



TRANSFORMATION WORKSHOPS



Workshop by Acquisition Solutions—Guilford

Innovate and Collaborate for Breakthrough Results

Luke McCormack, chief information officer, U.S. Immigration and Customs Enforcement (ICE), Department of Homeland Security, will share his journey with ICE in its transition from a traditional bureaucratic organization to one that continually explores opportunities for improvement. His framework infuses attentive leadership, empowered employees, innovation, and technology. This effort included launching an innovation team charged with questioning rules, breaking through silos, and creating an environment where possibilities are endless and continuous learning expected. Luke will be joined by **Peggy Alfonso**, executive director, Acquisition Solutions.

This workshop will showcase Web 2.0 technology used by the innovation team to improve the ICE new employee experience. Participants will see how the Web site and supporting technologies—wikis, collaboration tools, video, and discussion boards—allow new employees to jump in and engage before day one and be ready and immediately productive on day one. These same technologies are being used now to further promote innovation and collaboration across ICE to shape a broader culture of continuous improvement.



Workshops by ASTD—Fells Point

The American Society for Training and Development (ASTD) will explore two case illustrations of transformation in workplace learning: (1) bridging an organization skills gap and (2) evaluating your training program.

Bridging Skills Gaps in the U.S. Social Security Administration

ASTD's white paper, "Bridging the Skills Gap," provides an analysis of skills gaps and an action plan giving business leaders guidance on assessing and managing the skill and talent shortages that prevent organizations from growing and succeeding. In this session, you will learn how the U.S. Social Security Administration's (SSA's) Office of Systems has applied these principles to address skills shortages and strategically look at its workforce planning needs. By the end of the session, you will

- understand the current skills shortage and how it affects the competitiveness of organizations, including your own;
- gain specific tools and techniques for managing skills gaps that you face in your organization; and
- learn how SSA has closed skills gaps and how you can apply its findings to your organization.

The WLP Scorecard: Evaluate Your Public-Sector Training Program

Increasing calls for accountability and transparency in public-sector service delivery have placed more demands on managers within government learning functions. If you are a manager, more than ever you need to demonstrate clearly the value of your learning investments. While senior government leaders value workplace learning and talent development, they also need evidence from you that investments in learning are appropriate, targeting the right people, and creating value for the multiple stakeholders involved—Congress, the public, businesses, and other government entities.

ASTD's Workplace Learning and Performance (WLP) Scorecard—an online benchmarking, decision support, and performance measurement tool—can help you better determine and describe the value of your learning investments. Learn from **Ray Rivera**, Director of ASTD's WLP Scorecard, how you can use the WLP Scorecard to

incorporate measures of training investments into a performance management system—and how these investments can be transformed into the improved quality the public demands.



Workshop by BearingPoint—Maryland Ballroom Salon A

Large-Scale Organizational Transformation

This novel workshop is modeled after the classic Fred Friendly PBS series, where specialists from diverse fields were brought together to analyze and comment on thorny issues through a highly interactive case study. **Bill Rossello**, VP for Public Services Management Consulting Solutions, will moderate a panel of former federal and state government executives and other senior practitioners, who will examine a composite case study from multiple disciplines and perspectives. The composite case draws from BearingPoint's wide experience across federal, state, and local government sectors and addresses challenges common to efforts at large-scale organizational transformation.

The case is an agency operating in a largely decentralized manner with historically autonomous divisions, given its mission to respond quickly to varying customer requirements. However, administrative support is also decentralized, creating high cost of service and difficulties in responding to ever-increasing problems of scale and interdependencies. The obvious solution is to centralize the administrative services, including moving to common processes and technologies, but it is difficult to achieve in a field-driven power structure. What avenues of approach are needed to effectively bring about this organizational and cultural transformation? Which approaches are most likely to work—and what are the tradeoffs—given these and other emerging facts?

The moderator will more fully describe features of the case and then through interactive dialogue cross-examine the panelists and engage audience members to offer up their views on special aspects of the case. This exchange will explore how the problem may be seen, as well as possibilities and constraints for needed actions from different vantage points—strategy and process, change management, human capital management, enterprise program management, business planning, risk and information technology, and facilities and physical asset management.



Workshops by Graduate School, USDA—Maryland Ballroom Salon E and Maryland Ballroom Salon B

The Graduate School, USDA will present two workshops. One features two interactive sessions on (1) self-leadership and (2) project management. The other is an in-depth workshop on Web 2.0.

Seven Self-Leadership Practices—Maryland Ballroom Salon E

Leadership is one of the top qualities employers want in new entrants to the workforce, yet it is one of the qualities most often missing from employees. All formal leadership is built on the foundation of self-leadership. Unfortunately, many managers and workers do not know how to release the power of self-leadership within their employees. How do we maximize the current workforce and develop the next generation of leaders?

In this workshop, **Zayd Abdul-Karim**, president, Development Training Systems LLC, will address seven core self-leadership practices for individual transformation (integrity, self-esteem, self-confidence, self-discipline, positive mental attitude, persistence, and courage) and a proven process that guarantees results. Individual transformation is an essential aspect of organizational transformation, and we have learned that attitudes (habits of thought and feelings) must change because they are the direct drivers of behaviors. Yet sometimes we find it difficult to do what we know needs to be done when we don't "feel" like doing it. Changing internal perceptions and feelings is at the heart of individual transformation. Upon completion of this workshop, participants will be able to

- apply seven self-leadership practices to their life and work situations,
- demonstrate more effective leadership,
- create more balance in life,
- live a happier, more productive life, and
- develop leadership among employees.

Project Management at the U.S. Department of Housing and Urban Development—Maryland Ballroom Salon B

HUD's Office of Field Administrative Resources (OFAR) manages the relocation and realignment of the eighty-one HUD offices across the country. Increased vigor in project management within the federal government, along

with recent reorganizations within HUD, have precipitated an immediate need for a common, efficient, and repeatable project life cycle. This life cycle-driven project management method is called the HUD/ORAF Project Management Method (PMM).

The PMM is a common approach to managing OFAR projects across the organization. To develop the PMM, HUD/ORAF, the Graduate School, USDA, and CSI Integration have reengineered the project management infrastructure to be both compliant with project management best practices and efficient. During this session, **Bob LaVelle**, CEO, Criteria Solutions, Inc., and **Mary Pat Cumberland**, senior project manager, HUD, will discuss the need and motivations for the reengineering, best practices, and government guidelines that were included, processes of development of the PMM, and acculturation of the new method into the existing HUD/ORAF environment.

Web 2.0 in the U.S. Environmental Protection Agency—Maryland Ballroom Salon B

There may be no more powerful tool for transforming government bureaucracy than Web 2.0. From a collection of U.S. Environmental Protection Agency (EPA) authors contributing to the Greenversations blog to the collaboration of thousands of personnel on wikis like Intellipedia, Web 2.0 is producing profound shifts in the way government agencies share information. Did you just say “government agencies share information?” Yes, I did. And you can learn more about these Web 2.0 tools and their transformative power at this highly practical workshop that will help participants

- describe Web 2.0 and some transformative tools (blogs, wikis, Second Life, podcasts, RSS, Facebook, YouTube, and more, time permitting);
- learn about specific agency examples where these tools are being used to transform government; and
- watch the facilitator set up each tool in five minutes or less, demonstrating the simplicity of leveraging them to transform your agency.

In this session, **Andy Krzmarzick**, senior manager at the Graduate School, will provide an overview of Web 2.0, invite participants to select the order of the Web 2.0 tools for explanation and demonstration, explain each tool, offer an example of its application in the federal sphere, and demonstrate how to create each tool in real-time. By the end of this session, participants should feel emboldened to create their own blogs, wikis, podcasts, YouTube videos, Facebook pages, etc., to transform their agencies.

LMI Workshops by LMI—Federal Hill

LMI will showcase two illustrations of bureaucratic culture change—(1) customer and stakeholder satisfaction and (2) enterprise resource planning.

Transforming Customer and Stakeholder Satisfaction

This workshop will demonstrate a comprehensive approach that leverages an agency’s potential to improve the quality and consistency of customer and stakeholder satisfaction. This method focuses change efforts on critical activities at all levels of the organization, allowing agency leaders to synchronize valuable intellectual capital and scarce resources. The Business Assessment and Alignment Model (BAAM) integrates five areas of potential organizational change:

- **Strategic Direction.** Federal agencies must not only know where they are, but where they are going, and have a clear understanding of their opportunities for transformation. The BAAM aligns major change efforts with an identified strategic direction.
- **Business Profile.** When federal agencies view their organization as a business, they are able to assess the key factors driving the nature and operation of their activities from an outcome perspective.
- **Service Delivery.** At the heart of efficiency and effectiveness is a top-down understanding of how agencies actually deliver their services to customers. Service delivery drives organizational and workforce requirements.
- **Organizational Analysis.** Armed with an understanding of the strategic, business, and service delivery potential in a transformation, agencies can then leverage organizational opportunities that streamline and improve productivity.
- **Workforce Profile.** When organizations have developed an organizational structure that supports a strong service delivery model they can then determine the best workforce composition by leveraging the existing workforce and identifying gaps in workforce supply and demand over time.

In this workshop, **Larry Conner**, LMI program director, will use several real-life cases to illustrate BAAM. Learn how a service-oriented federal agency gained efficiencies by clarifying its strategic direction and then centralizing its service delivery. Discuss with the moderator how another federal agency involved in logistics applied a streamlined distribution base to improve its performance. Discover the surprising insights gained by senior government officials when they use an integrated research tool to ascertain the functions their organizations really perform.

Enterprise Resource Planning in the U.S. Marine Corps

In 1990, Congress passed the Chief Financial Officers (CFO) Act, requiring all federal agencies to prepare annual financial statements that conform to generally accepted accounting practices and can be certified by an independent auditor. In 1996, Congress passed the Federal Financial Management Improvement Act (FFMIA), which directed agencies to (1) field a system certified by the Joint Financial Management Improvement Program—now the Financial Systems Integration Office, (2) use the U.S. Standard General Ledger, and (3) implement a cost-accounting system to manage resources. Moreover, to satisfy the FFMIA requirements (and by extension the CFO Act), many agencies have developed and deployed integrated resource management systems to replace the stovepiped systems and processes previously used.

Along these lines, LMI has been working with the Assistant Commandant of the Marine Corps (Programs and Resources) to help the Corps become the first military service that is ready for audit by pursuing three primary objectives: (1) improve decision making by providing relevant, accurate, reliable, and timely financial information; (2) sustain improvements through a process of annual assessments and internal control; and (3) achieve unqualified audit opinions on DoD’s annual financial statements.

In this session, **Robin Farley**, LMI’s program manager for the DoD Financial Management Practice, will explore how agencies can better decide what mix of people-, process-, and technology-driven solutions are appropriate for federal business transformation objectives. You will learn how the Marine Corps is working to make its collection of legacy systems substantially FFMIA compliant and is using an extensive independent testing regimen to confirm that internal controls over financial reporting are properly designed and produce desired results.



Workshop by McManis & Monsalve Associates - Watertable Salon B Customer-Centric Business Processes in the U.S. General Services Administration



How does a large organization change its cultural DNA? This transformation workshop will explore the journey taken by the U.S. General Services Administration’s (GSA’s) Public Buildings Service (PBS) when it set out to do just that. PBS’s customers have always valued the professional competence, technical proficiency, and dedication of its workforce, but they have also sometimes expressed concern about the responsiveness and consistency of PBS services. Five years ago, PBS leadership responded to these concerns with a new business strategy. This strategy put customers at the center of each of PBS’s public-facing processes and promised customers a consistent experience wherever they dealt with PBS nationwide. The leadership realized that this approach would require not only changes in policies and procedures, but also a revisiting of some of the attitudes, beliefs, and behaviors that had made up “how we do things around here” in PBS for many years. Two examples are as follows:

- Eleven regions that prized their ability to customize their operations to meet local needs would now need to adopt consistent core business processes.
- Employees who had been hired largely because of their technical training and skills would now be expected to be just as skilled at listening to and meeting customers’ needs as they were at complying with law, regulations, and sound professional practice.

To help implement the strategy, PBS partnered with two management consulting firms—McManis & Monsalve Associates and EASI-Consult—one providing expertise in change management and workplace learning, the other specializing in competency modeling and skills assessment.

This interactive session will be presented by three speakers—**Diana Mungai**, director of workforce learning for McManis & Monsalve Associates, **David Hoff**, executive vice president for leadership development at EASI-Consult, and **Linda Osgood**, director, Human Capital Asset Management Division, Public Buildings Service, GSA—who will share their first-hand experiences to date. They will describe how the organization crafted and communicated a compelling case for change; developed and taught standard customer-centric business processes to more than four thousand employees; and assessed and, as needed, enhanced employee skills necessary to perform the new processes. The emphasis will be not only on the content of the solutions per se, but on the role of strategic communication, process and position redesign, and workplace learning as catalysts for cultural transformation.