

UNITED STATES OF AMERICA
THE PRESIDENT'S MANAGEMENT ADVISORY BOARD

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PUBLIC MEETING

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FRIDAY
MARCH 11, 2011

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The Board met in Room 230 in the
Eisenhower Executive Office Building, 1650
Pennsylvania Avenue, N.W., Washington, D.C.,
at 10:20 a.m., Jeff Zients, Chairman,
presiding.

PRESENT

JEFF ZIENTS, Chairman

GREG BROWN, President and CEO, Motorola
Solutions

SAM GILLILAND, Chairman and CEO, Sabre
Holdings

JEFF KINDLER, Former Chairman and CEO
Pfizer

DEBRA LEE, Chairman and CEO, BET Networks
GAIL McGOVERN, President and CEO, American
Red Cross

SHANTANU NARAYEN, President and CEO, Adobe
Systems

ENRIQUE SALEM, President and CEO, Symantec

LIZ SMITH, CEO, OSI Restaurant Partners,
LLC

TIM SOLSO, Chairman and CEO, Cummins Inc.

RON WILLIAMS, Chairman, AETNA Inc.

ALSO PRESENT

JOHN GALLOWAY

JOHN BERRY, Director of the Office of
Personnel Management

DON GORDON, Administrator of the Office of
Federal Procurement Policy

SCOTT GOULD, Deputy Secretary of the
Department of Veterans Affairs

DAVID HAYES, Deputy Secretary of the
Department of the Interior

MARTHA JOHNSON, Administrator of the
General Services Administration

TONY MILLER, Deputy Secretary of the
Department of Education

VIVEK KUNDRA, U.S. Chief Information Officer

C-O-N-T-E-N-T-S

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

10:31 a.m.

CHAIR ZIENTS: Let's get started.

Wait two more minutes. Coffee time.

(Whereupon the above-entitled matter went off the record at 10:31 a.m. and resumed at 10:33 a.m.)

CHAIR ZIENTS: So why don't we go ahead and get started. I'm sure a couple of more folks will join us.

I want to welcome everybody to the first meeting of the President's Management Advisory Board. As an advisory board to the President, the President's Management Advisory Board is subject to the Federal Advisory Committee Act, which it makes us very happy to have a webcast going on today so we can provide public access to the Board's activities.

The President established the Board because he believes there's a big opportunity, and I concur here and my

1 colleagues -- well, the major agencies
2 certainly concur, that there's a big
3 opportunity for us to improve government
4 performance by bringing best practices from
5 different sectors, in particular the private
6 sector.

7 There is what we've captured as a
8 productivity gap. And I have one handout on
9 this that I'll pass around the table. As all
10 you know as corporate leaders across the last
11 couple of decades, and this is the top line on
12 the chart, private sector productivity has
13 increased year over year; a point and a half,
14 two percent a year compounding, and the
15 compounding effect is dramatic. Really across
16 the last few decades that's happened year over
17 year.

18 The federal government
19 productivity is hard to measure. In fact, 15
20 or so years ago the government stopped trying
21 to measure it in, ironically, a cost cutting
22 move. So it stopped, so that's why the line

1 becomes dotted rather than solid, that bottom
2 line. But I think we're all fairly confident
3 there's a big gap between what's happened in
4 the private sector in terms of productivity
5 and what's happened here in the federal
6 government. And that gap is actually our
7 opportunity. And we're hoping that all of you
8 can help contribute to our efforts to close
9 that gap and to do a step function increase in
10 productivity in our sector, the federal
11 government.

12 What I'd love to do is just go
13 quickly around the room and people can just
14 say their name and their organization, and
15 their position. And then we're going to
16 quickly get into substance here.

17 MR. NARAYEN: Okay. Shantanu
18 Narayen, President and CEO of Adobe Systems.

19 MR. GILLILAND: Sam Gilliland,
20 Chairman and CEO of Sabre.

21 MR. BROWN: Greg Brown, President
22 and CEO of Motorola Solutions.

1 MS. LEE: Debbie Lee, Chairman and
2 CEO of BET Networks.

3 MR. SOLSO: Tim Solso, Chairman
4 and CEO of Cummins Inc.

5 MR. WILLIAMS: I'm Ron Williams,
6 I'm the Executive Chairman of Aetna.

7 MR. KINDLER: Jeff Kindler, former
8 CEO and Chairman of Pfizer.

9 MR. BERRY: John Berry, Director
10 of the Office of Personnel Management.

11 MR. GOULD: Scott Gould, Deputy
12 Security of the VA.

13 MR. SALEM: Enrique Salem,
14 President and CEO of Symantec.

15 MS. SMITH: Liz Smith, CEO of OSI
16 Restaurant Partners.

17 CHAIR ZIENTS: Okay. Well, thank
18 you again for agreeing to serve. With this
19 group of leaders and company representatives
20 at the table you can see how we're optimistic
21 that you can help us close that productivity
22 gap.

1 What we're going to try to do
2 today for the next hour and a half or so, is
3 to put on the table some of the key management
4 and operational challenges we're grappling
5 with at the President's Management Council,
6 which is the senior most management body
7 across the federal government comprised of
8 deputy secretaries through the major agencies.
9 You're going to hear from several of them
10 today, starting with Scott and John in just a
11 second.

12 The four areas that we're going to
13 cover are: Leadership development, information
14 technology, contracting and the supply chain,
15 and customer service. All areas that we think
16 are highly leveraged across agencies in our
17 efforts to close that productivity gap.

18 So, John and Scott are going to
19 kick us off. They're going to do a very brief
20 presentation, a few slides, just to give a
21 little background on the issue of leadership
22 development. And then what we're really

1 hoping to do is to have that conversation with
2 all of you when you learn more about the
3 issues they're grappling with. And then
4 ultimately we're going to decide across the
5 next few weeks which of these issues, or other
6 issues that might surface, which topics we
7 should cover for our first round of work for
8 the President's Management Advisory Board.

9 Scott is the Deputy Secretary at
10 the VA and John Berry leads the Office of
11 Personnel Management that sets the personnel
12 policy across the Federal Government.

13 Scott and John?

14 MR. GOULD: So, good morning.

15 First of all, I was in the room
16 when I saw you raise your right hand and take
17 the oath of office. And congratulations.
18 We're appreciative of the fact that you have
19 done that.

20 MR. BERRY: And thank you for
21 serving your country. We're very
22 appreciative.

1 MR. GOULD: So John and I are
2 going to do very quickly three things.

3 First, we're going to set the
4 context for the people environment in the
5 federal government.

6 Next we'll talk a little bit about
7 the government-wide efforts that are underway.

8 And lastly, we'll invite you to
9 identify some potential areas of interest
10 where the PMAD could engage.

11 So in the first slide --

12 CHAIR ZIENTS: The slide is which
13 number?

14 MR. GOULD: Four.

15 So the federal government has a
16 lot of people, about 1.8 million folks
17 excluding the Post Office and another million
18 and a half active duty. We're just going to be
19 talking about 2,000 political appointees and
20 about 7,000 senior executives.

21 You can think of senior
22 executives, for those of you who have been in

1 the military, as the equivalent of a flag
2 officer.

3 The performance appraisal systems
4 that we currently use in the system typically
5 discriminate, you know, four to five different
6 levels of performance: Outstanding on the
7 high end, unsatisfactory on the other. And
8 predictably, our system does not do well with
9 discriminating between the levels of
10 performance. It's sort of kind of squared
11 very, very high at the outstanding level;
12 almost 80 percent of folks measured as
13 outstanding in this system. We've been
14 working really hard and we'll describe in a
15 moment what we've been doing to try to fix
16 that.

17 It's also a system that's highly
18 attenuated with respect to accountability. My
19 old background at IBM, I can tell you that in
20 that environment if you're brought in to solve
21 a problem, there are three key questions you
22 get asked: You know what went wrong. Can you

1 say clearly what you're going to do to fix it,
2 or do we need a new you? That level of
3 clarity, that sort of clarifying moment of
4 accountability can be obtained and achieved in
5 government, but it's very, very difficult.
6 And this will come up over and over again as
7 we talk about people management in the
8 government environment.

9 There are very limited development
10 opportunities for our executives. Frankly,
11 government under invests in training. Less
12 than two percent of senior execs in any given
13 year get to rotate to another agency, as an
14 example. And money which is used for
15 training, is usually identified as the first
16 thing to cut when you're up on the Hill and
17 looking for an opportunity to reduce costs.

18 I don't want to overlay this next
19 point, but we have limited flexibility with
20 respect to executive compensation; about 120
21 to 180K is the range. Throw in another 15
22 percent in terms of performance award at the

1 end of the day.

2 And the reason why I don't want to
3 overplay that is that we think we've got the
4 mission that matters along with the non-
5 governmental organizations. It makes a big
6 difference. It attracts people to serve in
7 government. It matters. It's part of the
8 compensation that we have to offer. But there
9 you go, it's tough when you're looking for a
10 senior program manager with a certain skill
11 set to go out and compare that 180K max to
12 whatever the private sector is offering.

13 And lastly, we've got a brain
14 drain coming up. Half of the senior execs
15 right now, those flag officers I was talking
16 about a moment ago, are in a position where
17 they could retire. Many of them are still
18 under the old system, which means that they
19 walk into a world in which they have about 80
20 percent of their compensation for the rest of
21 their lives. So right now on a dollar-for-
22 dollar basis if you're in that system, the old

1 one, you're working for cheap.

2 On the next slide our efforts in
3 leadership development have basically gone on
4 in three levels.

5 The first is a government-wide
6 effort to really include performance
7 management systems, streamline acquisitions,
8 improve strategic planning. That is simply
9 here if you bring good people in a government
10 environment and the system prevents them from
11 doing what they know how to do well, you're
12 going to lose them pretty quickly.

13 Next here, lead by John Berry,
14 really now looking at the personnel policy
15 component of that also on a government-wide
16 basis. And here you can see a very systematic
17 effort on the part of the President and
18 Director John Berry to strengthen the linkage
19 between those strategic plans that Jeff Zients
20 is asking us to produce with individual
21 performance to establish that link
22 fundamentally:

1 To do more training, to provide
2 rotational opportunities for executives in
3 government, to develop a government-wide
4 capability to get more talent, senior execs in
5 the mix. Kind of opening that up to an all
6 source approach, and finally developing if you
7 can identify them, an opportunity for folks to
8 get onboard in training over year long
9 periods. This is a new environment as you
10 move from sector to the other. It requires
11 new skills and you need to orient folks to
12 that environment.

13 At the U.S. Department of Veteran
14 Affairs where I'm the Deputy Secretary we have
15 about 300,000 people, three major operating
16 units, direct health care the largest in the
17 country, a benefit system, and a cemetery
18 system. And what we're doing at an agency
19 level to implement some of these policies from
20 OMB and from OPM that was mentioned a moment
21 ago, is we've taken the number of outstandings
22 and cut them in half. So we've gone from 80

1 percent to 40 percent in the last two years.
2 We now require developmental plans for 100
3 percent of our executives. We make sure that
4 we interview every single at the secretarial
5 level; chief of staff or myself sit down and
6 interview every new candidate who is coming
7 into the system and see if we can make that
8 connection between our mission and the talent
9 that's sitting in front of us.

10 We've invested a lot in training
11 and leader development. We partner in a
12 leading business school.

13 We've created a change academy
14 where we can take dedicated teams into an
15 offsite environment, walk through the skills,
16 put the problem on the table and then actually
17 work through team building and skills
18 development onsite.

19 And finally, but perhaps most
20 importantly, with a leader like Secretary
21 Shinseki sitting down on a daily basis, going
22 through the dialogue, the coaching, the

1 mentoring, the testing of assumptions to make
2 sure that people are thinking about these
3 problems in a new way and becoming better
4 leaders themselves.

5 On the third and final slide, here
6 are some questions we really have for you. I
7 think for a moment around the table the
8 talent, the perspective, the organizations
9 that you manage and lead what is allotted
10 here.

11 First question: How should the
12 government develop our SES training, our
13 mentoring our private sector partnerships?
14 What could we do there?

15 Right now the system is basically
16 an apprentice program. I had 1,500 of my
17 financial managers in a training course last
18 fiscal year. I asked them, any individual who
19 had been trained in the last ten years to
20 raise their hand. Maybe 25 people did. I
21 mean, just an indictment of our system and
22 level of investment in the personnel involved.

1 A second question might be for
2 discussion: What systems should we put in
3 place to identify the high potential employees
4 that are in the system?

5 So over and over again you'll hear
6 us thinking about the folks who are currently
7 there, strengthening and improving their
8 performance. Reaching into our own
9 organizations the people who have self-
10 identified who want to be in public service,
11 who have made the choice to make this a
12 career; how can we find them and develop them?
13 And then how can we look outside our own
14 agencies in government to bring them in from
15 other state and local government agencies.
16 About 18 million people do that work in
17 America, there's a lot. From non-governmental
18 organizations that may have developed the
19 talent over time and, yes, even from the
20 private sector. We'd like to steal a couple
21 of good folks if you have them.

22 The third area is we would only do

1 this if we can grab the resources to make that
2 happen. So fundamentally, and this is
3 something that John does for us all the time,
4 he's making the case for investment in the
5 people element of government. The chief
6 people officer has got to be able to make the
7 case for that. Can you help us make that
8 business case for leader development in
9 government itself? A lot of folks aren't
10 convinced.

11 And then finally, how can we
12 attract top leaders and make them most
13 effective?

14 CHAIR ZIENTS: Scott, since you
15 went first, you're going to see each time a
16 couple of slides which, you know, a few
17 minutes of background on the problems and the
18 issues and the opportunities.

19 The third slide each time will be
20 an attempt that if we as a group were to take
21 this on, these are the types of questions that
22 we might address and look for corporate

1 learning on these topics.

2 So now we're going to open it up
3 with Scott and John for five to ten minutes of
4 questions. Not in an attempt to answer these
5 questions, but more around should we pick this
6 as a terrain. So pick questions about what's
7 really going on or how we might be able to
8 help.

9 Jeff?

10 MR. KINDLER: So I just have
11 questions for information.

12 CHAIR ZIENTS: Please, that's
13 good.

14 MR. KINDLER: It sounds like at
15 the VA you've done a lot to improve the
16 performance appraisal. So I'm interested in
17 what the points of leverage are once you've
18 identified either outstanding or subpar
19 performance, what do I do about it.

20 MR. GOULD: Right. Right.

21 MR. KINDLER: So you mentioned a
22 portion of variable compensation.

1 MR. GOULD: Yes.

2 MR. KINDLER: And so I'm
3 interested if you could tell me what
4 mechanisms do you have either financial or
5 otherwise --

6 MR. GOULD: Yes.

7 MR. KINDLER: -- to reward good
8 performance, to get rid of poor performers and
9 to otherwise once you've had good performance
10 appraisal standards to do what you need to do.
11 That third question that you asked right at
12 the end.

13 MR. GOULD: Great question.

14 So we try to focus on three
15 things. The first is just recognition. When
16 a system is more closely aligned with
17 identifying the actual outstanding
18 performance, they feel better about it and
19 they realize that their performance is being
20 differentiated from others on the team, number
21 one.

22 Number two, promotion

1 opportunities. So even though they are senior
2 executives, there are promotions to bigger
3 jobs and bigger opportunities inside the VA
4 system.

5 MR. KINDLER: Yes.

6 MR. GOULD: A senior executive,
7 for example, might move from the chief of
8 staff role in a major hospital to be the
9 network director of a half billion to a two
10 billion dollar insurance enterprise, health
11 care enterprise.

12 CHAIR ZIENTS: Not a lot of comp
13 room?

14 MR. GOULD: No, not much at all.

15 CHAIR ZIENTS: You have that one
16 pretty quickly, but --

17 MR. KINDLER: So there's not much
18 you can do with comp?

19 MR. GOULD: Correct. That's
20 exactly right.

21 MR. KINDLER: Okay.

22 MR. GOULD: And then the last is

1 the challenge. You know, we're looking for
2 folks that want the challenge. You find them
3 through the performance evaluation process and
4 then you get them onto the next --

5 MR. KINDLER: More responsibility.

6 MR. GOULD: More responsibility.

7 MR. KINDLER: What about
8 eliminating poor performance, what is your
9 flexibility there?

10 MR. GOULD: We have eliminated 20
11 senior executives in the last two years from
12 the VA environment. It is extremely difficult
13 to do, quite frankly. And the rule set
14 strongly favors the individual's claim that
15 they had been wronged as opposed to
16 management's judgment that they have not
17 performed well. So on that spectrum it's more
18 towards the individual rights. It therefore
19 takes quite a long while to be able to go
20 through the process, frankly a fair one, with
21 lots of outside participation and lots of
22 documentation to put an individual on a

1 performance improvement plan to give them a 90
2 day period to correct their deficiencies and
3 then reach a conclusion, kind of for the good
4 of the order, and that individual that they
5 really need to be on to the next job.

6 MR. BERRY: If I could just add in
7 and jump in there with Scott. The SES is
8 under, you know its pay is set entirely by
9 performance. It's different from the GS
10 schedule that encompasses the bulk of federal
11 employment. And you have wide latitude to --
12 you know, it's the closest you get in the
13 federal government at will.

14 And you can remove a SES-er much
15 easier than the others. And the good news is,
16 is if you actually go through the process that
17 I've described with notice, opportunity to
18 correct and then action, those actions are
19 upheld over 98 percent of the time.

20 So even though people do have
21 appeal rights and can drag things out, they're
22 not in the job while that's going on. And

1 generally management's decisions are upheld.

2 So it does have that.

3 On the boney side of the equation
4 if you sort of look, the average pay for the
5 SES is 167. The average bonus is about
6 \$14,000. We have the distinguished rank award
7 program that is awarded by the President. It
8 is a very highly scrutinized program. Less
9 than one percent of the senior executives are
10 eligible for that, but that comes with a
11 significant remuneration of up to 30 percent
12 of pay. You know, that is traditionally
13 recognized as lifetime achievement or really
14 outstanding achievement, breakthrough kind of
15 models.

16 So it gives you a sense, just to
17 give a scale on both sides.

18 MR. GILLILAND: What's the average
19 tenure of a SES? About?

20 MR. GOULD: I would say they hit
21 it at about the 25 year point, although there
22 are exceptions. And they typically stay in

1 ten years. Again, a lot like a flag officer.

2 CHAIR ZIENTS: Twenty-five years
3 and then they're promoted to the SES ranks.

4 MR. GOULD: Correct.

5 CHAIR ZIENTS: And then at that
6 point about ten years.

7 MR. BERRY: Just one other quick
8 point. I'm sorry to jump in there.

9 One of the big problems we have
10 right now in addition is from the public
11 perception that federal employees are overpaid
12 vis-...-vis the private sector. And what has
13 happened is our GS system gets the cost index
14 adjustment, sort of if you will a COLA, and so
15 that system constantly adjusts every year.
16 The SES system only adjusts by law.

17 And so the starting salary is 119
18 has now been lapped by our GS system. When
19 you are a GS system you have many more
20 performance protections that restrict
21 management's actions.

22 Something else that we can do that

1 is performance related that doesn't require
2 removal is a Senior Executive Service can be
3 assigned at will. And that's not appealing.
4 And so a manager can -- you can start to move
5 his folks around. If someone is in a job
6 where they're over their head, they can be
7 pulled and reassigned like that.

8 And so the GS system you can't do
9 that.

10 And so right now our GS-15 is
11 almost completely lapped by the SES system.
12 So getting to people to say "Okay, we want you
13 to take this promotion assignment. Oh, by the
14 way, you get a cut in pay or a freeze in pay
15 and you surrender all your rights" is one of
16 the other big problems that we're facing.

17 CHAIR ZIENTS: Are there other
18 questions?

19 MS. SMITH: Scope questions. Yes, I
20 have a couple of just scope questions.

21 So what you're talking about, that
22 structure and the percentage of what I call

1 pay that is fixed versus variable, is that
2 within scope of this group or is that all the
3 purview of law and legal so that we shouldn't
4 be advising on that?

5 MR. BERRY: The pay range is set
6 in law, and that's one of the limitations.

7 MS. SMITH: So the second question
8 on variable?

9 MR. BERRY: We have wide latitude
10 in terms of it, and that's what Scott and I
11 are demonstrating within our own agencies and
12 trying to model behavior for others is how you
13 can existing performance evaluation, you can
14 use the existing recognition system. And it
15 would be great benefit to have some of the
16 best practices change between those two to
17 help us, you know accomplish that.

18 MS. SMITH: The second quick
19 question. You had said that 25 people raised
20 their on training. Is that training as it
21 applied for remote training where you're taken
22 out of your job? Because an awful lot of,

1 obviously, training happens as the result of
2 your direct manager. And then I guess a
3 question for you is: For managers are there
4 direct goals on the expectation of how you are
5 training the individuals under you?

6 MR. GOULD: So, Liz, down to the
7 one you've made mention of, the 1500 --

8 MS. SMITH: Yes.

9 MR. GOULD: -- financial
10 management and only 25 people raised their
11 hand?

12 MS. SMITH: Yes, the classroom
13 training.

14 MR. GOULD: It was classroom
15 training and really that formal investment.
16 And without it folks either educated
17 themselves or going out and getting the
18 Master's degree or getting a certificate on
19 their own and paying for it, which you see a
20 lot of initiative on that.

21 MS. SMITH: Okay.

22 MR. GOULD: But there has not been

1 much investment in structured training, at
2 least speaking for my own agency.

3 MS. SMITH: So just a quick
4 question just for clarification. So a lot of
5 us I think have experience with kind of on-
6 the-job training is really a responsibility --

7 MR. GOULD: Yes.

8 MS. SMITH: -- in effectiveness as
9 your manager where I think the real pivot
10 action is?

11 MR. GOULD: Yes.

12 MS. SMITH: What is structurally
13 in the performance management system that
14 requires managers to develop their people, and
15 is that within the purview of this group for
16 recommendations?

17 MR. GOULD: It could well be in
18 the purview and would be a great area of input
19 for us. How we handle that in our performance
20 appraisals for senior executives --

21 MS. SMITH: Yes, right.

22 MR. GOULD: -- we do require. So

1 we're asking senior execs to be that senior
2 kind of mentor approach counsel. What we're
3 not talking about here today is how you extend
4 that reach into the GS level. This is the top
5 half of one percent that we're talking about
6 here, the SES in the political appointees.
7 The GS level below that, really need a lot
8 more of that.

9 MR. BERRY: This focus goes to
10 7,000 people. The workforce is 2,000. So it
11 gives you a sense, but they're the leadership.

12 MS. SMITH: Thank you.

13 CHAIR ZIENTS: Ron?

14 MR. WILLIAMS: Yes, a couple of
15 questions. One is who owns the succession and
16 talent assignment for this cohort of 7,000?
17 Is it the agency they're in, their direct
18 supervisor, the management council? Who owns
19 the top talents of the organization?

20 MR. BERRY: The agencies have
21 broad latitude in this. They're the ones who
22 actually doing the hiring and the firing.

1 OPM sets the general policy
2 structure within which they operate. And so
3 we set the bumpers, if you will, and then
4 agencies have broad latitude.

5 CHAIR ZIENTS: But, Ron, you're
6 onto an important issue in that when the SES
7 was originally conceived and launched, the
8 theory was that there would be a lot of
9 rotation so that agencies would work together
10 with SES corps. There's not much of that, for
11 better or for worse, and it's an open
12 question. Because, you know an agency says
13 "I've got a group. There's expertise required
14 to run a VA hospital sort of thing."

15 MR. WILLIAMS: Right. Right.

16 CHAIR ZIENTS: "And I'm not sure I
17 want my best talent rotating." Others would
18 say "That type of rotation," particularly of
19 early either as part of developmental fact of
20 the SES or the early years of the SES, "might
21 be invaluable training and learning." So
22 that's an issue that we're struggling with

1 which if you were to misuse this terrain, I
2 would think we would your counsel on.

3 MR. GOULD: And Ron, in a typical
4 SOCs environment, for everyone of those senior
5 execs I would have two internals and an
6 external candidate, I'd map them against each
7 one. Somebody gets hit by a bus, you move
8 forward, you got that set.

9 In our environment we can't do
10 that. We can't do much of it. Because it
11 amounts to preselection for the job. So who
12 made that judgment and how did you do it? If
13 it becomes apparent then other people, "Well,
14 I'm not going to stick around here at the next
15 level down, I'm going to move." So there's
16 some perverse incentives at work there as you
17 step to a very natural, a very sensible
18 question of how do you do succession planning
19 and development?

20 MR. WILLIAMS: The second question
21 is in the appraisal of the performance
22 management system, what weight is given to

1 both results and leadership skills? I mean
2 how do you think about those two items of
3 capability?

4 MR. BERRY: Leadership represents
5 about 40 percent, if you will, of the average
6 performance plan. If you know, there are core
7 elements and leadership is, obviously, the
8 bulk of the core element. But then each
9 agency can specify within that linking the
10 broader leadership to their specific mission
11 and goals to break that.

12 CHAIR ZIENTS: There should be one
13 more question and then change topics.

14 MR. NARAYEN: Okay. At the very
15 top of the SES, I mean long term leadership
16 development is a multi-year process. You
17 know, the relationship within the top of the
18 SES and the political appointees and how do
19 you accomplish continuity in this role over
20 time? Because leadership sort of flows down
21 you know if there's ambiguity or uncertainty.
22 How do you accomplish that?

1 MR. GOULD: A couple of quick
2 points. One is I did not mention, but the
3 political appointees have an average tenure of
4 two years where they're rotating through the
5 process. And I think that connection is
6 critical to managing well in government.

7 At the VA, the ratio of political
8 appointees to career is 1 to 9,000. In DOD
9 it's about 1 to 2000. And in most federal
10 agencies in government about 1 to 500.

11 So it's critical at VA, I think
12 especially, that we establish that link well
13 that it's a true partnership. But, frankly,
14 a lot of political employees come in with
15 varying degrees of background and some highly
16 literate in management, others kind of policy
17 walk, some professors. They're brought in for
18 a variety of reasons. And to good effect they
19 create the full team, but you find very uneven
20 exposure to managing at scale.

21 MR. BERRY: What is important, if
22 I could just build on that, is I think the

1 Senior Executive Service is what creates civil
2 society in the United States. All right. They
3 are the continuity of government as we
4 transition between political branches and
5 people come in and go for two years. And the
6 folks who really make the United States
7 government work is our Senior Executive
8 Service.

9 And we are facing, as Scott
10 referenced sort of thing, a crises in terms
11 of, you know American public opinion is
12 turning on public employees. And rather than
13 as sort of in Singapore and they are held up
14 and it's a revered thing, and it's recognized
15 you can't run capitalism without this. You
16 know, you cannot operate civil society and
17 have free trade and all the things we take for
18 granted in the United States without this kind
19 of professionalism that gives you that
20 continuity.

21 And what Scott and I and Jeff are
22 wrestling with is trying to sort of swim

1 upstream against the public opinion current
2 recognizing how the criticality of this, and
3 that's why we would really welcome your
4 thoughts and benefits as to how we could do
5 this better. Because I think you could also
6 help us on that credibility issue with the
7 public. If CEOs are saying this, it's
8 obviously when I carry that message, it's
9 suspect. When you say that message the
10 American people will listen. So I could see
11 this being a very effective partnership to get
12 this right.

13 CHAIR ZIENTS: Okay.

14 MS. McGOVERN: Can I ask a real
15 quick question?

16 CHAIR ZIENTS: Please.

17 MS. McGOVERN: Just so I
18 understand the scope of this.

19 So the perverse nature of
20 compensation, the hiring/firing, everything
21 that you described -- this is a very naive
22 question. But should we just assume that it's

1 not changeable? I mean --

2 MR. BERRY: Actually, the breadth
3 of scope in terms of hiring and firing for the
4 Senior Executive Service will be very broad.
5 But the law gives us -- we can set performance
6 standards very broad and we can hold
7 accountability very broad. And we could
8 design systems within the scope of the law,
9 especially for the Senior Executive Service
10 that would give us wide latitude. And that's
11 why I think Scott and I --

12 MS. McGOVERN: So just be limited
13 by your imagination at this point?

14 MR. BROWN: And if I listen to
15 what your saying and to Liz' question, too,
16 the compensation is set by law. There's a
17 latitude of the 7,000 for hiring and firing.
18 But if you go the variability question, if you
19 were to change the composition of it, you
20 wouldn't go to these SES people who some have
21 been lapped by GS-15s and say "I have a deal
22 for you. You make 167? You're actually going

1 to make 140." Or to put more at risk.

2 CHAIR ZIENTS: Greg, my sense is
3 that we believe that the major contribution to
4 this terrain is comp strategies, which it
5 might be from the private sector. It's
6 probably not a terrain to pick. It's not to
7 say that if we pick the terrain, we won't look
8 at comp strategies.

9 MR. BROWN: I understand.

10 CHAIR ZIENTS: But if we happen to
11 decide that there's real potential in
12 training, location --

13 MS. McGOVERN: Yes, others. But
14 how broad is it? Is it comp strategy? Is
15 hiring and firing? Is it --

16 CHAIR ZIENTS: Performance
17 accountability?

18 MR. GOULD: I think performance
19 accountability in this SES train --

20 MS. McGOVERN: Fair game.

21 MR. GOULD: -- is absolutely.

22 CHAIR ZIENTS: And Scott's done

1 some pioneering work here to the effect. But
2 I think if it's a primary interest is comp
3 strategy, I would --

4 MR. KINDLER: Well, it sounds like
5 the other major area of opportunity is the one
6 Ron raised when nobody owns the whole cohort.
7 And what Ron is describing is a very familiar
8 phenomenon in the corporate world.

9 MR. WILLIAMS: Yes.

10 MR. KINDLER: A siloed ownership
11 of leadership.

12 MS. McGOVERN: Yes.

13 MR. KINDLER: And to the extent
14 that that can be integrated and somebody at
15 the top is looking out for all 2,000 people--

16 MR. WILLIAMS: That's right.

17 MR. KINDLER: -- and ensuring
18 rotation, talent development, and this is what
19 I think you said, that's a huge opportunity
20 missed. And the way you describe it when it
21 was created 30 years ago there was some hope
22 that everybody would just sort of get along

1 and you gave up their people; that's contrary
2 to human nature.

3 MR. GOULD: And then below that -

4 MR. KINDLER: That sounds to me
5 like something that there's no legal barrier
6 to address it, and something we probably
7 could.

8 CHAIR ZIENTS: The next
9 generation. Where is the next generation?

10 MR. KINDLER: Right. So that
11 strikes me, there's no legal barrier to us
12 offering ideas to address it.

13 MR. BERRY: Absolutely.

14 CHAIR ZIENTS: I've got the task
15 to be timekeeper.

16 Thank you guys very much.

17 MR. KINDLER: Thank you.

18 CHAIR ZIENTS: Next customer
19 service. We're going to have Tony Miller.
20 Tony join us. I actually have quite a bit --
21 Tony has quite a bit of private sector
22 experience having been in McKinsey and private

1 equity on the West Coast and we're lucky to
2 have him as the Deputy Secretary of Education.
3 And Vivek Kundra, who you'll see a couple of
4 times today, who is the Federal Chief
5 Information Officer, oversees the \$80 billion
6 or so we spend each year on IT.

7 Tony, we're on page 6.

8 MR. MILLER: Page 6. We'll go
9 through these pretty quickly.

10 Customer service, what are the
11 take-aways? Not surprisingly in the U.S.
12 Government we have a tremendous amount of
13 customer interaction.

14 Second point, not surprisingly, we
15 don't necessarily consistently handle those
16 interactions in a consistent, high quality,
17 low cost way. We've got a lot to learn from
18 practices all around.

19 Lastly that said, there are some
20 really interesting pockets and examples of
21 effective customer interactions and customer
22 service initiatives that we can build upon.

1 But like in anything, it's not necessarily
2 infiltrated into the culture, how can we do it
3 more of it with a better effect? So that's
4 the headline.

5 On page 6 you'll see be it online,
6 bricks and mortar or telephone, we have
7 thousands of interactions that total, you know
8 over a 100 million interactions with customers
9 in some way, shape or form on a monthly basis.

10 That said, the bottom part of the
11 page, if you look at benchmark surveys there
12 is a real dissatisfaction with the level of
13 service in satisfaction that people are
14 receiving. There are exceptions to that and
15 Scott Gould, my counterpart at VA, and their
16 cemetery services would be an exception to
17 that. Not consistently across every service
18 area but, by in large, there's
19 dissatisfaction.

20 Not all of IT services are on
21 online, even in this day and age. And because
22 of privacy concerns, security concerns there's

1 the natural barriers, especially being in a
2 risk adverse environment, and a higher
3 scrutinized environment that goes from the
4 Hill from an Inspector General's perspective
5 that, again, it keeps you from kind of pushing
6 the envelop and moving to new channels in new
7 ways.

8 And then lastly, in terms of the
9 culture. This notion of kind of getting
10 ongoing customer feedback; what you would do
11 if you're providing a service for
12 compensation, so how do you treat your
13 product, the services you are providing. We
14 don't do that on a consistent regular basis.
15 We have some mechanisms in place, but they're
16 much more episodic annually as far as --

17 MR. KINDLER: What do you mean
18 because of the culture?

19 MR. MILLER: Just because, if you
20 will, it's just like in some ways is there a
21 strong incentive to reduce your cost in
22 government? It's not clear what the

1 incentives that we work at.

2 Is there a strong incentive to
3 really provide superior customer service?
4 It's not clear that those feedback mechanisms
5 are in place either. And so when you have I
6 could sell more products, deliver more
7 services, in two respects. In the retention,
8 you don't have those natural incentives. And
9 so not surprisingly, you know those muscles of
10 how do you actually poll somebody to
11 understand what your customer's needs are not
12 really in the culture.

13 The next page, so things going
14 around. The examples can be across
15 government, So a little bit about what's
16 going on in our agency.

17 We continue to move more services
18 online. For example, Immigration status and
19 leveraging new mobile platforms. So, you
20 know, we clearly understand that there are new
21 capabilities that are emerging, and
22 selectively we're taking advantage of those.

1 We are working to make it easier
2 because things are regulated in terms of what
3 information you can get and how frequently and
4 under what kind of burden, which is an
5 appropriate thing to monitor. We are trying
6 to streamline that fact so that we can get
7 more access to more timely information.

8 And we're trying to put more
9 metrics in place because, again, it's hard to
10 improve customers if you don't have a good
11 definition in metrics of customer service.

12 Specifically in our agency, some
13 examples would be basically the application
14 that students use to access federal student
15 aid. You know, we joked about it that it's
16 almost like you have to have -- you know
17 historically, you almost have to have a
18 college degree to really understand it, to
19 figure it out. But we've got a significant
20 investment to use skip logic, automated,
21 prepopulated, full information with working
22 with IRS to make significant improvements with

1 that. So it makes it more accessible.

2 It's very much consistent with the
3 mission. Because if more, especially under
4 educated minority, people who may be first
5 generation, if it's easier for them to access
6 aid, it's more likely that they are going to
7 access it and be able to pursue a higher
8 education. So it's very mission-centric. But
9 again, that's an example of what we're trying
10 to do.

11 We're also trying to, specifically
12 leading to the last discussion, build it into
13 our performance management processes. So we
14 actually create more of an incentive in terms
15 of how you're providing service internally to
16 your peer groups if you're a central office
17 function, but also a lot of what we do is in
18 grant making. What are our grantees saying
19 about the service that we're providing and how
20 do we bring that in?

21 The tension is how much do you put
22 this onto performance management versus how

1 much you put this on kind of professional
2 development and feedback and kind of getting
3 that balance right?

4 And then lastly, we're trying to
5 bake this into some of our systems so
6 consistent with how can our external service
7 recipients have more tailored access of what
8 we can draw down on resources, we can have
9 more flexibility in how we choose to access it
10 versus to have you define it for us, or have
11 us. So those are the kinds of things that
12 we're trying to do.

13 And then again on page 8, which is
14 the transition to the discussion, it really is
15 how do we actually migrate to new channels.
16 And I think especially with an environment
17 where we're going to increasingly fiscally
18 constrained, there's an economic, right?
19 There's an economic incentive to what are the
20 more lower cost channels that we can do. You
21 see that all the time in industry.

22 Separate from that, how can we

1 continue to get good customer feedback so we
2 can get better and trade that.

3 And then lastly, kind of at a high
4 level, just how do you really build a culture?
5 Because, again, if you think about the Federal
6 Government and it's just like any
7 multinational corporation where there are
8 multiple business units with multiple
9 divisions with multiple geographies. So at
10 any given, you may have some great things
11 going on, but the real challenge is trying to
12 do that with more consistency but not being
13 overly restrictive. And try to do it as a
14 culture and as a consistent process. And
15 that's what we're facing.

16 MR. SALEM: Stop just a minute.
17 If I can ask real quickly.

18 MR. MILLER: Right.

19 MR. SALEM: So if you take that
20 first question, I mean how far along are we on
21 the multi-channel ability? And what I mean is
22 everything from self-service to chat to all

1 the things that probably most the folks around
2 this table have already started to progress as
3 far as taking care of customers. I mean, how
4 far along are we on already adopting those
5 self-service online technologies? Just sort
6 of a benchmark?

7 CHAIR ZIENTS: So let's set being
8 the private sector at a 100, where are we
9 relative to that event?

10 MR. KUNDRA: Probably at 20. And
11 the reason is because we have very uneven
12 execution. So agencies like the IRS are much
13 further along because they've moved towards e-
14 filing, they've moved towards online support
15 and self-service whereas a majority of the
16 other agencies, unfortunately because if you
17 look at how the government is also organized,
18 it's based on an industrial era model where
19 everything is bureau-by-bureau, department-by-
20 department and that is complicated by the
21 statutory constraints. But we're much further
22 behind than the type of services you access,

1 in the consumer space especially.

2 MR. SALEM: I mean, the reason I
3 asked the question, though, because this is a
4 fairly well worked best practices are
5 available. You know, it's not like this group
6 would say let's go build some whole new set of
7 best practices. I mean, this is a well
8 traveled -- and what it requires, quite
9 frankly, is leadership at the top that's
10 willing to say we're going to make an
11 investment and stick with that investment over
12 a period of time.

13 I mean, I don't want to over
14 simplify, but it's a multi-year investment to
15 achieve the multi-channel better quality of
16 service.

17 MR. SOLSO: I think that there has
18 to be recognition by the leaders that this is
19 an important thing to do.

20 CHAIR ZIENTS: Yes.

21 MR. SOLSO: And give it a high
22 priority because it starts with your third

1 bullet point, and that's the culture. Because
2 if you don't have an attitude that this is
3 important and that we're going to get better
4 at it, then you can have all the systems in
5 place and it won't work.

6 MR. SALEM: I agree with you.

7 MR. MILLER: And I think
8 translating that, at least in our environment
9 and you can laugh, because it's a multi-year
10 sustain and you have leadership that is
11 turning every two years, you need to actually
12 build a shared leadership model that your
13 senior career executives are also bought into
14 this and are developing those kinds of skills
15 so they can lead it during the transition so
16 it doesn't dissipate.

17 MR. SALEM: I think that's it.

18 MR. SOLSO: The thing that comes
19 to mind out of both of the conversations,
20 though, is that if you think about each of
21 these as pilot groups, you know do you have
22 the ability to then leverage across the whole,

1 I don't know how many agencies there are. So
2 it's the idea here is to refine something and
3 really make it work --

4 CHAIR ZIENTS: Yes.

5 MR. SOLSO: -- and then apply it
6 across everything.

7 CHAIR ZIENTS: I mean, you know
8 the glass is half full, you know getting it
9 back to where you are, is that in each one of
10 these areas there are some leading edge
11 agencies. And what we're trying to do is get
12 that from a couple to more than a handful, and
13 that's how we envision doing this. So if were
14 to pick customer service, we'd have Tony sign
15 up and lead a group of deputies, five, six or
16 seven who say I care about this.

17 MR. SOLSO: Okay.

18 CHAIR ZIENTS: My Senior Executive
19 Service cares about this. Now, and then I'm
20 making your point, we're not looking for
21 blinding new insights, but what's worked, what
22 hasn't worked and how do we help group of five

1 or six turbocharge their efforts. And then a
2 year from now or two years from now we have a
3 lot of best practices that we can point to,
4 and then we spread that across the other
5 agencies across time. So that's the
6 multiplying effect we're looking for.

7 MR. GILLILAND: But, Tony, I think
8 so if you think about people rotating it out
9 of one problem, I mean clearly you know and
10 you know how to do this stuff, you can get
11 people that can help you with it, what other
12 types of things do you run into when you try
13 to do, you know a kind of new customer service
14 model?

15 MR. MILLER: A couple, and feel
16 free for others to jump in.

17 One is define the customer, quite
18 frankly. And so as simple and as basic that
19 is to get the uniformity, you have different
20 definitions. So it's not always the, you know
21 a purchasing customer, all right. But in our
22 case we're giving grants, but we're also

1 giving student aid.

2 Well, one's an institutional
3 customer. Well, that's a different set of
4 interactions because who speaks for the
5 customer and so you have different definitions
6 of who the customer is within the institution.
7 So you have the complexity of defining the
8 customer is one.

9 Like, a more natural, I think
10 there's just a consistent skill that I would
11 find in how you do metricize things across --

12 And so even once you have a
13 definition of how do you translate to what
14 have been the interactions and then what
15 dimensions of those matter most that you can
16 start measuring, and so that's not something
17 that we have an inherent deep repository of
18 skills.

19 MR. KUNDRA: And if I can add to
20 that, the other big gap is privacy and
21 security in the public sector in terms of the
22 IRS not being able to share information, for

1 example, with Department of Education.

2 So what Tony was able to
3 accomplish in terms of simplifying the student
4 aid form, it actually took a lot of lawyers
5 sitting down together and saying well how do
6 we make sure we naturally leverage technology
7 so that the person applying can say it's my
8 data, click, autopopulate the Department of
9 Education website.

10 And secondly, I think from a
11 customer perspective the American people don't
12 really care how government is organized,
13 whether it's federal, state or local. If
14 you're starting up a small business, for
15 example, you've got to file your taxes at the
16 local level, formation at the state level and
17 then at the federal level and they all have
18 different regulatory compliance requirements
19 coupled with statutory requirements around how
20 that information is supposed to be
21 safeguarded.

22 MR. MILLER: And I think the other

1 thing which gets to the last point about this
2 -- well, this notion of a culture. And this
3 would be great to get all your experience on.

4 What also happens is, you know it
5 becomes this is the latest initiative. And so
6 again you have, I mean by definition, right?
7 When leadership comes into Washington, a new
8 Administration, it's always with an agenda and
9 a set of initiatives. That is by definition--
10 just like transitions with CEO leadership.
11 Okay, here's where we're trying to take the
12 organization. And so you do get this notion
13 of initiative and change fatigue, which is
14 it's just perennial. And so I would think
15 that a multi-- and so I'd be curious to
16 understand as you grapple with that what are
17 the tools and techniques to deal with that.

18 MR. SALEM: Let me give you this
19 about the -- one thing that's always helpful,
20 and that's if you go back to page 6, it
21 actually talks specifically about how many
22 contacts you actually bring. And you can use

1 that as saying here's what it costs. There's
2 a dollar amount associated with this page. So
3 that every new leader that comes in can stare
4 at it and say "This is the cost to my
5 organization, \$2 million in personnel because
6 we do it all manually," or whatever. So the
7 more you can quantify for everybody what is
8 the total spend on this, then you can start
9 thinking about everybody can see the
10 opportunity as you go -- they come in, they
11 say it's \$10 million a year I'm spending.

12 MS. SMITH: Can I say something
13 here? Why I'm hearing from the last two is
14 that these are very observable, very concrete.

15 MR. MILLER: Yes.

16 MS. SMITH: The challenge that
17 you're presenting to us is how do you embed
18 and proliferate them across an organization?
19 Not that "Boy, we all know we should buy from
20 one vendor in the leveraged scale." The
21 question is why haven't we? What perspective
22 can you gain from this organization on why, as

1 you point out, those kind of obvious benefits
2 haven't taken hold and been proliferated
3 horizontally? Not -- because people know they
4 exist. You all know they exist.

5 MR. MILLER: Right.

6 MS. SMITH: But how have we in our
7 organizations lead the cultural change, the
8 stick-to-itiveness? That's what I'm hearing.
9 Is that what ---

10 CHAIR ZIENTS: I think that's
11 right. There's going to be a big culture
12 change aspect in each one of these. I don't
13 want to minimize, though, you know what are
14 the best practices.

15 MS. SMITH: Yes. Yes.

16 CHAIR ZIENTS: What are the right
17 tools? So in IT, I mentioned it earlier,
18 terminating projects when it becomes clear--

19 MS. SMITH: Right.

20 CHAIR ZIENTS: -- that they're not
21 going to work. Chunking them up. Things that
22 are second nature to you, but knowing to the

1 top three or four that you just insist upon is
2 also helpful.

3 MS. SMITH: Yes.

4 CHAIR ZIENTS: But there is going
5 to be a change management element to each, but
6 I think there's also going to be a set of best
7 practices.

8 MS. SMITH: Yes. Yes.

9 CHAIR ZIENTS: And then there's
10 also going to be the oomph, you could call it,
11 raised to get this stuff done.

12 MR. KINDLER: It also strikes me
13 in listening to both discussions so far is the
14 unique challenge for people like you as the
15 one, Tony, you're talking about is clearly the
16 leadership, the political leadership, comes
17 and goes on a very short time frame and the
18 SES stays.

19 CHAIR ZIENTS: Yes.

20 MR. KINDLER: And that, you know
21 this is a different situation in business
22 where, at least in theory, the CEO might be

1 there for a while, at least they have to think
2 that.

3 CHAIR ZIENTS: Right.

4 MR. KINDLER: And so they can
5 either have change fatigue or wait you out.
6 And so the first discussion we had about the
7 SES strikes me as very important to embed the
8 change orientation and create the continuity
9 so that if Tony isn't here in a couple of
10 years, for whatever reason, the continuity
11 remains. That's a unique challenge to the
12 government, it seems to me.

13 CHAIR ZIENTS: Yes. It's not just
14 the CEOs, it's your whole team.

15 MR. KINDLER: Yes. So that makes
16 the SES critical.

17 CHAIR ZIENTS: Yes.

18 MR. KINDLER: Because they have to
19 be the carriers of change beyond this
20 Administration.

21 CHAIR ZIENTS: Absolutely.

22 MR. WILLIAMS: Yes, but it seems

1 that part of the issue is defining the mission
2 of the organization in a way that the outcomes
3 you want are embedded deep in the
4 organization.

5 MR. KINDLER: Right.

6 MR. WILLIAMS: For example, I'll
7 just make this up. If your objective is to
8 process Pell grants, that's one thing. If
9 your objective is to make certain that
10 students can get Pell grants quickly and
11 timely with a minimum amount of effort and
12 maximum amount of ease, then working that set
13 of issues gives you a longer longitudinal view
14 and gives you a broader perspective than if
15 you define it as processing grants.

16 CHAIR ZIENTS: And then driving
17 those goals into performance reviews.

18 MR. NARAYEN: But the "ah-ha"
19 moment that I think all of us in private
20 sector have gone through is specifically with
21 customer service is what you might consider
22 the movements online, you know lead in both

1 lower cost and better customer service. And
2 I think if you recognize that and it's going
3 to take many years, all of us have to offer it
4 in multiple channels. Everybody who goes
5 through what's perceived as the cheaper, you
6 know online mechanisms find better customer
7 service.

8 So, this is a win/win if there's--

9 CHAIR ZIENTS: That's one of our
10 big cultural challenges right now. Because
11 people are starting to push back and say
12 you're pushing us to customer service, you're
13 pushing us on budget at the same time, how do
14 I square that.

15 MR. NARAYEN: Right.

16 CHAIR ZIENTS: And I think we
17 believe that actually one will help to solve
18 the other.

19 MR. NARAYEN: Right. Exactly.

20 CHAIR ZIENTS: They're aligned,
21 but I think you could help us with that also.
22 And this movement to online has been quite

1 slow. I mean, again, it's at best at 20 on
2 that 100 scale. And so how you actually have
3 successfully migrated from telephone-based and
4 other ways of interacting to online would be
5 an area of best practice.

6 MR. MILLER: And you move to
7 mobility at the same time and so --

8 MS. LEE: Yes. Two issues I see
9 just listening to the presentations.

10 One, Tony, that you mentioned is
11 you know the switchover from the political
12 appointments to the folks that stay a while.
13 And it seems to me that two years is such a
14 fast time and hardly time to, you know figure
15 out where the good people are, get the
16 nonperformers out and replaced and kind of
17 build your team underneath you so that the
18 goals are ongoing. You know, that just seems
19 like an incredible amount to accomplish in two
20 years. And really, I've heard that it's
21 really 18 months, you know in terms of
22 political appointees. So that's one

1 challenge.

2 The second is to your point about
3 online. You know, it seems that moving a lot
4 of customer service online is a benefit and
5 you get rid a lot of the people performance
6 issues or attitude issues. But, you know a
7 lot of companies these days are outsourcing to
8 other countries, and that brings up the STEM
9 education discussion: Do we really have the
10 people qualified to be able to perform these
11 online services? Because I'm sure that the
12 government isn't going to be outsourcing
13 anytime soon. That's not a potential option.

14 But I think, you know there are a
15 couple of issues just in terms of finding the
16 right people, building the right team and
17 sustaining that over a period of time as
18 you've mentioned when you have change fatigue
19 or other issues and other impediments that we
20 might not necessarily have in corporate
21 America.

22 CHAIR ZIENTS: The timekeeper will

1 thank you guys.

2 Contracts. So one out of every \$6
3 is contracted out. So, over \$500 billion
4 dollars.

5 MR. WILLIAMS: Over what?

6 CHAIR ZIENTS: Over \$500 billion a
7 year. The President has put a stake in the
8 ground March of 2009, a couple of years into
9 office, that we were going to become more
10 efficient and effective in contracting and
11 save \$40 billion.

12 Last year total contracting
13 actually went down for the first time in, I
14 believe, 13 years from \$550 billion to \$535
15 billion as we've started to terminate
16 ineffective contracts, pool purchasing power
17 for the first time, ramp up competition, move
18 where we can from cost reimbursement contracts
19 to fixed price contracts where appropriate,
20 which decreases the risk.

21 Martha Johnson runs the
22 organization that's right in the middle of

1 contracting, the General Services
2 Administration. And Dan Gordon is a part of
3 our team here at OMB and leads procurement
4 policy across the Federal Government.

5 So let me have the two of them
6 walk through a couple of minutes to setup and
7 then the discussion will catch.

8 MS. JOHNSON: Well, I wanted to
9 just begin by saying thank you so much for
10 lending your support and good ideas to these
11 efforts.

12 Gail is one of my new best friends
13 in Washington, so it's wonderful to see her at
14 the table.

15 And I have to acknowledge Tim who
16 in the dark ages interviewed me at my MBA
17 program and opened the doors so that my career
18 started in the chops of manufacturing.

19 Anyway, it's good to see you.

20 MR. SOLSO: It's good to see you,
21 Martha.

22 MS. JOHNSON: The first slide here

1 basically says it's big. GSA you should think
2 of as the membrane between industry and
3 government. We really play a role right in the
4 middle there. And, you know we're constrained
5 in a number of different ways, but we play a
6 membrane role and we need to be healthy, and
7 the contracting vehicles are the way we make
8 that healthy. We oversee them, we help write
9 the policies around them and we execute them.
10 But it hasn't always been that way.

11 The first 50 years of GSA's life
12 we were sort of the company store. You had to
13 come to us to buy things. Mid-1990s
14 procurement law changed all of that and we
15 entered into a newer world of competition. It
16 was about the time we were giving credit cards
17 to federal employees to be able to buy more
18 conveniently and with a better trail of
19 information. And it also took GSA away from
20 being the company store and put this out to
21 the agencies.

22 As a result, we could not leverage

1 the same kind of buying power because we were
2 more decentralized and the competition was
3 meant to encourage those kinds of better
4 prices. But more recently we've discovered,
5 this is something that Dan has championed and
6 we've been executing as best as we can, is the
7 notion of facilitating the government into
8 more cooperative buying.

9 So while contracting is big, we
10 have attacked commodity buying with this
11 notion that we need to sort of join up a
12 little bit more and exercise a little bit more
13 leverage as we buy.

14 So the next question becomes
15 services contracting. And as the government
16 has outsourced more and more services
17 contracts becoming bigger and bigger and
18 ballooning, and this covers everything from IT
19 services through janitorial services. And
20 this is a conundrum that we want to put in
21 front of you.

22 Slide 2 basically says we've made

1 some runs at this. And I come from the
2 private sector enough to know that I'm looking
3 for good ideas, but I know we're all
4 struggling with this to some extent as our
5 whole economy shifts into a services economy.

6 The issues are significant. You
7 know, how do you do results based services?
8 How do you qualify contractors? Are we still
9 using the 1950s model of where did you go to
10 school, how long is your r, sum,? What's your
11 hourly rate and how do we compare that in some
12 sort of a credible form?

13 How do we innovate? Services
14 innovation to me is one of our biggest
15 challenges. I don't see enough of it in
16 academic conversations just how do we think
17 about that, getting best value.

18 And then, of course, all the
19 revenue models that basically are around
20 hourly rates. How do we manage in that?

21 And inside all of those issues,
22 which are your issues as well I'm well aware,

1 the Federal Government has statutory
2 requirements around competition that preclude
3 long-term partnerships. We have some real
4 commitments to nodding to small businesses,
5 service-disabled veteran-owned businesses, et
6 cetera. So we have some social overlay on our
7 contracting and there's also issues around
8 umbrella contracts and how you do task orders
9 against them, and all of the sort of
10 paraphernalia of how we contract in the
11 government.

12 Now, that was sort of like in two
13 seconds -- but I basically want you to know
14 that we've got the big questions in front of
15 us and we would really appreciate your best
16 thinking about this: How can we assure that
17 the government is getting the best value out
18 of its services contracts?

19 How should we be making our
20 make/buy decisions? Now we all understand
21 that some of the make/buy decisions have been
22 politically motivated, you know there's been

1 politics behind the notions about outsourcing.
2 But how can we better frame that so we can
3 make that conversation a little bit more
4 transparent and sort of sophisticated for
5 everyone?

6 What lessons can we borrow from
7 commodity buying?

8 And then what challenges do you
9 see as our focus moves from really focusing on
10 commodity buying into this whole services
11 arena, which is where the big enchilada is?

12 So that is it in a nutshell.

13 Do you want to say a couple of
14 things. Dan is my partner in crime.

15 MR. GORDON: Absolutely. Just to
16 pile onto what Martha said. So you have even
17 hear more questions where we would love input
18 from you.

19 I should tell you, by the way,
20 that I've been here for less than a year and
21 half. I'm a lawyer by background. I was at
22 GAO for 17 years before that. And before that

1 I was in private practice in a law firm on
2 Pennsylvania Avenue.

3 MS. JOHNSON: I'm surrounded by
4 lawyers.

5 MR. GORDON: And we're trying to
6 protect you, Martha.

7 A couple of tough issues we're
8 wrestling with. The one in the government is
9 called requirements definitions. When we're
10 buying services, how do you tell the companies
11 in advance what you're looking for? Very
12 important in our world because if you don't
13 have a clear statement of what you're looking
14 for, you've run into performance problems.
15 And the flip side of that is how do you do
16 contract management over services? We
17 struggle mightily and we would love
18 suggestions in that area. It is very tough.

19 A cousin of that problem, just to
20 keep piling on, a cousin of that is the issue
21 of us being completely dependent on the
22 contractors. We have turned so much to

1 contractors that I hear people tell me when
2 I'm going around talking to agencies, they'll
3 tell me don't have any federal employee that
4 knows how to write a contract. They use a
5 contractor to write contracts for other
6 contractors.

7 MS. JOHNSON: Yes, it's a real
8 problem.

9 MR. GORDON: How do you deal with
10 over-reliance? I have people that tell me that
11 no federal employee understands their own IT
12 operation overall. That they have to turn to
13 contractors to do their IT systems planning
14 because there aren't federal employees who
15 understand it enough. We could go on and on
16 in terms of the over-reliance on contractors.
17 How do you deal with that question?

18 MR. KINDLER: Can I just ask?

19 MS. JOHNSON: Yes.

20 MR. KINDLER: Just going back a
21 step, when the change was made from being the
22 company store to distributing procurement

1 decisions if you could maybe wave a magic wand
2 and reverse that, would you?

3 MS. JOHNSON: I was asked that in
4 my confirmation hearings, and my answer is
5 absolutely no, I would not go back. I do not
6 think having a company store really does
7 engender the right kind of competition. It
8 keeps it way too funneled through GSA. And,
9 you know it's true that when you're a
10 monopoly, you act like a monopoly. And I was
11 here as Chief of Staff in the agency right
12 after that law changed, and it really did help
13 us understand how to spell marketing, how to
14 spell competition and how to get into the
15 notion that we wanted to demand performance.

16 So, no, I would not go back to
17 making that a mandate. I think we should earn
18 it, though. People can turn to GSA. And if
19 we're the best, they will use us. And that's
20 the challenge I put to the organization.

21 The contracting competency that we
22 have and is across the government has been a

1 bit diluted over the last 10 or 15 years for
2 a number of reasons around downsizing
3 government and pushing people out and so on.
4 But --

5 MR. KINDLER: So, this is naive
6 and maybe I'm just not understanding how it
7 works, but can anybody buy their own paper
8 clips?

9 MS. JOHNSON: Yes. You can
10 basically make a fair amount of purchases, you
11 know on a credit card.

12 MR. KINDLER: And aren't you
13 losing huge purchasing powers by the
14 government must buy gazillions of paper clips
15 and not letting everybody buy their own paper
16 clips?

17 MS. JOHNSON: Well, you should see
18 the trainload of rubber bands I once saw for
19 the Post Office.

20 MR. KINDLER: Right.

21 MS. JOHNSON: This is where our
22 cooperative buying has moved forward. What we

1 did was we collectively facilitated a number
2 of agencies who said, yes, we will join up.
3 We then sort of let a contract across about 15
4 businesses, including the big ones, Home Depot
5 and so on, and then a number of small
6 businesses. And we said we will agree that we
7 will put our money into this handful of
8 businesses for office supplies, for printing
9 services. We're moving into a couple of other
10 arenas. And so we're playing with that model,
11 and they are giving us very good prices.

12 So, if you're a government person
13 with a card, you go into Office Depot, you
14 will get the government rate.

15 MR. KINDLER: So you're satisfied
16 you're getting the purchasing power of the
17 government?

18 MS. JOHNSON: I think with that
19 cooperative buying we're getting there. We
20 want more and more agencies to come on up and
21 --

22 MR. KINDLER: On commodities?

1 MS. JOHNSON: Yes. And this is
2 for commodities mostly.

3 MR. KINDLER: Okay. I know you
4 want to talk about services, but I just want
5 to understand whether you're getting the
6 potential bargaining power on commodities.

7 MS. JOHNSON: I think we know how
8 to do it much better than we did even 18
9 months ago. The first stab at this, you know
10 there are all kinds of ways that
11 implementation takes its time. But we've got
12 the model and we're repeating it across other
13 types of commodities, and it seems to be
14 working. If Scott Gould were still here he
15 would talk about how VA is moving out in front
16 on using these contracts and they're working,
17 and they're saving a lot of money. Budget
18 pressures are forcing people into this
19 cooperative arrangement. So, that's helping.

20 MR. GILLILAND: Martha, how do you
21 motivate that type of cooperation then?
22 What's the motivation for the other leaders?

1 MS. JOHNSON: Well, right now it
2 is a very clear savings. It's just sheer
3 savings. People who need to cut 30, 40, 50
4 million out of their -- you know, are saying
5 "What can you do for us GSA?" And they say,
6 "Gee, we got this healthy little --"

7 MR. GALLOWAY: I am John Galloway
8 sitting in for Jeff Zients.

9 I think that is what from our mind
10 is one of the key differences to focus on is
11 that how do you then get, and you have to
12 understand across a large corporation, how do
13 you get far-flung operations to agree instead
14 of saying I want make my own contract for X?

15 And how do you incent behavior when you
16 don't have a stake necessarily? And, of
17 course, I guess in aggregate it's a lot of
18 money but in the moment are you really going
19 to tell that executive which are trying to
20 achieve lots of key things, that he has to do
21 it by contract? So we think it's a big issue.

22 MR. KINDLER: But the federal

1 budget is going to create the big stick.

2 MS. JOHNSON: That is creating it
3 right now, and now it's asking the next
4 question, which is services, which are harder
5 to sort of figure out a model for.

6 MR. WILLIAMS: It raises the
7 question of to the extent that the agency
8 spends less in one category, do they have the
9 flexibility to like file it in other
10 categories or is it a line item? To the
11 extent that they spend less in paper clips,
12 then they spend more on something else or not?

13 MS. JOHNSON: Well, there's a fair
14 amount of discretion inside a person's arena.
15 They can decide they want to try to -- they
16 can even move it into personnel. But, you
17 know every agency has its own sort of
18 constraints around this given their overall
19 natural roll up of the budget and what they
20 need. So they might be pulling it away from
21 you.

22 MR. SOLSO: The one question I

1 have is that in our experience in selling to
2 the government is that the procedures that are
3 required to qualify different accounting
4 systems and so forth, so it costs a lot more
5 to sell to the government, and that's baked
6 into the price. And so is part of the scope
7 here that we can address the front end issues
8 of qualification and change that?

9 MS. JOHNSON: Oh, yes.

10 MR. SOLSO: It is?

11 MS. JOHNSON: I think we need to
12 be looking at that as well. I mean, it goes
13 to all kinds of things. There are a lot of
14 things baked into these onsite contractors in
15 terms of office space. You know, we're paying
16 for their office space when they come into the
17 government to help. There are hidden costs
18 around a lot of these contracts that we're
19 beginning to unpack. And I think we need to
20 scrub the whole thing from the front end.

21 MR. SALEM: You asked a question,
22 you said how should an agency handle make or

1 buy decisions. How much of that is going on
2 where you're actually spending money to make
3 lots of things that are already available
4 commercially?

5 MS. JOHNSON: Well, I meant make
6 in the sort of mythical sense of should we
7 onboard and have the talent in-house, or
8 should we contract out?

9 MR. SALEM: I got it. Absolutely.
10 Outsourcing services.

11 MS. JOHNSON: It's outsourcing
12 services. Yes.

13 MR. SALEM: Thank you.

14 MS. JOHNSON: To staff or buy for
15 services.

16 MR. SALEM: Okay.

17 MS. JOHNSON: And it's so
18 interesting because, for example, in
19 communications, I ran into this recently in a
20 hearing. Communications in an agency has
21 often been sort of public relations. Well
22 recently agencies now need, they really need

1 crises communication support. So do you staff
2 up with a bunch of crises communications types
3 or do you go and buy it when you need it?

4 Well we went and bought it when we needed it,
5 and we were in front of the Congress. Because
6 it doesn't have that -- you know, the rock in
7 a hard place makes it a difficult trade-off in
8 the moment, but it goes to the innovations
9 issues. As more and more services are
10 required and better and better services are
11 required, how do we stay ahead of that or do
12 we buy it?

13 CHAIR ZIENTS: Okay. The
14 timekeeper is back. Thank you.

15 MS. JOHNSON: Thank you.

16 CHAIR ZIENTS: I want to introduce
17 Valerie Jarrett, who is the President's Senior
18 Advisor and being the point person to the
19 business community.

20 MS. JARRETT: Hello, everybody.

21 Please have a seat. I'm not going
22 to interrupt a lot.

1 The President's preparing for a
2 press conference and he asked me if I would
3 stop by and just tell you guys how grateful he
4 is for your service and how important this is
5 to the Administration.

6 And I see a lot of friends around
7 the table. And we really appreciate you doing
8 this. He's taking it very seriously.

9 You're the perfect person and Jeff
10 to hand this out. Jeff and I were just up at
11 the President's Export Council where Jeff made
12 a presentation around how the overall
13 examination of how to improve government and
14 make it more user friendly and the fact that
15 he's focusing first on trade and what we can
16 do to really deliver on behalf of the
17 customer, and the customer are the business
18 community, business itself. Your input in
19 this just invaluable, and I just want to say
20 thank you. And it's terrific to have you guys
21 and I'll let you get back to work.

22 CHAIR ZIENTS: Thank you, Valerie.

1 MS. JARRETT: Oh, you guys have
2 any questions?

3 CHAIR ZIENTS: Any questions for
4 Valerie?

5 Thank you, Valerie.

6 Did we get a dose of contracting?
7 Okay. Contracts attorney, important.

8 Last topic and then we're going to
9 have David Hayes, who is Deputy Secretary at
10 Interior and Vivek is going to join us again.
11 And we're going to talk about IT.

12 This is a topic area that we know
13 we can benefit, because we already have. And
14 with that, maybe you want to say a minute or
15 two on the work that came out of our winter
16 meeting and then to David.

17 MR. KUNDRA: So the President
18 actually invited about 50 CEOs from across the
19 country to help look at how we could modernize
20 IT with the Federal Government. Out of that
21 came a number of best practices that we can be
22 very, very focused on implementing. And a big

1 part of our IT reform agenda has actually been
2 built on a lot of the input we had from that
3 meeting.

4 CHAIR ZIENTS: Good. David?

5 MR. HAYES: And just very briefly
6 I'll go through a few points here.

7 First of all, thank you for having
8 us. And we're delighted to be working with
9 you. I can tell you that as a Chief Operating
10 Officer of the Department of Interior, an
11 organization with 70,000 employees and trying
12 to manage 20 percent of the land mass of the
13 U.S. we need your help. And IT's a perfect
14 example.

15 It's stunning how much the
16 government puts out for IT, \$80 billion
17 annually on IT systems. And at any one time we
18 have a huge number of important IT projects;
19 12,000 major systems across the government
20 right now.

21 We are finding, and Vivek has been
22 a true inspirational leader on this, that

1 these projects are being more expensive,
2 taking longer, delivering fewer capabilities
3 than planned. That's probably not a surprise
4 to you, but it was a surprise, I think, to the
5 government as we systematically with Vivek's
6 leadership went through a process I'll
7 describe in a minute.

8 We found that about 40 percent of
9 our major projects are not on track. The
10 route causes of the problem are known:

11 Many of these major projects are
12 not scoped properly;

13 Their deliverables are way in the
14 future;

15 Program managers often don't have
16 the technical knowledge to do the right
17 scoping and to do the right tracking, and;

18 We have a unique problem in the
19 Federal Government with our budget cycle. We
20 often have to make decisions years in advance.

21 Just to give you an example, I
22 have a meeting today on our fiscal year 2013

1 budget process, which is beginning now. So if
2 we want to put a major new IT system in place,
3 we're looking at the 2013 budget process. It
4 would start in 2013 and the deliverable would
5 be three or four years after that. So what
6 technology are we selecting today for an
7 application five or six years from now? A
8 challenge.

9 Here's what we have been working
10 on through the President's Management Council
11 and with Vivek's leadership.

12 First is an IT Dashboard that I
13 recommend to all of you. This is heresy for
14 the government to show its dirty laundry, but
15 this is the Obama Administration approach to
16 things. And I'll tell you it works. You know
17 that disclosure works.

18 What we are doing is we are
19 tracking investments, putting grades on how we
20 are doing on major IT projects and we are
21 finding our managers don't like to be
22 embarrassed, and this is a big motivator.

1 Also, Vivek holds monthly TechStat
2 sessions with the IT folks, the CIOs in our
3 organizations. These are tough sessions. Our
4 IT folks have never encountered anything like
5 it. It was described as when Vivek comes over
6 with his team, people are shaking in their
7 boots because they're asking the hard
8 questions: What are you getting, what are you
9 delivering?

10 We had two major projects in
11 Interior that were materially affected by
12 this. A project, a \$56 million project we had
13 sunk across \$56 million. We had another \$38
14 million ready to go. This project was
15 delivering nothing. We cut it off. We
16 stopped. Stopped the bleeding. We're not
17 doing this anymore. We salvaged some pieces
18 of it, but let's not pour a lot of more good
19 money after this.

20 And we've also turned around other
21 projects as well. We actually have had in our
22 department a similar and a mortarboard

1 approach that we call iStat to ask the hard
2 questions.

3 Vivek has come up with a 25 point
4 IT reform plan that we are working to
5 implement across our departments. These are
6 the major elements of it. I think they all
7 make sense. I will say that, and you can read
8 them here, you know we need to:

9 Make sure we've got the right
10 folks in these jobs;

11 We need to integrate the program
12 teams;

13 Do best practices sharing, which I
14 think we're facilitating with the IT Dashboard
15 and other things, and;

16 Supporting modular development.
17 This is to me the biggest sort of lessons
18 learned from this exercise. Let's not create
19 these behemoths that no one can sort of have
20 any fingers on any controls on. Instead,
21 let's get modular results on time tables that
22 are realistic and that can be in fact tracked;

1 We got to work with Congress to
2 have more flexible IT budget models;

3 And we need to strengthen the
4 structures that we're putting in place really
5 for the first time here in this Administration
6 to review major projects.

7 So our reform agenda we've got
8 three key objectives.

9 One is this modular approach using
10 it to drive the average size and duration down
11 and the success rate up for these major IT
12 programs.

13 We are looking to improve the
14 yield on our IT infrastructure spending and
15 shift spending from redundant underutilized
16 infrastructures to mission priority programs.

17 We have a problem in the Federal
18 Government that you would expect of
19 stovepipes. Let me give you a quick example.

20 We have the National Park Service,
21 the Bureau of Land Management, the Bureau of
22 Reclamation, the Bureau of Indian Affairs. We

1 have eight or nine of these organizations each
2 with 10,000 people, they all have their own IT
3 systems.

4 We have one server for every seven
5 employees in our department. We can have co-
6 located folks and they all have their own IT.

7 CHAIR ZIENTS: What do you do when
8 the Secretary's desire to send an email to all
9 of his --

10 MR. HAYES: Right. The Secretary
11 came in and said I want to talk to my 70,000
12 employees, we had no way to do it. We had to--

13 CHAIR ZIENTS: How many months to -
14 -

15 MR. HAYES: Many, many months to
16 get it. And now we have it. This big
17 success. Hey, we can talk to our employees.

18 Phenomenal problems.

19 MR. BROWN: And we propose the
20 wireless thing. Sorry.

21 MR. HAYES: Greg, I don't know
22 you, but I think I know what company you work

1 for.

2 And we're moving to cloud first,
3 which is hugely helpful and a God send,
4 frankly, given this huge problem for physical
5 infrastructure that needs to be addressed.

6 So, that's our quick rundown.

7 Vivek, I don't know if you want to
8 make another comment or two, but we'd love to
9 just spend a few minutes with you and get some
10 feedback.

11 CHAIR ZIENTS: On Slide 14 you see
12 the types of questions that we would pick this
13 terrain --

14 MR. WILLIAMS: Two questions. One
15 is does the \$80 billion includes the
16 development costs and the infrastructure or
17 how would you split the two between
18 infrastructure and development?

19 MR. KUNDRA: It's about a \$20
20 billion, \$24 to be precise, is spent on
21 infrastructure and the rest is spent on
22 mission IT in terms of development and

1 maintenance of these large scale mission
2 critical systems.

3 MR. WILLIAMS: But in terms of new
4 development each year, that's in the balance
5 between the 24 and the 80?

6 MR. KUNDRA: So the new
7 development would actually be about, I would
8 say, about 15 to 20 billion.

9 MR. WILLIAMS: Fifteen to 20
10 billion?

11 MR. KUNDRA: Yes.

12 MR. WILLIAMS: Okay. And that's
13 the full expense for that?

14 MR. KUNDRA: Exactly.

15 MR. WILLIAMS: Okay. The second
16 question, you talked about modular. How does
17 sort of sorting that architecture come into
18 play, is that part of the modular solution?
19 And the whole question of architectural
20 roadmaps or blueprints for the various
21 business functions that you're trying to
22 workout?

1 MR. KUNDRA: So the challenge in
2 the past, as the Deputy Secretary articulated,
3 unfortunately what was happening with
4 architecture in a lot of the agencies was that
5 it became a paper that would just get filed on
6 shelves.

7 MR. WILLIAMS: Right.

8 MR. KUNDRA: Where a lot of these
9 agencies would spend five years \$40 million
10 and then I would sit in a meeting and ask well
11 what did we get? And what you got was a book
12 at the end of five years.

13 So what we're trying to move to in
14 terms of the cloud first policy and open APIs
15 and so architecture is to say we don't
16 necessarily need to architect and engineer
17 these massive Enterprise systems.

18 One of the biggest pain points of
19 the U.S. government actually is in the ERP
20 space. So we actually halted earlier this
21 summer about \$20 billion worth of financial
22 systems across the board. Because the dream

1 that was sold to the government was that your
2 financial system will balance your books, it
3 will track your assets, manage your supply
4 chains and make you coffee, right?

5 And we really, like, at the
6 Department of Defense they spent 12 years and
7 a billion dollars and the project failed. And
8 that's, unfortunately, not the only example we
9 have.

10 MR. SOLSO: And that's not unique
11 for the government.

12 MR. KUNDRA: Yes. No.

13 MR. NARAYEN: I was at that
14 meeting where you alluded to that. And I said
15 there anything beyond 18 months for an
16 architectural project right now, I just don't
17 know you do it. And so if you are trying to
18 figure out architecturally what happens in
19 2015, I think that's fundamentally deplorable,
20 right?

21 MR. KUNDRA: Yes.

22 CHAIR ZIENTS: Well, you know you

1 need to change -- we talked before about how
2 much flexibility we have in changing law.

3 MR. NARAYEN: Right.

4 CHAIR ZIENTS: This is an area
5 where we're working very closely with the Hill
6 because it's an obvious problem.

7 MR. NARAYEN: Right.

8 CHAIR ZIENTS: So that we can be -
9 - and there's some pilots already going on
10 where we're getting dollars where the dollars
11 will be flexible. At the same time you got to
12 streamline the procurement process, though,
13 too.

14 MR. NARAYEN: Right.

15 CHAIR ZIENTS: In that, you know
16 it's two problems right now. It's a budgeting
17 process and then it's a procurement time
18 frame. But we've had some successful pilots
19 where the Hill is working with us to change
20 that.

21 MR. NARAYEN: And architecturally
22 it's nice to see as you finally have a federal

1 CIO and a CTO. Because that long-term
2 continuity of putting all of these modular
3 things together is critical to your point.

4 MS. SMITH: You know this is, and
5 I think we're all smiling because we all do,
6 the journey, so I applaud the infrastructure
7 discussion and taking it on. But who is the
8 business, if you will, owner of the trade-offs
9 of IT? So, like you're the IT, but the way
10 I've personally seen this ever work is that
11 you have to have a business owner that has the
12 yes/no vote, IT. So if it's split out --

13 MR. HAYES: Right.

14 MS. SMITH: -- do we have that?
15 Do we have a --

16 MR. HAYES: You mean Interior?

17 MS. SMITH: Yes, but do we have
18 one person who that's the tie breaker across--
19 or tell me how the budgets work across the
20 agencies.

21 MR. HAYES: Well, let me give you
22 an example at Interior and then maybe you can

1 give a broader example because this is a big
2 problem for us.

3 MS. SMITH: Yes.

4 MR. HAYES: And it went with the
5 stovepipe situation.

6 MS. SMITH: Yes.

7 MR. HAYES: So every of our major
8 stovepipes has their CIOs, and then we have
9 regional organizations. And a lot of them
10 have their own regional CIOs. And we have, I
11 don't know, Andrew, how many CIOs? Thirty
12 CIOs in our department. So all of whom think
13 that they have decision making authority.

14 What we did, we just broke a lot
15 of china over the last month on this. What we
16 did is we made Andrew our CIO, who is from
17 Hewlett Packard and has got tremendous
18 business experience, and was formerly our
19 Chief Information Officer but not in reality.

20 MS. SMITH: Right.

21 MR. HAYES: Then what we did is we
22 changed the job descriptions for all the other

1 bureau CIOs and said basically you're
2 implementers. You are not decision makers in
3 terms of deciding our direction. You're going
4 to help implement. And this was hard because
5 you know, you're onto -- but the Secretary did
6 it with a Secretarial Order, we socialized it.
7 We're very hopeful that this new structure
8 will be helpful.

9 MR. KUNDRA: And I think that the
10 leadership that Deputy Secretary Hayes has
11 shown has actually become the roadmap for
12 other deputies secretaries across the
13 government.

14 I think you're absolutely right,
15 at the end of the day if the chief operating
16 officer is not owning it, what you get is this
17 culture of faceless accountability.

18 Just to give you a data point.
19 The U.S. Government went from 432 data centers
20 in 1998 to 2,094 data centers this year. And
21 the reason is because they have all this
22 duplicative spending, investments across the

1 board and so they're not a single business
2 owner. But now the deputy secretaries are
3 driving very, very hard to begin scaling this
4 across the board.

5 MS. SMITH: Right.

6 MR. GILLILAND: How long did it
7 take to kill the \$56 million project? And how
8 much did it cost? What was the process? You
9 decide we're going to kill this, how long did
10 it take to kill forever?

11 MR. HAYES: I'd say over a process
12 of two or three months of discussions,
13 starting with the TechStat sessions that Vivek
14 had. And the hardest part was taking away the
15 \$38 million that had been hoarded by that
16 agency to complete the project. You know,
17 there's no assurance that coming behind that
18 was going to money to do whatever needed to be
19 replaced by it.

20 Yes, frankly the fact that this is
21 a government-wide effort and that our
22 department was not singled out, this is

1 something that is happening across the
2 departments through Vivek, that helped us
3 tremendously. I don't think we could have
4 done it on our own.

5 CHAIR ZIENTS: I think across that
6 two or three month period of time we reviewed
7 working with the deputy secretaries and Vivek
8 coordinating the process, more than 26
9 projects. And there were several terminations,
10 several rescopings and a bunch that were on
11 track and we said that's on track. And that
12 was important both because it was a
13 significant amount of money and they're
14 mission critical applications, but then the
15 learning from that we're now applying better
16 procurement.

17 MR. HAYES: So any further advise
18 you all have in terms of, you know I'm a COO
19 but we're also testifying in front of Congress
20 every other day and doing a lot of other
21 things, as any COO is doing. Any thoughts you
22 have on sort of red flags for us or special

1 ideas that you come up with that are
2 techniques that have worked up to here. I know
3 time is short, but --

4 CHAIR ZIENTS: Why don't we do--

5 MR. BROWN: Can I ask you just one
6 quick question? You're the COO. What
7 percentage of your time is spent on the
8 operations of the department? As opposed to
9 testifying and all the other things?

10 MR. HAYES: Well, yes, it depends
11 on how you define it I think. You can define
12 operations broadly in terms of implementing
13 our priorities, which I do, I'd say the vast
14 majority of my time is spent in that regard.
15 Some of it may sound like it's policy
16 implementation, which it is, but if we can't
17 get that through our 70,000 employees and sort
18 of get everyone marching together, we're not
19 going to implement the President's priorities.

20 CHAIR ZIENTS: You know, there's
21 obviously overlap that just basically the
22 Secretary is going to spend more time

1 externally --

2 MR. HAYES: Right.

3 CHAIR ZIENTS: And the deputy
4 secretary will be the COOs running the
5 operations. Now there are lots of competing
6 demands.

7 MR. HAYES: Right.

8 CHAIR ZIENTS: And I think each
9 deputy secretary would say my main
10 responsibility is the operation --

11 MR. HAYES: Yes, We stay at home
12 more and mind the store.

13 CHAIR ZIENTS: Let's break on IT.
14 We have a minutes before the open session.
15 Why don't we just any top line reaction to --
16 and thank you.

17 MR. HAYES: Thank you.

18 MS. SMITH: Thank you very much.

19 CHAIR ZIENTS: To each of the
20 topics: Leadership development, customer
21 service, contracting, IT? I'm not sure that
22 we have to deliver the list way down and we'll

1 also across time think about other topics that
2 we should include that we haven't talked about
3 at all. But what resonates in that
4 intersection of important, and I think all of
5 these topics are important, and where private
6 sector expertise on change management and best
7 practices might be most --

8 MR. NARAYEN: Before we get to
9 that, I just wanted to say -- sorry. The
10 candor and the framing of the questions and
11 the issues was actually very refreshing to
12 see. So I think -- I wanted to compliment
13 actually, the team on a really clear
14 understanding of what the issues are and how
15 to frame them. So before we get into it --

16 CHAIR ZIENTS: Yes. And again, I
17 don't want to underestimate in anyway the good
18 progress that's been made already. But I
19 think there's a lot of optimism off of this
20 case of some successful pilots and some
21 progress that can really help us accelerate.
22 But I think each deputy secretary understands

1 the challenges ahead and is open about those
2 challenges. At the same time I want to make
3 sure we're clear about there are very good
4 people on these teams, both political folks
5 and career folks. They're very hard working,
6 well intentioned and want to do the right
7 thing. So lots of challenges ahead, but I
8 think there is good reason to be.

9 MR. SOLSO: And the observation I
10 would make is that in just a very off-the-top
11 of the head reaction is that in all four areas
12 the answers seems obvious. I mean, none of
13 that's rocket science; the leadership and how
14 you divide it up, good customer service.

15 So we can bring ideas, but it
16 seems to me it's about change management. And
17 is part of our role being the heavies on the
18 outside that allow you to say "Well this group
19 recommended" where you can't do that yourself?

20 CHAIR ZIENTS: I think there is a
21 change management aspect in each one of these.
22 I think 50 percent of the counsel we get is

1 around change management.

2 I think also prioritizing the
3 tools is important. So where do you start in
4 terms of taking services that are offline and
5 bringing them online? Or how do you actually
6 get some early wins in strategic source? And
7 again, we might be asking you to go back a
8 decade or two, but that's probably helpful.

9 And then, yes, to be able to say
10 this has happened before. There's a group of
11 very successful company CEOs who have
12 validated this is the right sequencing, that
13 these are the right tools for change
14 management can be quite helpful, and it's very
15 helpful in the IT terrain.

16 MR. SOLSO: Well, the change
17 management aspect that I would think go to
18 leadership development in this is that you
19 can't get the change unless you've got the
20 leadership --

21 MR. KINDLER: I agree.

22 MR. SOLSO: -- working on it.

1 CHAIR ZIENTS: So that strikes me
2 as --

3 MR. KINDLER: I think everything
4 comes back to that SES cohort actually.
5 Energizing them, establishing continuity
6 across that organization, having an ownership
7 of them so that there is sustainable
8 leadership cohort succession. Having them
9 sustain the mission across all this. Because
10 change management, as Debra was saying, can't
11 be done in two years. And so all of these
12 things, as it has been said, the answers
13 aren't the issue. The answers are knowable.
14 It's execution over a sustained period of
15 time. And that's the cohort that's going to
16 do it.

17 CHAIR ZIENTS: Yes.

18 MR. KINDLER: And excuse me, just
19 one other point.

20 As one of our guests said, making
21 them into an honorable, distinguished,
22 respected group of civil servants that feel

1 good about what they're doing and can sustain
2 that change over time. I think that's the key
3 to all of these things.

4 CHAIR ZIENTS: And we need to be
5 adding to those ranks.

6 MR. KINDLER: Absolutely.

7 CHAIR ZIENTS: I mean there are
8 retirements and --

9 MS. SMITH: You know, along that
10 line when I think about the horizontal
11 embeddedness of this, I think that -- and I
12 applaud, because it's always the thing that
13 people least like to take on. But I think the
14 IT and technology initiative is critical. And
15 getting the wiring of the organization to work
16 horizontally, which is going to allow you to
17 have the people more effectively and free up
18 the resources.

19 So, I do see this notion of
20 infrastructure efficiency technology
21 embeddedness completely linked to your ability
22 to develop efficiency benefits, whether it's

1 access the data, but also you know towards the
2 effectiveness of people to work across the
3 organization.

4 MR. WILLIAMS: I agree, too. I
5 think the information technology, however, is
6 also very much related to customer service.

7 MS. SMITH: It empowers the other
8 two.

9 MR. WILLIAMS: Because the
10 information technology, by in large, is what
11 drives the customer service but with a vision
12 from the various units about what their
13 customers' needs and expectations are and the
14 multiple choices of contact are going to be
15 necessary.

16 So, there really is a bit of a
17 trifecta of leadership of technology and of
18 customer service that really triangulate on
19 improving the customer experience and
20 improving the efficiency and effectiveness of
21 government building on the senior leadership
22 corps.

1 MR. SALEM: Just following on
2 this, so take leadership development out,
3 aside for a moment because that's I think it's
4 how we drive everything else.

5 CHAIR ZIENTS: Yes.

6 MR. SALEM: And then if you look
7 at the other ones, what I think about is how
8 governments run. What are we driving?
9 Efficiency? Is our goal ultimately how do we
10 maximize the budget, or do we get the most for
11 our dollars? Right? And so then you'd want
12 to say -- because, see, the customer service
13 one is experience and dollars. The bottom
14 two, contracting and managing information;
15 those are the dollars, right? That's one
16 thing I would say.

17 The second thing that I look at
18 when I look at this list is you really have to
19 go through and make sure it's really clear
20 what we're trying to do in IT. Because having
21 looked at a lot of companies who try to
22 transform IT, you start and get nowhere. And

1 so it has to have really clear objectives of
2 what you're trying to do in that budget.

3 MR. BROWN: So just along those
4 lines, I think that we all have different
5 interactions. We're an advisory board. We're
6 not going to tell Vivek how to run IT. We're
7 not going to tell the Secretary of Commerce
8 how he or she is going to run his department.
9 We all would have a tendency to do that,
10 frankly to do that.

11 I think this group should do two
12 things only: Ideation of best practices
13 feeding into these work streams. And the
14 second is we should work leadership
15 developments, and what I would call leadership
16 development and operating governance.

17 So, we might propose a set of
18 common metrics, irrespective of an agency,
19 that gives a level of comparison. When you
20 run a division or a business and you say
21 "Corporate is going to do it," the antibodies
22 come in. We're not going to suggest, or strong

1 arm, or muscle, or impose buy this server or
2 that.

3 I really think, Jeff, this group
4 does best practices along any of those
5 contracting blah, blah, blah and leadership
6 development slash operating governance.

7 CHAIR ZIENTS: Agreed.

8 MR. BROWN: And if we would do
9 that, and we could pick a couple of areas.
10 And smaller is actually better here.

11 CHAIR ZIENTS: Yes.

12 MR. BROWN: And we'd be much more
13 focused and impactful.

14 CHAIR ZIENTS: Yes. You've
15 captured it very well. I mean, it strikes me
16 that leadership development is probably a --

17 MR. BROWN: It's critical.

18 CHAIR ZIENTS: It's our issue for
19 the whole time we're together.

20 MS. SMITH: Yes.

21 CHAIR ZIENTS: Then where do we
22 focus initially, one or two or three other

1 areas, I think it might one or two.

2 MR. BROWN: It might be one or
3 two.

4 CHAIR ZIENTS: Right. In terms of
5 best practice generation. And the other three
6 areas are candidates for that. Admittedly,
7 broad candidates that would have to be sort of
8 scoped more narrow. Take IT, we don't want to
9 do best practice for all of IT.

10 So, you've captured it well.
11 There'll be a leadership development for this
12 group with a change management component that
13 goes across everything that we do. That's
14 probably a permanent subcommittee.
15 Subcommittees around best practice generation,
16 and certainly --

17 MR. BROWN: I don't know the
18 details of how government works. I think Jeff
19 said it earlier; these 7,000 people, they make
20 the trains run.

21 CHAIR ZIENTS: Yes.

22 MR. BROWN: They are the

1 government.

2 CHAIR ZIENTS: Yes.

3 MR. BROWN: If we can impact,
4 develop, suggest, maybe compensation is off
5 the table, but presumably we'll track
6 development, rotate and measure as in it
7 speaks to them there's a specialness
8 associated with this letter, we will have made
9 a big impact.

10 CHAIR ZIENTS: Great.

11 MR. BROWN: Because they're going
12 to run this.

13 MR. KINDLER: And a corporate best
14 practice in any company I've been in, and Ron
15 asked the question early on, is you owning--
16 I hate that word, but responsibility for
17 monitoring --

18 MR. BROWN: Absolutely.

19 MR. KINDLER: -- watching the top
20 people in that company, whether it's the top
21 hundred, in this case 7,000 is a large number.
22 But those are the people who -- somebody

1 called it civil society. These are the people
2 that sustain the government and nobody's
3 watching them as a whole.

4 CHAIR ZIENTS: Yes, it's a great
5 topic. It's a topic that's been debated at
6 EMC, agreeing with it. Is it done at the
7 level of 7,000 or is it done at the level of
8 300 or 400?

9 MR. KINDLER: Maybe. But whatever
10 it is, those are the people that sustain.

11 And I was struck by, you know 25
12 years to become one of them.

13 CHAIR ZIENTS: Less than one
14 percent coming from --

15 MR. KINDLER: Right. So there's a
16 whole issue of who are they and where do they
17 come from, how do they get there, how do they
18 stay. So take compensation off the table.

19 CHAIR ZIENTS: Yes.

20 MR. KINDLER: There's a lot of
21 other levels to sustain them, make them feel
22 part of the community. I think the point you

1 were making is technology is part of creating
2 a community internally, not just customer
3 service. And I think that is the greatest
4 level we have for everything else. And if we
5 did nothing else, this group, but create that
6 community as a permanent sustainable,
7 exciting, compelling, worthy group of people
8 that goes beyond Administration.
9 Administration and political leaders come and
10 go. And they are the sustainable change
11 agents for all this other activity. That would
12 be a pretty significant contribution.

13 MR. NARAYEN: I mean it's almost
14 like we would have a newborn every two years,
15 completely newborn. How you accomplish that
16 continuity for them to do to, you know do the
17 great stuff.

18 CHAIR ZIENTS: Yes. Yes.

19 MR. GILLILAND: Just one more
20 thing. It seems to me the two points that Greg
21 made, and I totally agree with Jeff. I don't
22 know if we can helpful in illuminating the

1 obstacles that are needed to government. So
2 if we go to IT, you know one of the big
3 elements of success on IT is getting the
4 project started well, and it sounds to me like
5 you start behind the curve every time. You're
6 two years away from the start of the project
7 at minimum every time. And I don't know if
8 we'd be helpful in that way in illuminating,
9 helping illuminate the obstacles. We may not
10 be able to solve them, but to be able to lay
11 out flexible spending for IT if you really
12 want to be successful. It's not just about
13 the execution, it's about getting started.

14 CHAIR ZIENTS: Let's break. What
15 we're going to do is we're going to close our
16 open session. Across the next few weeks we'll
17 refine topic selection. We have a pretty good
18 hypothesis already. And clearly this session
19 makes me even more optimistic about how much
20 you can help us here.

21 And what we'll do is we'll
22 reconvene in five minutes or so for just a

1 half hour or so working on some administrative
2 matters.

3 (Whereupon, the Advisory Board was
4 adjourned at 12:07 p.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: Public Meeting

Before: n/a

Date: 03-11-11

Place: Washington, DC

was duly recorded and accurately transcribed under
my direction; further, that said transcript is a
true and accurate record of the proceedings.



Court Reporter

NEAL R. GROSS

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