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ELC2008

On the Edge of **Opportunity**

Colonial Williamsburg, Virginia • October 26-28, 2008

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American Council for Technology



Industry Advisory Council

Leading the IT Community to Improve Government

TRACK 3

TRANSFORMING GOVERNMENT WITH A CHANGING WORKFORCE

Overview Speaker:

Steve Kelman, Harvard University

PANEL 1

ACQUISITION WORKFORCE AT A CROSSROAD

Moderator:

Angela Bailey, Office of Personnel Management

Panelists:

Frank Anderson, Defense Acquisition University

Dr. Diana Burley, George Washington University

Karen Pica, Federal Acquisition Institute

PANEL 2

BLUEPRINT FOR AN AGILE WORKFORCE

Moderator:

Bill McNally, National Aeronautics and Space Administration

Panelists:

Kevin Carroll, The Kevin Carroll Group

Christine G. Matthews, CSC

Bob Odenheimer, Internal Revenue Service

The logo for CSC (Canadian Society for Communications) is a red square with the letters 'CSC' in white, bold, sans-serif font.

NORTH AMERICAN
PUBLIC SECTOR

Executive Leadership Conference

Track 3, Panel 2

Blueprint for an Agile Workforce

Christine Matthews
Vice President

October 27, 2008

The logo for ELC 2008 (Executive Leadership Conference 2008) features the text 'ELC 2008' in a bold, teal, sans-serif font. Below it, the tagline 'On the Edge of Opportunity' is written in a smaller, grey, sans-serif font. The entire logo is set against a white background with a yellow oval glow behind the text.

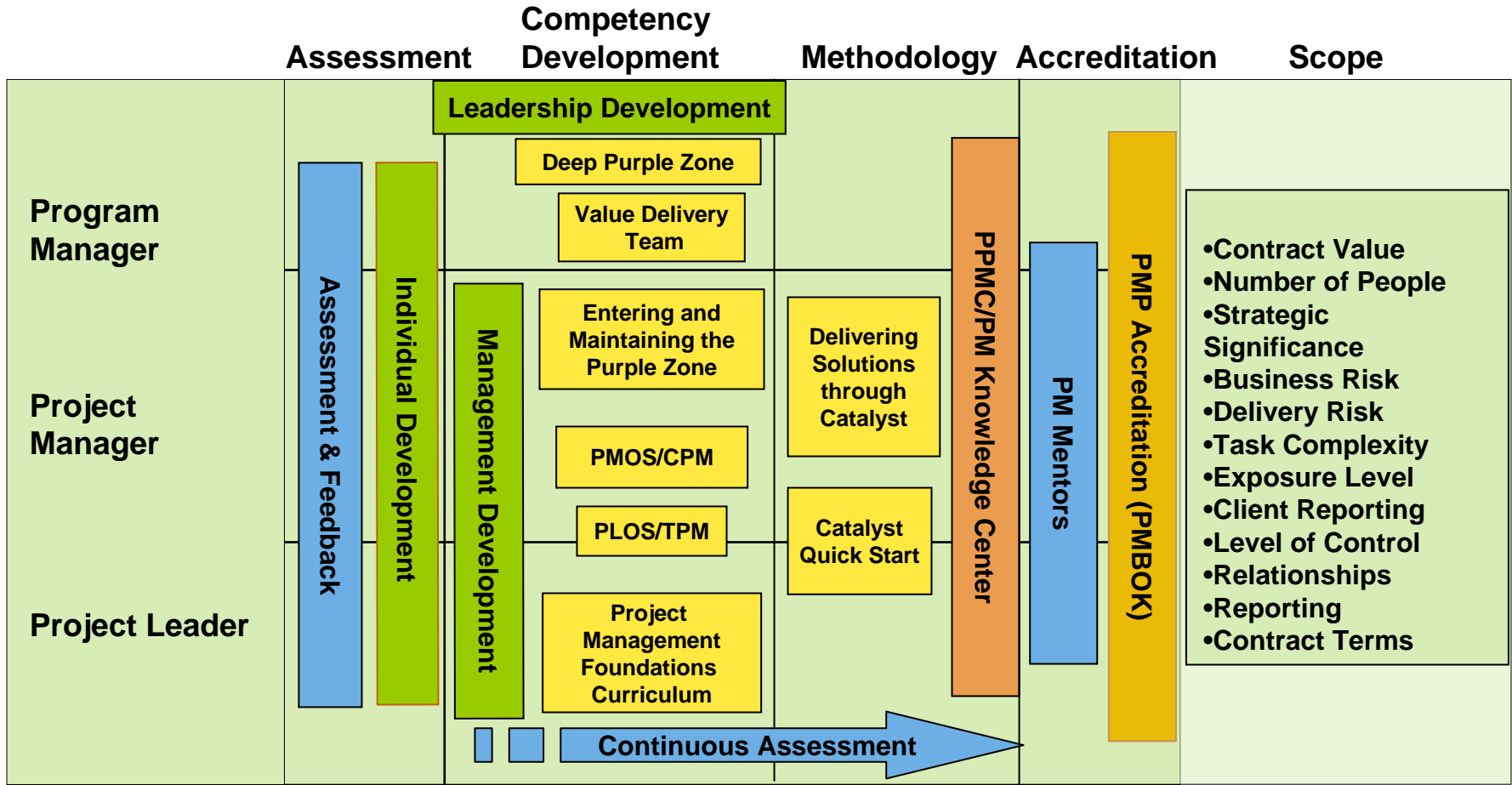
Discussion Topics

- Ensuring a well-trained and effective workforce able to respond to meet rapidly changing requirements
 - A Strong Project/Program Management Development Framework
 - Collaborative Training Initiatives with Federal Clients
- Guiding, assisting and promoting a consistent understanding of how to manage projects, eg IT, services and major systems
 - Integrated Master Planning
 - Program Governance

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Global Roles



Based on Individual Development Plan
 Recommended Learning



Collaborative Training Initiatives with Federal Clients

1. Project Management Institute (PMI) Project Management Professional Certification

2. MSIT – Information Technology university program to prepare professionals who must integrate information systems knowledge with a strong understanding of the business environment

- Enterprise Architecture
- Business Process Reengineering
- How technology will serve the business strategy, business case analysis
- IT-enabled business processes, web technologies, distributed architectures, new infrastructure standards, and advances in mobile computing

3. Information Technology Infrastructure Library (ITIL) Certification

- A framework of good practices designed to promote quality computing services in the information technology (IT) sector

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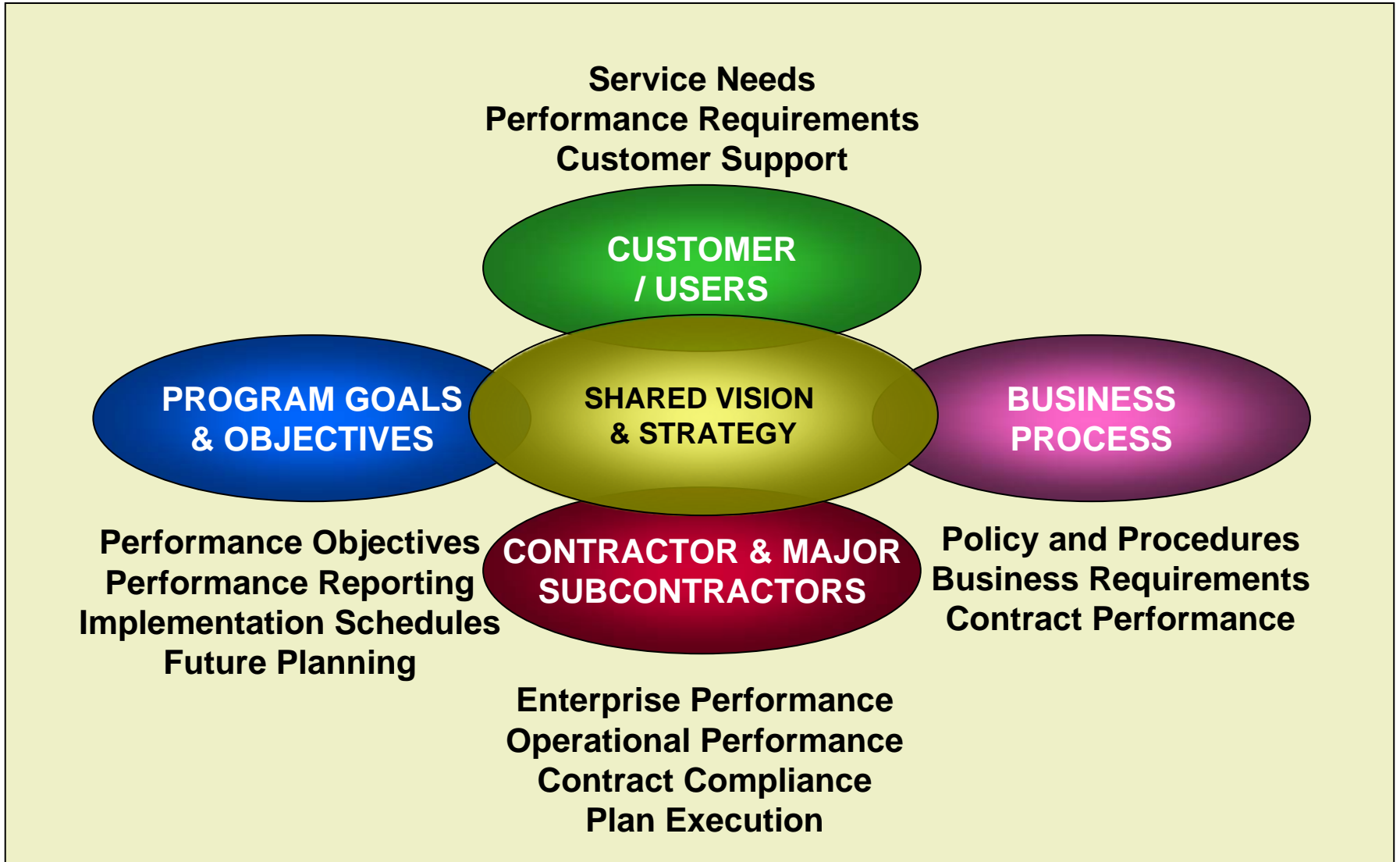
- On large scale efforts (eg. Modernization), difficulties can ensue with managing scope and delivering the right stuff at the right time
- An **integrated master plan** includes all activities of development and engineering (my stuff) and everyone else's (acceptance testing, operations, legacy teams, business users)
- The visibility and the joint ownership of this Project plan along with a much more collaborative and integrated team approach will increase the likelihood of an on schedule delivery with all required functions
- **Collaboration** and integration of activities are essential to success

Why bother?

- Establish strategic goals and objectives and ensure customer / contractor alignment with those goals and objectives
- Enhance or develop the partnership
- Bring focus to key issues impeding/promoting success
- Manage outcomes and risks
- Encourage collaborative decision-making and problem solving
- Ensure customer involvement and satisfaction
- Enhance transparency

What's in it for you?

- Results in alignment at all levels within the organizations
- Significant positive impact on relationship, service delivery, and contract management and performance
- Forces action and gets results
- Places emphasis on partnership versus typical customer/vendor independent relationship
- Success is not dependent on contractual arrangement
 - Standard contract
 - Performance-based
 - Outsourced / SLA driven



- Customer

- Senior customer officials
- Program Manager, Deputy Program Manager
- Finance officer
- Key operational personnel
- Major customers or customers with unique requirements (as needed)

- Contractor

- Contractor executives and senior managers
- Program Manager, Deputy Program Manager
- Business Manager
- Key operational personnel

Co-Chair arrangement between customer and contractor is recommended

- Define success and determine how to measure it
- Oversee the overall program
- Set policy
- Make directional and strategic decisions
- Resolve conflict
- Obtain and assign critical resources
- Remove roadblocks
- Communicate Board decisions and outcomes

- **Customer**

- Provide strategic direction
- Act in capacity of customer advocate
- Define business and mission

- **Contractor**

- Provide thought leadership and innovation
- Identify and incorporate industry “best practices”/ standardize service delivery
- Performance excellence

- **All Parties**

- Resolve issues that have been elevated to Board
- Eliminate cultural barriers
- Facilitate the partnership
- Commit to the success of the mission and partnership

- **Mission:**
 - Typically defined by the customer
 - Brief statement of purpose
- **Vision:**
 - Strategic / Frames desired end state
 - Must evolve as the business, partnership, and environment evolves
- **Goals:**
 - How is success defined?
 - What will success look like?
 - What are the critical success factors?

- Values:

- Full and open communication
- Transparency
- Collaboration
- Partnering
- Alignment

- Operating Principles:

- Work to ensure the success of the partnership
- Respect differing views
- Share concerns / Express thoughts, ideas, and opinions freely
- Reach consensus / Make timely decisions
- Everyone on the Board is equal and carries equal votes
- Support and implement decisions made by the Board

- Location
 - Geographic distribution of members
 - “In-Person” attendance is strongly encouraged until environment is stable
- Frequency
 - Dependent upon needs and maturity of relationship
 - Initially may be as often as monthly
 - Stable operations might meet annually or semiannually
 - Ad Hoc meetings for critical events
- Duration
 - Prepare advance materials
 - Dependant upon topics/issues and program &/or board maturity
 - Initial meetings are typically longer than a mature board (4-5 hrs vs. 2 hrs)

Governance and Operational Example

Example – Program Background

- Centralized customer that provides full range of IT services to end-users that are geographically dispersed and have a wide range of IT requirements and constraints
- End-users pay for services based upon a predetermined rate structure
- CSC is the service provider under a performance based contract that includes transformational objectives
- End users often question costs and value-add of customer
- Performance is measured in part by Performance Goals, SLA's, and customer satisfaction surveys
- Budget constrained environment – both customer and end-users
- Complex financial structure

Example – Establishment of the Governance Board

- Why the Governance Board was initiated
 - Poor customer satisfaction
 - Budget over-runs by customer
 - Lacking or poorly articulated strategic vision
 - Lack of true partnership and trust at many levels
 - Transformation objectives required executive sponsorship, transparency, alignment, and change agent
 - Geographic towers/agenda

Example – Establishment of the Governance Board

- Focus of Board
 - Strategic issues / vision
 - Alignment
 - Customer satisfaction
 - Budget compliance
 - Transparency / trust / partnership
- How the Board changed over time
 - Topics and focus
 - Frequency
 - Strategic to tactical to strategic

Example – Beyond the Governance Board

- Managed Services
 - Commercial / standard model vs. tailored services
 - Investments in budget constrained environment
 - Shift in risk and management objectives
 - SLA's
 - Purpose / intended outcomes
 - Drive business objectives vs. system performance
 - Transformational challenges
- Communication, Partnership, & Trust
 - Key to success
 - All levels

Example – Beyond the Governance Board

- Reporting / Transparency
 - Tools
 - Operational vs. financial
 - Managed services vs. base services
- Continual Improvement
 - Performance / service delivery / SLA
 - Cost
 - Customer satisfaction / partnership
 - Innovation

PANEL 3

ETHICS AND COMPLIANCE REQUIREMENTS

Moderator:

Robert Burton, Venable, LLP

Panelists:

**Richard A. Beutel, Senate Committee on Homeland Security and
Governmental Affairs**

Jim Graham, Department of Justice

Stan Soloway, Professional Services Council

PANEL 4

PANEL DISCUSSION WITH THE MODERATORS

Moderator:

Steve Kelman, Harvard University

Panelists:

Angela Bailey, Office of Personnel Management

Robert Burton, Venable, LLP

Bill McNally, National Aeronautics and Space Administration