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OA/ID Number: 21068

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Folder Title:

Price Waterhouse Cooper

Stack:

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1

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O-Price
waterhouse
coopers



julie.kane@us.pwcglobal.com

04/11/2000 12:18:12 PM

Record Type: Record

To: Cheryl S. Bauerle/OPD/EOP

CC:

Subject: Re: Phone interview - Today at 3pm

Hi Cheryl,

Attached is your interview packet with some background information and questions. The highlighted areas are the areas in which we will be asking questions.

I anticipate that the conversation will be from a half hour to an hour, depending on the questions that apply to the Office of National AIDS Policy. Thank you again for taking the time out of your schedule to talk with us.

Sincerely,

Julie Kane

(See attached file: Bauerle.doc) (See attached file: benchmarking letter.doc)
(See attached file: ONAP.doc)

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- Bauerle.doc



- benchmarking letter.doc



- ONAP.doc

PricewaterhouseCoopers LLP
1616 N. Fort Myer Dr.
Arlington VA 22209
Telephone (703) 741 1000
Facsimile (703) 741 1616

Cheryl Bauerle
Executive Office of the President
Office of National AIDS Policy
Washington, DC

April 11, 2000

Dear Ms. Bauerle:

This letter confirms your phone interview with PricewaterhouseCoopers on **Tuesday, April 11, 2000 at 3:00pm.**

Enclosed, you will find an Interview Guide that will provide you with more information concerning the interview.

If you have any questions regarding the *interview scheduling or materials*, please call Julie Kane at (703) 741-2481.

We look forward to talking with you. And we thank you in advance for your time and cooperation.

Sincerely,

Julie Kane

Enclosures

Management Review of the Office of National Drug Control Policy

Objectives

At the request of Congress, the General Accounting Office (GAO) has selected PricewaterhouseCoopers (PwC) to conduct a management review of the Office of National Drug Control Policy (ONDCP). The objective of the review is to assess ONDCP's overall effectiveness in executing its statutory responsibilities and its current management structure's ability to achieve mission results. Our review will evaluate specific activities within the areas of organizational management and planning, human resource management, and internal and financial control systems with recommendations for improving the performance, efficiency, and effectiveness of ONDCP.

Our Tasks

The specific activities that we have been asked to assess include, but are not limited to, the following:

- 1) Human Resource Management
 - Skill mix, military to civilian ratio, recruitment and retention, communication
- 2) Organizational Planning and Management
 - Structure, systems, and performance measures
- 3) Budgeting, accounting, and financial reporting systems
 - Management and financial control systems, and cost data

Our work will require us to review and understand, but not comment on, ONDCP's external responsibilities and activities, i.e. policy and priority establishment, National Drug Control Strategy, international drug efforts, etc. This project will specifically look at the internal organization, activities, and processes that define and accomplish ONDCP's mission. Impediments to performance arising from legislative or regulatory restraints given ONDCP's structure may be included, if identified, and discussed in our final report.

Our Approach

Our project team has designed a project approach and methodology that includes extensive research, project-based knowledge, structured interviews, and a **benchmarking study**.

About the benchmarking interviews

We will conduct targeted high-level interviews with extensive preparation to assist us in establishing best practice methods for ONDCP. Questions will be tailored to consult with you on your mission, organizational environment and culture, constraints, process validation, drivers of change, and concerns.

PricewaterhouseCoopers is very excited about the opportunity to talk with you. We welcome your suggestions and feedback.

ONDCP Management Review Project Team

Paul Lawrence, Project Partner
Anne Forster, Project Manager
Owen Barwell, Business Analysis Manager
Wendy Scott, Consultant
Julie Kane, Consultant

Business Practices Data Collection Matrix
Organization

04/11/00

<i>Organizational Elements</i>	<i>Areas of Focus</i>	<i>Example Questions</i>	<i>Interview Notes</i>
Vision/Mission/Goals	• The vision, mission, and goals of the organization	• Are the goals of the organization in alignment with its vision and mission? • How does the focus of attention (by President and Congress) on ONAP's mission compare to that of ONDCP's mission? • How does the focus of attention (by President and Congress) on resources for ONAP compare to that of ONDCP?	
Supply Reduction	• Strategy • Regulations • Relationship with law enforcement	• How do you approach the problem of reducing supply? • What are the key variables in reducing supply? • To what extent is legislation used to reduce supply? • How do you influence the creation of legislation? • How do you coordinate with law enforcement/other agency officials? • How is authority, responsibility, and accountability defined in partnerships with law enforcement/other agencies? • How are your core business processes organized? • How is success/progress measured and reported?	

Business Practices Data Collection Matrix
Organization

04/11/00

Demand Reduction	• Strategy • Programs	• How do you approach the problem of reducing demand? • What are the key variables in reducing demand? • What programs/initiatives are in place to reduce demand? • How are your core business processes organized? • How is success/progress measured and reported?	
Policy Setting Authority	• Internal policy • External policy • Power to set policy	• Who is responsible for determining and enforcing internal policies? • Is there an internal policy document outlining department/position roles and responsibilities? • How are internal policies communicated throughout the organization? • How is external policy formulated and enforced? • What constraints are faced when setting internal/external policies?	
Organizational structure	• Aligned according to process • Chain of command and span of control • Organization chart • Military vs. Civilian	• What are your core processes? • Is authority, responsibility, and accountability defined? • Is there a clear flow of information throughout the organization? • Does the organization's structure support its vision, mission, and goals? • How have changes in the political environment affected the structure and operations of the organization? • What is the percentage of Military vs Civilian staff in key positions?	

Business Practices Data Collection Matrix
Organization

04/11/00

Leadership characteristics	• Management style • Vision • Interpersonal skills	• Does leadership take a hands-on approach? • Does leadership clearly define standards of operation/conduct by their actions? • Is leadership concerned with opinions/morale of general staff? • How does leadership interact with staff?	
Culture	• Openness to change • Barriers to change • Ethical standards • Staff morale • Military vs Civilian • Growing workload • Operational programs	• How are Military and Civilian staff encouraged to assimilate? • What constrains the ability of the organization to change? • How are directives to change administered? • What are the potential conflicts between contributing agencies, and how are they managed and resolved? • How are directives to change received by staff? • Are standards of conduct clearly defined and apparent? • Is staff encouraged to voice concerns/opinions? • What is the workload and how much staff is required? • Are there operating programs that have grown too large for the current staff to manage adequately?	

Business Practices Data Collection Matrix
Organization

04/11/00

HR Process	• Recruiting/Hiring policy • Staff retention incentives • Compensation policies • Career development initiatives	• What is the process for hiring new staff? • What are the criteria for hiring new staff? • How do you determine the appropriate amount of staff required? • Are recruitment, hiring, and retention procedures standard? • What incentives are in place to encourage staff retention? • What compensation/reward policies are in place? • What is leadership's position on career development/enhancement? • What career development programs or initiatives are currently in place? • How is success/progress for the HR function measured?	
Budgeting, Accounting, and Financial Reporting Systems	• Budget formulation and execution • Internal management and financial control systems • Data reporting accuracy • Financial reporting structure • Relationships with OMB and other related government organizations	• How is the budget created? • Who has oversight of the budget process? • How is budget information reported and measured? • What types of integrity checks are in place to ensure data quality? • What technical requirements are necessary in the budget process? • Describe any interaction with OMB or other budget related organizations	

Business Practices Data Collection Matrix
Organization

04/11/00

Legislative Affairs	• Roles and responsibilities • Resources and workload • Interaction with Congress	• What are the roles and responsibilities of the Office of Legislative Affairs? • What is the current number of staff and how has it changed over the years? • Is the current office of Legislative Affairs adequate to handle the mission and/or changes to existing responsibilities? • How does the Office of Legislative Affairs handle direction/requests for information from Congress? • Are there situations when the Office of Legislative Affairs cannot fulfill requests which could cause Congress to be dissatisfied with the organization? • How is the Director/Commissioner kept informed on requests/issues between congress and the organization?	
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O - PLOC

PricewaterhouseCoopers LLP

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Arlington VA 22209

Telephone (703) 741 1000

Facsimile (703) 741 1616

Mr. Barry R. McCaffrey

March 15, 2000

PRICEWATERHOUSECOOPERS 

PRICEWATERHOUSECOOPERS 

Sandra Thurman

Mr. Barry R. McCaffrey

March 15, 2000



Executive Office of the President
Office of National AIDS Policy
Washington, DC

April 18, 2000

Mr. Barry R. McCaffrey
March 15, 2000



Dear Ms. Thurman:

This letter confirms your phone interview with PricewaterhouseCoopers on **Thursday, April 20, 2000 at 11:00am.**

Mr. Barry R. McCaffrey

March 15, 2000



Enclosed, you will find an Interview Guide that will provide you with more information concerning the interview.

If you have any questions regarding the *interview scheduling or materials*, please call Julie Kane at (703) 741-2481.

Mr. Barry R. McCaffrey

March 15, 2000

PRICEWATERHOUSECOOPERS 

We look forward to talking with you. And we thank you in advance for your time and cooperation.

Sincerely,

Mr. Barry R. McCaffrey

March 15, 2000

PRICEWATERHOUSECOOPERS 

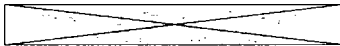
Julie Kane

Enclosures

Mr. Barry R. McCaffrey

March 15, 2000

PRICEWATERHOUSECOOPERS 



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Our Tasks

The specific activities that we have been asked to assess include, but are not limited to, the following:

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Our work will require us to review and understand, but not comment on, ONDCP's external responsibilities and activities, i.e. policy and priority establishment, National Drug Control Strategy, international drug efforts, etc. This project will specifically look at the internal organization, activities, and processes that define and accomplish ONDCP's mission. Impediments to performance arising from legislative or regulatory restraints given ONDCP's structure may be included, if identified, and discussed in our final report.

Our Approach

Our project team has designed a project approach and methodology that includes extensive research, project-based knowledge, structured interviews, and a **benchmarking study**.

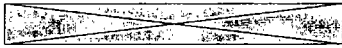
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Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

Organizational Elements	Areas of Focus	Interview Questions
Vision/Mission/Goals	organization The vision, mission, and goals of the	- compare to that of ONDCP's mission? - compare to that of ONDCP? Are the goals of the organ How does the focus of atte How does the focus of atte
Demand Reduction	- Strategy - Programs	How do you approach the What are the key variable What programs/initiatives How are your core busine How is success/progress n
Policy Setting Authority	- Internal policy - External policy - Power to set policy responsibilities?	Who is responsible for det Is there an internal policy How are internal policies How is external policy for What constraints are faced
Organizational structure	- Aligned according to process - Chain of command and span of control - Organization chart	What are your core proces Is authority, responsibility Is there a clear flow of inf Does the organization's st How have changes in the p
Leadership characteristics	- Management style - Vision - Interpersonal skills	Does leadership take a har Does leadership clearly de Is leadership concerned w How does leadership inter

Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

Culture	• • • • • • •	Openness to change • Barriers to change • Ethical standards • Staff morale • Military vs Civilian managed and resolved? Growing workload • Operational programs • • • adequately?	How are Military and Civilian managed and resolved? What constrains the ability to change? How are directives to change? What are the potential consequences? How are directives to change? Are standards of conduct clear? Is staff encouraged to voice concerns? What is the workload and capacity? Are there operating procedures?
HR Process	• • • •	Recruiting/Hiring policy Staff retention incentives Compensation policies Career development initiatives • • • • •	What is the process for hiring? What are the criteria for hiring? How do you determine the need for staff? Are recruitment, hiring, and retention metrics tracked? What incentives are in place? What compensation/reward system is in place? What is leadership's position on career development? What career development initiatives are in place? How is success/progress measured?

Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

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Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

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"Hartsock, Peter (NIDA)" <phartsoc@nida.nih.gov>
04/19/2000 11:42:58 AM

Record Type: Record

To: Cheryl S. Bauerle/OPD/EOP
cc: "Hartsock, Peter (NIDA)" <phartsoc@nida.nih.gov>
Subject: Major Opportunities With Hungary; Other Matters

Cheryl,

I wanted to alert you and Sandy to an opportunity which has opened up. Last Thursday, I had a one on one with the Ambassador of Hungary. He's a great guy and is interested in working with us to prevent AIDS in his country and around the world.

The interesting thing is that, despite being surrounded by countries with high AIDS rates (e.g., Romania, Ukraine, Russia, Poland), Hungary has managed to keep the spread of AIDS low. Of course, the Hungarians are concerned that this won't remain the case and they are 100% committed to working with us. I have already hooked them up with our Russian, Dutch, and other colleagues in this respect.

At the same time, we may have something to learn from Hungary. Because of its ability to so far keep the spread of AIDS low (and against the background of neighboring countries with high rates), there may well be lessons which the Hungarians can teach us (as well as us assisting them) and other countries as well.

There is something remarkable going on in Hungary. I know that they have an excellent public health system, which came into play in eradicating a huge STD epidemic right after World War II; and there may be more.

I wanted to put this before you and Sandy because I firmly believe that a lot of mutual benefit can come out of working with Hungary--they may have much to teach us and we have some good things, too, to share with them. Furthermore, with Hungary's strategic location in central Europe and its becoming a member of NATO, this adds to our incentives for cooperation.

Could you please see that Sandy is made aware of this and this message is sent to her? The Ambassador said that he would love to meet with Sandy if it is ever convenient with her.

This is also the 1000th anniversary of the founding of the kingdom of Hungary and the introduction of Christianity there and some real interesting things are taking place.

By the way, we're looking at Thursday, June 29th for the Russian orphans' visit to the White House, if possible. I will get a firm head count to you soon. We intend to keep it way under 50 persons.

Best wishes and hope you're well.

Peter

P.S. While I'm birddogging things, please let me know when you receive Sandy's Certificate of Invitation from the Russian Ministry of Foreign Affairs. This is necessary in order to obtain her visa. If there is any delay in your receiving the Certificate, I will follow up with the Russians. Thanks.

Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

Organizational Elements	Areas of Focus	Interview Questions
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Business Practices Data Collection Matrix
Office of National AIDS Policy

Sandra Thurman
Director

Organizational Elements	Areas of Focus	Interview Questions
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HR Process	• Recruiting/Hiring policy • Staff retention incentives • Compensation policies • Career development initiatives	• What is the process for hiring new staff? • What are the criteria for hiring new staff? • How do you determine the appropriate amount of staff required? • Are recruitment, hiring, and retention procedures standard? • What incentives are in place to encourage staff retention? • What compensation/reward policies are in place? • What is leadership's position on career development/enhancement? • What career development programs or initiatives are currently in place? • How is success/progress for the HR function measured?