

EXECUTIVE OFFICE OF THE PRESIDENT
OF THE UNITED STATES

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PRESIDENT'S MANAGEMENT ADVISORY BOARD

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MEETING

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FRIDAY

FEBRUARY 22, 2013

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The Board met telephonically at 11:00 a.m.
Eastern Daylight Time, Jeff Zients, Chair,
presiding.

PRESENT

JEFF ZIENTS, Chair

SAM GILLILAND

JEFF KINDLER

DEBRA LEE

GAIL McGOVERN

SHANTANU NARAYAN

ENRIQUE SALEM

LIZ SMITH

RON WILLIAMS

ALSO PRESENT

JOSEPH JORDAN, Administrator for the Office
of Federal Procurement Policy, OMB

DAN TANGHERLINI, Administrator, OMB

STEVE VanROEKEL, CIO, OMB

TODD PARK, Chief Technology Officer of the
United States

DANNY WERFEL, OMB Controller

SCOTT WINSLOW, PMAB Director, Designated
Federal Official

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1 P-R-O-C-E-E-D-I-N-G-S

2 11:06 a.m

3 MR. WINSLOW: Great, thank you
4 very much. Good morning and welcome, and
5 thank you, everyone, for joining me for the
6 President's Management Advisory Board meeting
7 today, on February 22nd.

8 I am the executive director and
9 designated Federal officer for this group.
10 And I wanted to both set the stage and take
11 care of a couple of house keeping items that
12 we do need to run through before we get
13 started.

14 As the operator said, this is a
15 public meeting. So the public has been
16 invited to listen in to the conversation that
17 we'll be having this morning.

18 And as this is a teleconference,
19 and we are not all in the same room, I wanted
20 to make sure that we had a chance to
21 understand who is actually on the line.

22 So if I could quickly take the

1 roll for the folks who are part of the
2 President's Management Advisory Board, if you
3 could just say that you're here, I'd
4 appreciate it. Ron Williams?

5 MEMBER WILLIAMS: Here.

6 MR. WINSLOW: Jeff Kindler?

7 MEMBER KINDLER: Here.

8 MR. WINSLOW: Sam Gilliland?

9 MEMBER GILLILAND: Here.

10 MR. WINSLOW: Enrique Salem?

11 MEMBER SALEM: Here.

12 MR. WINSLOW: Liz Smith?

13 MEMBER SMTIH: Here.

14 MR. WINSLOW: Debra Lee?

15 MEMBER LEE: Here.

16 MR. WINSLOW: And we also have the
17 chair of the President's Management Advisory
18 Board, Jeff Zients.

19 CHAIR ZIENTS: Hi, everybody.

20 MR. WINSLOW: I also wanted to
21 very quickly let you know the individuals that
22 we have from the government side, who are also

1 joining us.

2 We have Joe Jordan, who all of
3 you, I know, have met in the past. Danny
4 Werfel is with us. We have Dan Tangherlini.
5 We also have Steve VanRoekel. And we are
6 joined by Todd Park.

7 Each of them will have a little
8 bit of time to talk with you across the course
9 of this morning. With all of that, let me
10 turn the podium over to --

11 MEMBER MCGOVRN: Hey, Scott?

12 MR. WINSLOW: Yes.

13 MEMBER MCGOVRN: It's Gail
14 McGovern. You didn't call my name. I'm here
15 too.

16 MR. WINSLOW: My apologies, Gail,
17 I thought you hadn't joined us yet.

18 MEMBER MCGOVRN: No problem.

19 MR. WINSLOW: There are two others
20 who will be joining us this morning. At least
21 they've mentioned that they would be signing
22 in.

1 And let me just make sure that
2 they are not yet present. That would be Tim
3 Solso and Shantanu Narayan. Okay, if they do
4 join us, they will be put into the call.

5 CHAIR ZIENTS: Okay, it's Jeff.
6 Hi, everybody, and thank you for joining. We
7 were going to do this in person. But given
8 the travel schedules, and that logistical
9 exercise, we decided to do a phone call
10 instead to make sure we're maximizing
11 participation.

12 We do want to get on everyone's
13 calendar for an in-person meeting in the early
14 spring. And I would love to also couple that
15 with a social event, like we've done before.

16 Most all of you are staying on the
17 board. A couple of folks need to cycle off.
18 But I'm hoping that we can get everybody
19 together for that last time, as we enter the
20 next cycle of work.

21 We'll also be reaching out to you
22 to identify a few new candidates to add to the

1 board. So we'd love to get recommendations
2 from all of you and other channels to add to
3 the board.

4 We're going to take a lot of
5 material and run very quickly. In fact I want
6 to condense the calendar even more, and be
7 done with this meeting by 11:45 or so, and
8 then have our administrative briefing after
9 that.

10 So I'm going to play the role of
11 pushing us along. We want to do a quick review
12 of our four initiatives and the progress.

13 And then we want to recommend to
14 the group, for your feedback and approval, two
15 new topics, which would be the bulk of our
16 work for the next year or so.

17 So with that, let me have Scott,
18 or Steve, directly dive into the update on IT.
19 Steve?

20 MR. VANROEKEL: Great. Good
21 morning, everyone. Quickly, just to look back
22 on a project I know we talked a lot about in

1 the first cycle, or the last cycle with the
2 advisory board, vendor management and
3 investment review boards.

4 I won't go into depth on our
5 portfolio staff process and the work we did.
6 But I thought what I would do is something I
7 wasn't able to do last time, which is to bring
8 you up to date on the results that we saw in
9 the first round of this in 2012.

10 As you know, PortfolioStat, and the
11 investment review board work we did was really
12 about face to face, in-person, evidence based,
13 and data driven meetings to work with agencies
14 who really look at duplication, waste, et
15 cetera.

16 But also expand that scope into all
17 the management areas and bring together the C-
18 level executives at the agencies to really
19 rationalize what's working, what's not
20 working.

21 Where can we cut, where can we
22 invest in a flat or declining budget

1 environment, drive innovation and new work?

2 And so on the results of this, if
3 you have the slide deck, this is on Slide
4 Number 4. We saw incredible results in one
5 year with PortfolioStat.

6 We are projecting an impact, a
7 budget impact, of about \$2.5 billion in
8 savings, just through the evidence we were
9 able to gather and the work that we were able
10 to do.

11 Agencies committed to and
12 identified almost 100 areas in which they were
13 going to do real consolidation. They're going
14 to bring systems together, they're going to
15 look at contract renegotiations, and other
16 areas that equate to this \$2.5 billion.

17 A couple of highlights, the
18 Department of Agriculture plans to reduce
19 their IT spending on infrastructure by 14
20 percent this year, and 18 percent by FY '15,
21 totaling \$172 million over these three years.

22 And NASA also is a highlight, where

1 they've made arrangements to outsource a lot
2 of the management of their IT systems. And
3 this consolidation, throughout the enterprise
4 at NASA, is going to equate to about \$60
5 million by FY '15.

6 Just a couple of highlights of
7 many, and we're going to go publicly and
8 announce more highlights as we roll through
9 this in the course of the next year.

10 The other thing to note is that
11 PortfolioStat didn't end at year one. This is
12 going to be a yearly exercise and informs our
13 budget work. And we're right now in the
14 process of launching PortfolioStat Version 2,
15 so stay tuned for that.

16 MR. WINSLOW: Any questions or
17 comments just before we jump to the next set
18 of slides?

19 (Operator comments)

20 MR. WINSLOW: I'm sorry, what?

21 MEMBER WILLIAMS: Yes, this is Ron
22 Williams.

1 MR. WINSLOW: Oh, yes.

2 MEMBER WILLIAMS: I just wanted to
3 say it sounded like a substantial down
4 payment, and hope to see even more savings in
5 the future.

6 MR. VANROEKEL: Yes, for sure. We
7 anticipate this is the tip of the iceberg on
8 this stuff.

9 CHAIR ZIENTS: And just to clarify,
10 Operator, and, Scott, help me here. Those who
11 are asking questions or giving comments are
12 those that are part of the board, correct?

13 MR. WINSLOW: Yes, those are the
14 participants who are on the speaking side,
15 correct, Operator?

16 OPERATOR: Yes, sir.

17 CHAIR ZIENTS: Okay, they don't
18 have to do Star 1, they can just speak,
19 correct?

20 OPERATOR: Yes, sir.

21 MR. WINSLOW: Fantastic, thank you.
22 Let me keep us moving along, if you could take

1 a look in your slide deck to Page 5.

2 Just a quick review of the Senior
3 Executive Service executive development and
4 appraisal work that was done across the course
5 of 2011 on into 2012, and is ongoing at this
6 point in time.

7 First, John Berry, the
8 administrator at the Office of Personnel
9 Management, couldn't join us today. So I
10 wanted to give you a very quick overview of
11 all the work that's been ongoing in both of
12 those areas.

13 As you can see on the slide that
14 we've prepared for you, both the onboarding
15 training, the seminars that were created in
16 collaboration with the PMAB and OPM,
17 responsibility for that has now been
18 transferred to the Federal Executive
19 Institute.

20 And those sessions and seminars are
21 ongoing. The next of those is actually going
22 to take place on March 14th. And Ron will be

1 joining us as the keynote speaker.

2 Following quickly on the heels of
3 that, on the 25th of April we've got Gail
4 McGovern, who'll be joining us as the keynote
5 speaker.

6 And then at the back part of the
7 year, we'll have two additional sessions, one
8 of which is a brand new seminar that we'll be
9 bringing forward on mission driven business
10 acumen.

11 And we'll also be repeating one of
12 the previous sessions that's gotten extremely
13 high scores from all the participants.

14 So all in all, a very both solid
15 and well received onboarding exercise, that we
16 have engaged in, and now hardwired into the
17 federal government.

18 The second initiative here around
19 the Senior Executive Service has been to
20 standardize the appraisal system that's used
21 across different agencies, in order to both
22 create consistency and clarity as to the

1 performance of SES across agencies, and also
2 to promote the movement of those folks across
3 the federal government.

4 That's going extremely well. Most
5 of the agencies should be onboard with the new
6 appraisal system relatively shortly. Any
7 questions or comments before we move to the
8 next section?

9 CHAIR ZIENTS: I just wanted to,
10 this is Jeff, I just wanted to add my thanks
11 here. Maybe it's a reflection of the times,
12 the fiscal times, or maybe it's a reflection
13 of my performance.

14 But it's rare that I get positive
15 comments from Federal senior managers. And my
16 positive comments, unsolicited, are just
17 proportionately about the impact that all of
18 you have had in these training sessions.

19 And I just want to let you know how
20 important it is that you have done what you've
21 done to date. And we're counting on you going
22 forward to do what Gail and Ron are doing,

1 which is to help lead these sessions, and have
2 a big, big impact on our senior career
3 managers. So thank you.

4 MR. WINSLOW: Excellent. Let me
5 turn the microphone over to Danny Werfel.
6 Slide 6.

7 MR. WERFEL: Thanks, Scott. So on
8 the Improper Payments project, through site
9 visits and working with the PMAB members'
10 teams, we got a lot of valuable information,
11 learned more about sophisticated approaches
12 that are out there for bringing data together
13 to inform on issues of risk and error and
14 fraud.

15 We have two efforts underway that
16 this information is being fueled into, and
17 that the PMAB members helped to guide us on.

18 One is at the state level, creating
19 a center that is being run out of New York
20 where states are providing their sources, and
21 their data, to put information in a common
22 place that can guide better decisions on

1 unemployment insurance.

2 That's more in the embryonic phase,
3 but the information that's been provided is
4 making its way into the strategic plans and
5 the road-mapping that is going to develop that
6 solution.

7 The other area is at the Federal
8 level, and the Treasury Department has what we
9 call the Do Not pay List, and the Do Not Pay
10 Center. That's more active.

11 We have agencies on that site right
12 now matching their data against the Do Not Pay
13 Information and finding areas of errors and
14 preventing them.

15 There's been real value in what was
16 provided by the PMAB. Almost on a daily
17 basis, I'm updated from the Treasury
18 Department on how they are re-architecting the
19 Do Not Pay Solution to get more and more
20 sophisticated, and use data in different ways
21 to catch errors.

22 And again, our advancement and our

1 sophistication in this area benefitted greatly
2 from our site visits and from our work with
3 the team.

4 CHAIR ZIENTS: Danny, just give a
5 minute on how we're doing overall on improper
6 payments.

7 MR. WERFEL: That's a good
8 question. Our improper payment trajectory is
9 going in the exact right direction. Our error
10 rate has trended down each year since the
11 President took office.

12 When the President took office, he
13 set a pretty bold goal of directing our error
14 rate downward, precipitously enough to achieve
15 \$50 billion in error reduction by the end of
16 the first term.

17 We actually achieved \$47 billion
18 based on our error rate reduction. So we came
19 close. And we have more work to do. But
20 we're taking a step back and looking at the
21 error rate down each year. And a \$47 billion
22 improvement is something that we are proud of.

1 Questions or feedback?

2 MEMBER SALEM: Yes, Danny, a
3 question for you. We talked about a number of
4 different things, about how to have a tighter
5 loop on when somebody goes back to work.

6 And there were some initiatives we
7 were trying to figure out, if it was working
8 with other government agencies, or banks, so
9 that when somebody goes from unemployed to
10 employed we could have better visibility into
11 that and not potentially make improper
12 payments. I don't know if you remember that
13 conversation.

14 MR. WERFEL: Absolutely, and I'm
15 actively involved in that, yes.

16 MEMBER SALEM: Okay, because I --

17 MR. WERFEL: I will say, to give
18 you an update on that, and just for the
19 benefit of the larger group, this is a good
20 example of how you can get creative and you
21 can partner with industry.

22 Because as we don't have, for a

1 variety of different reasons, the ability to
2 access IRS records, so as people are filling
3 out their W2 forms and getting back into the
4 workplace, that information is protected,
5 statutorily, from being shared with agencies
6 and with states.

7 But what we do potentially have
8 access to, as you mentioned, is bank and
9 payroll data. And banks have a way of, based
10 on the way money is coming into an account, to
11 see if that's a direct deposit from an
12 employer.

13 And so we have a program underway
14 partnering with financial institutions to feed
15 information to states where we are seeing
16 payroll provided, or direct payment in that
17 format.

18 And that's giving us a signal that
19 someone's back at work. And so that's part of
20 the creative way we're trying to think about
21 how to triangulate the problem.

22 MEMBER SALEM: Exactly. Great to

1 hear you're still following that up. Because
2 I think there is an opportunity there with
3 states.

4 MR. WINSLOW: Thanks, Enrique. Let
5 me take us to Page 7 and a quick run through
6 the strategic sourcing work that's ongoing.
7 Both Joe Jordan and Dan Tangherlini will
8 probably be weighing in here. Joe?

9 MR. JORDAN: Thanks, Scott. So I
10 just wanted to thank everyone again for your
11 guidance and direction on this effort. We've
12 taken the core tenets of your recommendation
13 and have instituted them in government-wide
14 policy going forward.

15 So we have ensured that every
16 agency has the appropriate amount of skin in
17 the game by designating a strategic sourcing
18 accountable official. They've all done this.

19 We also created a group called the
20 Strategic Sourcing Leadership Council, which
21 is comprised of the big seven spending
22 agencies who collectively spend over 90

1 percent of the contracting dollars, and also
2 the Small Business Administration, to ensure
3 continued entrepreneurship and diversity in
4 our supply chain.

5 And we're also partnering with GSA
6 to identify the appropriate commodity areas
7 that we can create government-wide vehicles,
8 and then mandate the utilization of them, as
9 we heard loud and clear from your
10 recommendation.

11 This is all building on the effort
12 to date, which has saved over \$200 million
13 with government-wide strategic sourcing
14 vehicles. And we anticipate billions more in
15 saving in Fiscal '13 and '14.

16 One other area that came through
17 loud and clear as we did our site visits was
18 the need to have visibility into the prices we
19 pay for the same goods and services across
20 agencies.

21 So we are also partnering with GSA
22 in the creation of a prices-paid tool, which

1 we'll populate with the data from vendors in
2 these different categories. So we really
3 appreciate that.

4 I wanted to turn it over to Dan
5 Tangherlini to talk through a few of the
6 specific ways that we're partnered together on
7 this effort.

8 MR. TANGHERLINI: Thanks a lot,
9 Joe. And I appreciate the partnership of the
10 PMAB, and of Joe, on making agencies really
11 take a good hard look at this.

12 In FY '13 we're pushing forward on
13 implementing five solutions then. We have
14 interagency teams already stood up, and
15 plugging away on moving those solutions
16 forward.

17 We're targeting a range of commonly
18 purchased products across the government,
19 janitorial and sanitation supplies to
20 software.

21 And for each of these, we have
22 hundreds, sometimes thousands as Joe pointed

1 out, contracted in prices that we pay across
2 exact same products.

3 So we need to really focus in on
4 the data of what are the products we're
5 buying, how much are we paying for them, and
6 really drive it down to the low end of the
7 range.

8 We expect that all five solutions
9 will be in place by the end of this fiscal
10 year. And we hope to announce some in
11 actually the next few months. Of course,
12 we'll continue to update the group as we go
13 forward.

14 MR. JORDAN: Thanks, Dan. And just
15 to reinforce as we wrap it up, I wanted to
16 again articulate that collectively we have
17 saved over \$200 million with the unified
18 vehicles.

19 Agencies have saved several hundred
20 million more dollars by applying these
21 principles in their own agency specific
22 spending.

1 And based on the initial analysis
2 of the commodity areas Dan talked about, the
3 fact that, as we discussed with you, we're
4 moving up the value chain, we conservatively
5 estimate that we'll save several billion
6 dollars in Fiscal '13 and several billion more
7 in Fiscal '14. Any questions or thoughts on
8 strategic sourcing? Great.

9 CHAIR ZIENTS: I think overall the
10 focus that all of you have brought, and the
11 ideas, and the best practices, have really
12 turbocharged some of our existing efforts,
13 like strategic sourcing, and created new areas
14 of focus like the SES.

15 So this has been an incredible two
16 year run from our perspective. And we would
17 not be here without you.

18 So we want to make sure that as we
19 focus on setting up the next year, we continue
20 to drive on these four priorities. So we will
21 make sure that at each meeting we hold
22 ourselves accountable to bringing to you

1 additional results and incremental requests
2 for feedback and counsel.

3 At the same time, we're ready to
4 take on a couple of more topics. I think
5 we've, from Scott's interviews with all of
6 you, gotten feedback on what's worked well and
7 what's worked less well.

8 And we want to incorporate that
9 into how we work together, how we run
10 meetings, and also what topics we pick.

11 So today is about running through
12 some of the top line observations from the
13 group, what's worked and what hasn't, and then
14 pivoting pretty quickly so that we shop with
15 you the two topics that we think are the right
16 two topics for the next 12 months.

17 But we want to make sure that
18 you're comfortable with those topics. So I
19 think we're going to try to accomplish all of
20 that in the next 15 minutes are so.

21 MR. WINSLOW: Fantastic. As Jeff
22 mentioned, I did have the opportunity to spend

1 some time with each of the members on the
2 board, as well as with your counterparts here
3 in the federal government, really to
4 understand what has been most successful and
5 most valuable about PMAB, and where we could
6 actually improve going forward.

7 If you turn to Page 9, I've just
8 tried to encapsulate that really in two
9 columns, taking a look at some of the things
10 that worked really well for PMAB across the
11 last couple of years.

12 I think this has come out in every
13 recap conversation we've had, both today and
14 in previous meetings. The idea and best
15 practice sharing, on both strategic issues as
16 well as practical and tactical issues, has
17 been tremendously fantastic.

18 Additionally this group has been
19 very, very important in terms of focusing work
20 and effort inside the federal government.
21 This has been a very good mechanism for
22 ensuring that we bring to a close a lot of the

1 work that's ongoing.

2 You can see some of the other areas
3 where PMAB has been instrumental in making a
4 difference in how the federal government moves
5 against these large initiatives.

6 A couple of areas where we could
7 probably improve, and probably increase the
8 efficacy of this group, one, more interactions
9 between PMAB members and their Federal
10 counterparts, so finding opportunities for
11 informal conversation, socialization, and idea
12 sharing and mentoring, probably on a one-on-
13 one or small group basis.

14 A couple of comments around it, it
15 would be nice if we could be a little sharper
16 in terms of focusing on some of the
17 challenges.

18 I think one of the comments that I
19 heard as I was talking with folks is it seems
20 like we spend a lot of time sharpening the
21 axe, not as much time chopping with the axe on
22 some of the issues.

1 And a couple of other comments that
2 you can see on the page. All of this is by
3 way of saying that if you look at the first
4 two years of the President's Management
5 Advisory Board as essentially a large
6 hypothesis testing exercise, as to whether
7 this group could be valuable in moving
8 initiatives forward, I think we would
9 definitely say that the result is, yes.

10 This has been an exceedingly
11 valuable time and energy use for all of us.
12 All of that having been said, we'd like to
13 continue with the work focus that we had with
14 this group. And that's really what we'd like
15 to spend the last 15 minutes talking about.

16 MEMBER GILLILAND: Hey, Scott,
17 before we go there, is there feedback from the
18 Federal issue owners? Is there feedback from
19 them on how we could be more effective in
20 working with them?

21 MR. WINSLOW: I've actually tried
22 to incorporate that into what I put onto this

1 page here.

2 CHAIR ZIENTS: We've got a couple
3 of folks at the table, Steve. Have you got
4 any thoughts on that from your own
5 perspective, or your peers?

6 MR. VANROEKEL: I think definitely
7 the one where the interaction between PMAB and
8 Federal employees directly, I think, is a key
9 one.

10 Where we saw the most success, I
11 think, was getting pre-directed feedback on
12 specific areas to go tackle, and sitting down
13 with the people that are in the trenches
14 inside these companies to hear about how they
15 tackle those things every day.

16 Our chance to hear from the CIO of
17 Adobe, for example, and how they do valuation
18 models, has now cascaded into the Department
19 of Education first, and now across multiple
20 agencies in government.

21 And that has been invaluable. So
22 we love to talk at the strategic level, but I

1 think being able to dive in at the tactical
2 level with folks has been invaluable.

3 CHAIR ZIENTS: Danny, anything to
4 add?

5 MR. WERFEL: I completely agree.
6 My reflection was as we work going forward,
7 understanding when the right hand-off is to
8 the technical folks on your team, is critical,
9 so that we're optimizing our time.

10 I think some of the more valuable
11 moments that we saw in the work that I did was
12 when we got on the phone with your technical
13 experts.

14 And then one other thought is on
15 site visits. The site visit was probably the
16 most valuable moment. And I know I've heard
17 that from some of the other owners.

18 The challenge we have is timing and
19 budget constraints to do travel. So we might
20 want to think about, in the future, how we do
21 the more remote site visits, and virtual site
22 visits.

1 It's not as ideal, but it's
2 something that potentially you can help us
3 think about, how we can see you in action,
4 even if we're still sitting here in
5 Washington, D.C.

6 MR. WINSLOW: Good. Any other --

7 CHAIR ZIENTS: Danny, anything else
8 in that part?

9 MR. WERFEL: No.

10 CHAIR ZIENTS: Fantastic, thank you.

11 MR. WERFEL: No, thank you.

12 MR. WINSLOW: Just keeping us
13 moving along, we've played out the
14 considerations of criteria for choosing topics
15 for 2013.

16 You can see what those are across
17 Page 10, really four things which stood out,
18 both from the work we did across the last two
19 years as well as the conversations.

20 First, are the topics that we're
21 going to be choosing errors or issues that
22 will benefit directly from PMAB's involvement.

1 Secondly, is there a real potential
2 for significant improvement or savings in a
3 relatively short time frame?

4 Much as many of these initiatives
5 are important, if they're going to take five
6 or ten years to really show up, that's
7 probably not an appropriate area for us to be
8 spending our time on.

9 Third, and this comes out from the
10 conversations, are there dedicated owners for
11 this issue inside the federal government for
12 all of you to work with? So can we identify
13 the individuals that we can task with moving
14 this initiative forward from our side?

15 And then fourth and finally, and
16 probably most importantly, is there
17 substantial overlap between the private and
18 government sector in this particular topic or
19 issue area?

20 There are a number of issues that
21 are government-specific. And they really
22 don't lend themselves quite as well to PMAB

1 involvement.

2 That having been said, we've chosen
3 two topic areas that we've like to frame for
4 you. We're not going to take time now to go
5 deep, discuss, and spend a lot of time talking
6 about the various questions and issues we'd
7 like to work on. We'll be doing that across
8 the next six to ten months.

9 But what I'd like to do is to tee
10 them up for you. And the first of those two
11 topics is actually going to be hardwiring
12 innovation into the federal government.

13 And we have two individuals here
14 that will set the stage for you. The first of
15 those is Todd Park. He's the Chief Technology
16 Officer for the federal government.

17 And obviously, Steve VanRoekel, who
18 you all are familiar with, the Chief
19 Information Officer for the federal
20 government. Let me turn it to Page 11 and
21 Steve.

22 MR. VANROEKEL: All right, thank

1 you. One of my favorite data points in the
2 history of this country is that over 50
3 percent of the Fortune 500 companies founded
4 in this country's history were founded in the
5 worst economic times in our country's history.

6 And I think if you trace those
7 back, there are two underlying elements of
8 that. One was fiscal rigor, and thinking
9 about how do we drive cost savings, and do
10 things better, faster, and cheaper, and
11 innovation.

12 Many times there was technology
13 people and other aspects that really drove a
14 dynamic change into those industries, and gave
15 birth to some of the greatest American
16 companies in our history.

17 And hopefully, as you've noticed,
18 Todd Park and I, among many others, have been
19 driving a very aggressive innovation agenda on
20 behalf of the Administration.

21 And we think there's two benefits
22 to that. One is fostering a 21st century

1 government, thinking about how do we close the
2 productivity gap in our employees, how do we
3 think about culture shift, how do we build
4 things in a 21st century way.

5 That's going to get us those
6 savings and get us to scale out inefficiency
7 and lever up, that you often see technology
8 bring and innovation bring to the game.

9 And the second is the incredible
10 opportunity outside of government. This is
11 one of those untapped things that if done
12 well, releasing data, doing things in new
13 ways, we can actually create jobs.

14 We can foster the data economy, we
15 can improve our cybersecurity stance, and so
16 much more. So innovation in government is
17 really growing like never before.

18 But we think there is lots of
19 opportunity to work from private/public
20 sectors to really scale this. The opportunity
21 areas in this scope we think are a few things.

22 One is people, the center of

1 everything. The opportunity there is really
2 around we've created a culturing government
3 that doesn't build incentives around
4 innovation.

5 We have a lot of cultural entropy,
6 where doing things the way you've always done
7 them is rewarded, and massive risk aversion.
8 There's been big notable failures where things
9 that happened in the past.

10 We also have some statutory
11 barriers. We have laws on the books that
12 actually limit our ability to get customer
13 feedback in some cases, where there's limits
14 to being able to change employees' work.

15 Or there are laws that don't allow
16 us to do financial incentives for good work.
17 And so we want to think about that stuff, as
18 well as the last area of organizational
19 challenges.

20 It's really hard to cross pollinate
21 ideas across government. And our shared
22 services work, and strategic sourcing work,

1 and other things, are highlights of that.

2 But I think there are still areas
3 of opportunity where we could really learn
4 from the PMAB and think about that.

5 Speaking of the next step and talk
6 a little bit about efforts we've had to
7 promote innovation inside government, and then
8 some ideas about where we could collaborate.
9 I'm going to hand it off to U.S. CTO Todd
10 Park.

11 CHAIR ZIENTS: Thank you, Steve.
12 Todd, would you give 30 seconds on your
13 background? Because I think it's the first
14 time you've interacted with this team.

15 MR. PARK: Sure. Yes, sir. So I'm
16 the U.S. CTO, a position that President Obama
17 created is one that I occupy. My background
18 is actually I spent most of my life as a
19 project entrepreneur.

20 And when I was 24 I co-founded a
21 company called Athenahealth. The thought it
22 was going to deliver babies, ended up actually

1 building the first Web-based software for
2 doctors' offices, an activity that I could
3 talk about at great length another time.

4 We took the company public ten
5 years later for north of a billion dollars.
6 It's now worth over \$3 billion. I then
7 actually retired to stay married. I moved to
8 California with my wife, had a baby.

9 It was hard to stay retired so I
10 started two more companies, one called
11 Castlight Health, which provides online
12 healthcare shopping services, which the Wall
13 Street Journal named the Number 1 venture-
14 backed company in America a couple of years
15 ago.

16 And a company called Healthpoint
17 Services in India that provides for the
18 telehealth, water, drugs, and diagnostics to
19 rural villages, which again, somewhat
20 bizarrely, won the Sankalp award for the most
21 innovative social innovation in India.

22 And then I got an email from the

1 United States federal government. And after
2 a long painful conversation with my wife, we
3 moved to D.C. And I joined the Department of
4 Health and Human Services as it's first CTO.
5 And then I was asked by the President to
6 become CTO of the U.S. government a year ago.

7 And what I will say is that the
8 most amazing entrepreneurial experience I've
9 ever had has actually been the last two years
10 serving the President and the U.S. federal
11 government. And we can talk more about that
12 at a later time.

13 CHAIR ZIENTS: Great, why don't you
14 race through these next couple of slides.

15 MR. PARK: All right, so while it's
16 a challenging environment to promote
17 innovation in the government, actually there's
18 nothing that innovation likes better than a
19 challenge.

20 So there are fires that we've
21 started. They're beginning to burn quite
22 brightly. And we'd love to actually dive more

1 deeply into them with you and get your counsel
2 on how to actually turn them into a
3 conflagration of innovation.

4 You can actually see the bullet
5 points here. What I just want to highlight
6 are, for example, Steve and I launched, with
7 Jeff's support, last summer something called
8 the Presidential Innovation Fellows Program.

9 And we actually believe that, at
10 the end of the day, it's hard to innovate
11 unless you actually have the right people.

12 And while there are a lot of
13 incredible innovators across government, we
14 believe that there's enormous benefit to bring
15 in extraordinary project innovators from the
16 outside to team up with our best innovators to
17 make amazing things happen.

18 And so the program was an
19 experiment to see how that might work. We got
20 700 amazing applicants for 18 positions. They
21 arrived in August.

22 They teamed up with our best

1 innovators in five game-changing products,
2 which within six months delivered spectacular
3 results.

4 We've now launched a second round
5 of fellows, are soliciting applicants for that
6 second class as we speak. If you go to
7 whitehouse.gov/innovationfellows, you can
8 actually learn more, nine projects with about
9 36 fellows.

10 But the punch line is if you bring
11 amazing technology entrepreneurs and
12 innovators from outside, and join them with
13 our best innovators inside, can they get
14 amazing things done in six months?

15 The answer is absolutely yes,
16 absolutely less. And they're teaching us a
17 lot about how to actually execute innovation
18 in government, patterns of attack that we are
19 in the process of replicating.

20 One of those patterns of attack
21 actually, which I'll just touch upon, is fast
22 cycle hypothesis testing, also known as lean

1 startup.

2 This is actually the methodology
3 that really every decent type of entrepreneur
4 knows is the way you actually build a
5 successful company, with minimum pain,
6 although there's always pain, as we know.

7 But it's all about actually small
8 agile teams to begin early engagement with
9 your customers, who can unlearn, by working
10 with the customer, the 80 percent of what
11 you're seeing that's wrong, and then rapid
12 iteration and prototyping as opposed to doing
13 waterfall style, year-long cycle time between
14 product version type iteration.

15 So that's something that the
16 Innovation Fellows programs have all used to
17 great effect, and used by other innovation
18 products across government as well. And we're
19 looking to clone that.

20 You can see other examples here.
21 But the point is that there's a lot of good
22 stuff happening, but there is much, much more

1 still to do.

2 There are certain things that we
3 know we should do. Like we absolutely should
4 scale up the Presidential Innovation Fellows
5 Program, and seed similar programs at the
6 agency level.

7 In fact, multiple agencies are
8 already cloning, or have cloned, the
9 Innovation Fellows Program to bring in more
10 fellows for tours of duty. So that's one
11 thing we know we should do.

12 CHAIR ZIENTS: Just to be clear,
13 Todd's on Slide 13.

14 MR. PARK: I'm sorry, Slide 13.
15 Potentially, too, it's brought innovation. We
16 also know, if you look at your Bullet Point 5,
17 that the patterns of attack that are being
18 developed by that program, for how you do
19 things, should be put into tool kits and then
20 spread across the government.

21 If you look at Number 6, one of the
22 things we have actually discovered, and one of

1 the things that I was actually very happy to
2 learn early in my government career, is that
3 it felt like government's actually devoid of
4 innovators.

5 There are innovators everywhere.
6 But the problem is they don't have the
7 innovator label in neon over their head.
8 They're actually hard to find.

9 And the Number 1 thing that we've
10 been asked by innovators we've talked to is
11 help us find each other, so we can share
12 lessons learned, team up, and attack.

13 So we are working on actually
14 leveraging the next round of Presidential
15 Innovation Fellows on a project to help
16 network the innovators in government together
17 and help create a compound innovation action
18 as a result.

19 So there's a lot more we can talk
20 about here. But the punch line is that we
21 know there're innovators in government. We
22 know that they're able to actually get

1 miraculous things done in the corners in which
2 they operate.

3 We know that actually bringing in
4 folks from the outside for in depth tours of
5 duty, and teaming them up with those
6 innovators that are already here, generates
7 spectacular results.

8 We know that lean startup works in
9 government. It works actually extremely well.
10 What we really want to do now is say, okay,
11 what's next, right?

12 How do we actually, in a very
13 concrete, non-academic super tangible hard
14 hitting, high scoring across government in a
15 way that lowers the cost of government and
16 improves the outcomes you're delivering to the
17 American people.

18 This is a problem. This is a
19 challenge and opportunity, that I am sure that
20 everyone on the PMAB has grappled with before.
21 So we would be desperately excited to network
22 with you and your teams on this challenge.

1 How are you bringing innovation,
2 how are you measuring it, how are you actually
3 spreading it as a cultural value, how are you
4 incenting it, how are you encouraging it?

5 How are you actually creating
6 conflagrations of innovations of a greater
7 value to your shareholders? Because that's
8 what we want do for the American people.

9 CHAIR ZIENTS: And then how do we
10 work with you to create the right programs to
11 bring talent from the private sector?

12 MR. PARK: That's right. So in
13 addition to actually teaching us what to do to
14 apply, we'd actually love it is to fuse with
15 you.

16 CHAIR ZIENTS: And essentially in
17 a non-conflicted way, government employees out
18 to the private sector to learn as well.

19 MR. PARK: That's right. So first
20 of all, just to give you an indication,
21 agencies across the board are incredibly
22 interested in bringing folks like your

1 innovators into government.

2 The last time with the innovation
3 fellows, we had 35, 45 new projects. People
4 wanted to bring like 150 fellows. And we have
5 to have them compete, just like nine projects
6 and 36 fellows.

7 But agencies are also extremely
8 interested in sending their people into your
9 organizations, not for like a day or for a
10 webinar, right, but to sit down and work side
11 by side with your folks so we can understand
12 how do you do best practice, X, Y, Z, so they
13 can then bring that back to the government.

14 CHAIR ZIENTS: So to be clear,
15 we're not asking you to commit your own
16 resources --

17 MR. PARK: No.

18 CHAIR ZIENTS: -- to this. This is
19 an advisory to us --

20 MR. PARK: That's right.

21 CHAIR ZIENTS: -- as we scale
22 innovation, we figure out how to work even

1 more closely with the private sector.

2 Now, I'll put my bias up on the
3 table, which I think this is a big, big
4 opportunity for the federal government and for
5 PMAB, in that we would be hardwiring into
6 something that would not only last for a long
7 time, but scale in a way that I think would be
8 very powerful.

9 So I bring a big bias to this.
10 This is a great topic, given its potential
11 ROI. But let us open it up to the PMAB
12 members and see if we get any feedback, or
13 answer any questions.

14 MEMBER SMTIH: Hey, Jeff, it's Liz.
15 Yes, continuous innovation is the bread and
16 butter, and I agree with everything you said.

17 But one thing that I don't see
18 represented on this list, which I think is
19 probably part of it, is that I think that
20 there are limits to the thought of innovation
21 gurus, and center of excellence around that,
22 if it's done just exclusively.

1 I guess I'd like to know your
2 thoughts on the notion of how do you change
3 the culture so that everyone thinks that
4 innovation is their job, not a select group of
5 outside fellows, or inside fellows.

6 That's important, you need to have
7 centers of expertise and innovation. But when
8 you really have a transformational change is
9 when you have a cultural shift in everybody,
10 no matter what their position is, to use
11 innovation as part of their job.

12 I think you need a changed
13 management culture component in addition to
14 these intangibles and best practices. That's
15 just my experience.

16 MR. PARK: I think that is
17 absolutely spot on. And we're running
18 experiments along those lines as well. Like
19 for example, the HHS Innovates Contests, which
20 is an open challenge run every six months
21 where the Secretary celebrates the best
22 innovations that have happened in the agency.

1 It's got huge participation from
2 across the employee base. It's actually been
3 a real culture changer by indicating that
4 leadership actually values innovation.

5 And it's a career advancer to take
6 a risk and actually innovate. So we couldn't
7 agree with you more. And we would love to
8 learn more about how you and others have done
9 that in your organizations. We've got to do
10 that, no question.

11 CHAIR ZIENTS: That's a good point,
12 Liz. There's --

13 MEMBER NARAYAN: Jeff, two things,
14 this is Shantanu. The first is I'm really
15 glad to see you have innovation on the agenda.
16 I think it makes all the sense.

17 What we found is that the person
18 who you have leading the innovation effort, in
19 most organizations, when the antibodies come
20 out, or everybody comes in to say no, having a
21 program where these leaders can understand
22 what to expect as they're trying to drive

1 innovation within the organization, we found
2 that actually helped them deal with things
3 that we have learned along the way of what
4 prevents innovation from happening.

5 So maybe, having those people have
6 access to people who have been through this
7 before might be something we think about.

8 MR. PARK: Absolutely, in fact the
9 Government Innovators Network is meant to do
10 exactly that.

11 CHAIR ZIENTS: Yes. And we found
12 that giving people permission to innovate is
13 Step Number 1.

14 MR. PARK: Absolutely.

15 CHAIR ZIENTS: Because there are
16 people just hungering and craving to do this.

17 MR. PARK: That's absolutely right.

18 CHAIR ZIENTS: Learning from that
19 would be great.

20 MR. PARK: In fact, one cultural
21 impact that the Innovation Fellows project's
22 already having is they're doing things like

1 publishing all their code openly on Github.

2 They're doing things like going out
3 and engaging with customers early. And
4 there're people in government saying are we
5 allowed to do that?

6 (Laughter)

7 MR. PARK: And the answer is
8 absolutely yes, right. And so they're using
9 that as case law. These other innovators
10 could then go do those things. So then it
11 becomes an innovation virus that spreads.

12 MR. WINSLOW: Any other thoughts?

13 MEMBER GILLILAND: I would just say
14 that I think it would be important to
15 communicate early on what we view as
16 innovation.

17 So I think it's probably obvious to
18 everybody on this call that innovation can
19 really take any form. But it's not always
20 obvious to employees at the company, or I
21 imagine employees of the federal government.

22 So it can be about a better

1 customer experience, whether that's somebody
2 internal with the government, or an American
3 citizen using government services.

4 And those tend to get maybe a
5 little bit more visibility than some saying
6 that it can be an improvement to a cost
7 structure, or it could be a business model
8 change, or a different way of doing business.

9 And I think it will be important
10 early on to just make sure that everybody's
11 clear on what forms innovation can take, and
12 that all forms are obviously good.

13 MEMBER MCGOVERN: Yes. Just to add
14 to that, this is Gail. I also think that
15 you'd be well advised to say here are five or
16 six things we need to get done.

17 And we need to do them by being
18 more innovative, as opposed to telling
19 everybody be innovative. Because I think what
20 will happen then is you'll have 1,000 flowers
21 blooming.

22 And it's going to be hard to tell

1 if you moved the needle in any way. Because
2 at the end of the day, harnessing innovation
3 is to accomplish more, spend less, be more
4 efficient, be more effective, improve customer
5 satisfaction, what have you.

6 And I think if you just said these
7 are three brand new initiatives, and we're
8 going to tackle them in a different way,
9 you'll have better learning than just tell
10 everybody try to do their own thing.

11 MR. PARK: Yes. We've definitely
12 learned that. We had an early attitude that
13 was if we build it they will come. And what
14 we learned was we had to go and solve real
15 problems and build platforms --

16 MR. WINSLOW: Absolutely.

17 MR. PARK: -- opportunity based, on
18 solving real things. We couldn't agree more.

19 MR. WINSLOW: That's absolutely
20 right. And I think the PMAB, by the way it
21 demonstrated its appetite for, adds value.

22 (Simultaneous speaking)

1 MR. WINSLOW: And I think, Sam,
2 just taking a look at the criteria we laid
3 out, we're clearly in the realm of this is a
4 great topic for PMAB.

5 And across the next few months,
6 we'd like to dive deep into each of the things
7 that you have raised, as well as things that I
8 know are in the heads of other folks who
9 haven't had an opportunity to talk.

10 CHAIR ZIENTS: So let me do this.
11 I'm failing in my role as time keeper. And
12 we're already a few minutes over quarter of.

13 Dan Tangherlini, can you give the
14 group an elevator pitch on why real estate is
15 a great area for focus, and the opportunity
16 there?

17 And what we'll do, is we'll let
18 people absorb that. And then Scott will
19 follow-up by email and phone to get any
20 further feedback. But again, we bring high
21 confidence that this is a good area. Dan, I
22 want to give you your elevator pitch.

1 DAN TANGHERLINI: Great,
2 absolutely. This is a classic issue related
3 to the scale of the federal government, its
4 responsibilities. It's almost the result of
5 the nearly geological layering of asset
6 investments over nearly 200 years.

7 We have 1.1 million separate
8 assets, about 20,000 buildings, 495 million
9 square feet.

10 They're about 24 major overseeing
11 departments. There's no common real estate
12 management system. The systems we have focus
13 on reporting rather than management.

14 And we spend a huge amount of money
15 on this area, about \$33 billion overall, \$9
16 billion in rent. And we have a giant, what we
17 call retail infrastructure, 19,500 field
18 offices.

19 On this first slide we have an
20 example of one agency which just has over
21 2,000 offices nationwide. So we've had some
22 progress already being made.

1 USDA has closed over 250 field
2 offices. And we're also making progress on
3 doing things like streamlining the Federal
4 real estate sales process, restricting agency
5 portfolio growth, increasing adoption of
6 flexible work force management practices, and
7 improving the real estate portfolio planning
8 process.

9 What would be great to hear from
10 the private sector is how do you approach
11 these issues. What are the techniques you
12 use? How do you find savings in this area,
13 and how do you use it to contribute to better
14 outcomes?

15 CHAIR ZIENTS: Excellent. So why
16 don't we, just in the interest of time, Scott,
17 why don't you spend 30 seconds on next steps
18 in Slide 19.

19 MR. WINSLOW: Sure. If you could all
20 just move forward in your slide deck. Going
21 forward from this call, I'll reach out to each
22 of you individually, take any comments or

1 feedback on the two topics that we've just
2 laid out.

3 You can see how we planned to spend
4 our time across the next few months. That
5 will be in exploring each of these two topics,
6 going deep on particular areas where we can
7 engage you to help us move some specific
8 projects forward.

9 We plan to have a meeting which
10 will be taking place sometime in the spring,
11 the date to be determined.

12 And obviously one of the points of
13 feedback from you all is to make sure to give
14 you enough lead time so that you can actually
15 make it here to Washington for the in-person
16 meeting.

17 CHAIR ZIENTS: Why don't we lay out
18 the calendar for the rest of the year.

19 MR. WINSLOW: Yes. And the
20 expectation is that across 2013 we will do as
21 we have done in previous years, and finish up
22 the end of the year with a meeting where we

1 will be talking about initiatives that are
2 already up and running, again, each of these
3 two topic and issue areas.

4 With that, let me bring our call to
5 a close. As I mentioned to all of you in a
6 couple of emails I've sent through, we are
7 going to be having an administrative call,
8 which will take place immediately following
9 this.

10 You all have the dial in
11 information. So if you wouldn't mind, we will
12 close this meeting now. And we will join you
13 in just about 60 seconds on a separate
14 conference call.

15 CHAIR ZIENTS: And that'll just be
16 a 15 minute round ourselves. So we'll look
17 forward to everybody from the PMAB joining
18 that administrative briefing in one minute,
19 for about 15 minutes or so. Thank you.

20 MR. WINSLOW: Thanks, everyone.

21 (Whereupon, the above-entitled
22 matter was concluded at 11:52 a.m.)

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C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: President's Management
Advisory Board Meeting

Before: Executive Office of the President

Date: 02-22-13

Place: telephone meeting

was duly recorded and accurately transcribed under
my direction; further, that said transcript is a
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Court Reporter

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