthen the discipline of development. A large portion of these officers were hired as Program Officers, with the responsibility to manage the new planning, budgeting, and evaluation reforms.

Mr. Foley quickly realized that issuing new guidance on developing country strategies or designing projects was only the first step. Without the appropriate training, mentoring, and technical assistance the new DLIs and even some more experienced officers would not have the necessary skills to implement the reforms. Mr. Foley and his team embarked on an ambitious program to ensure that all of USAID's worldwide Program Officers had the necessary support to develop into seasoned managers. Mr. Foley organized mentoring sessions, conducted formal training classes, facilitated in-county workshops, and established knowledge management platforms and online training courses.

The most important of these capacity building efforts involved the conducting of in-country workshops at 25 Missions, targeting more than 700 USAID officers – nearly 10 percent of our total staff. Although the agency has a wide range of formal classroom training, Mr. Foley recognized that the transformative nature of the reforms required a different approach as many Missions could not afford to send their staff to formal classroom events. He worked with the regional bureaus in Washington and a number of Missions to develop an approach that focused more on the application of training as well as sufficient time to mentor officers and deal with change management issues. Mr. Foley and his team delivered three-day in-country workshops to 25 Missions that had large portfolios and large number of staff. Mr. Foley facilitated five of these sessions himself, and spoke virtually with the other 20 Missions during and after the workshops. Mr. Foley and his team spent a couple extra days before and after the workshop to meet with Program Officers, particularly the DLIs, to talk more specifically about implementation challenges and how he and his office could support their career development.

In Washington, Mr. Foley superbly supervises 25 employees and he practices what he preaches. All his staff members have personal performance plans and appraisals completed on-time and based on clearly defined office goals and objectives. Mr. Foley built consensus within the office for a new strategic direction focused on building Mission capacity to implement the USAID Forward reforms and reorganized the office accordingly. He fostered open communication, cultural sensitivity, and respect for divergent employee background. Mr. Foley built teams to achieve the office goals and offered opportunities for a range of employees to lead projects. He oversaw two major contracts totaling over \$20 million that provided services to Missions and built the capacity of field officers to implement the USAID Forward reforms. The contracts also supported a web-based knowledge management platform to enhance agency-wide decision making on how best to develop strategies and design, monitor, and evaluate projects.

Mr. Foley also supported the development of his employees by nominating a number of them to participate in executive leadership classes and by identifying temporary assignments and details

for his employees to gain experience. For example, one of Mr. Foley's employees was a highly intelligent former Presidential Management Fellow (PMF). This employee had performed very well, but at times became overly frustrated when the bureaucracy did not move as quickly as he wanted. Mr. Foley counseled him to try to better understand the demands placed upon the field officers so that he could more appropriately determine when to push and when to ease up. The new Mission Director to Burma approached Mr. Foley about needing someone to help him establish the new office and help manage Program Office and its functions. Although it caused a gap in the office, Mr. Foley suggested the former PMF for this assignment for six months. The Mission Director recently emailed Mr. Foley to indicate how well the PMF is performing.

In addition to directly supervising employees, Mr. Foley is a "go-to" mentor for literally dozens of officers, both Civil Service and Foreign Service, through formal mentoring programs as well as informal lunches and coffees. To help officers navigate the foreign policy world, Mr. Foley leverages his experience with other agencies as well as his personal path to become a senior executive. Mr. Foley stresses the importance of treating everyone always with respect and courtesy and managing inclusively. Mr. Foley counsels officers seeking to become managers and executives to search out seek professional opportunities where they can develop skills to manage people. Mr. Foley helped officers understand that to become effective and inclusive managers, employees needed to broaden their skills beyond a particular technical expertise such as agriculture or health to include the key operational functions necessary to implement policy, such as strategic planning, project design, budget formulation, and program management. Policy is rarely made in a document or in a speech; it is made through implementation of standard business practices and processes.

Mr. Foley also played a direct role in helping to ensure that the best qualified career Senior Executive Service officers entered the agency. He served as Chair of the Executive Resources Board for six months. In this role, he oversaw the selection process for four SES officers and played an active role in recommending the allocation of new SES positions to agency bureaus. Mr. Foley also provided a set of recommendations to the Administrator on how to improve the effectiveness of the Performance Review Board processes to ensure that all executive receive appropriate feedback.

The foregoing example demonstrate clearly that Mr. Foley has gone the extra mile not only to superbly do his own job, but to apply his outstanding background, experience, intellect and enthusiasm to contribute to the career development of his colleagues and the long-term institutionalization of major reforms at USAID. We are a better Agency as a result.