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The Federal Long Term Care Insurance Program™

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PRESIDENT'S PAGE



*FMA National President
Darryl Perkinson*

Philadelphia – Where Leadership in Government Began

I want to thank the members of Chapter 208 and Zone 1 for taking the lead on bringing us together in the historic city of Philadelphia. As we gather for FMA's Mid-Year Conference in this shrine of American democracy, August 6-9, we will be in the midst of another of the great proceedings of our country – the election of a new President. These two events find our Association in a period of change as well. This Mid-Year Conference brings FMA leaders together to set the future course of our Association.

The national election of a President presents a set of challenges as FMA promotes its agenda of excellence in public service.

Let me take a few moments of your time to discuss the future of our Association. We continue to successfully recruit new members through our chapters and agencies. However, efforts to retain members need to be redoubled, and when we succeed in these efforts, our membership can increase significantly. We have seen an increase in the members-at-large category due to our growing presence in the halls of Congress and agencies. Our engagement has led to the creation of legislation and the discussion of agency policy. This success reflects the positive reputation we enjoy as an Association. Our exposure in the media is at an all-time high due to the great work and promotion of our National Office staff. It is important for each of us to understand that, as an association, we must remain postured to work with the new Administration no matter the political affiliation. One of our greatest strengths is our continued ability to be bipartisan in our legislative agenda. Our upcoming Mid-Year Conference in Philadelphia reminds us that the birth of our nation occurred in an environment where country came first and partisan politics was secondary.

This Mid-Year Conference finds us at a crossroads in terms of membership meetings and services. In April we brought to our members a new benefit called FMA Advantages. The early results are encouraging and have allowed the National Office to update hundreds of members' records, permitting more effective communication. The savings that our members can realize by utilizing this discount service more than offsets FMA annual dues.

Additionally, the FMA bylaws were modified in March to eliminate mandatory Mid-Year conferences. As a result, the General Executive Board is looking at potential sites for 2010, thus, eliminating the 2009 conference. We encourage our zone leaders to hold more intensive FMA Zone Conferences to improve and increase face-to-face communication with our members. Please provide your Zone President or the National Office with feedback on the matters you would like to see addressed during zone conferences and future Mid-Year gatherings.

As I prepare for my trip to the birthplace of our government, I wish to thank you for the support you have shown me over the past two years and the trust you bestowed by re-electing me. Each of us is working, or has worked, in the greatest democratic experiment the world has ever experienced. There are many throughout the world that seek the same freedoms we enjoy and there is a significant element of enemies that wish to destroy our freedoms. As we prepare to gather in Philadelphia, I ask you to take a moment and imagine what it was like as our Founding Fathers met in the heat of July 1776. It is that beginning and the product of democracy that we serve. FMA's vision is to promote excellence in public service. That vision was born in the city of Philadelphia more than 230 years ago, and we are resolved to ensure that this mission will endure. ■

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All materials submitted to *The Federal Manager* should pertain to public service managers. Copy should be double-spaced, no longer than 10 pages. Color photographs, 35 mm color slides, charts, or other illustrations should be included if possible. Text should be submitted on compact disc, labeled with type of software and name of file. Also include a biography of the author.

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The FBI's Strategic Management Efforts Helping a Tactically-Focused Workforce Think Big

By Anthony M. Bladen

For much of its 100 year history, the Federal Bureau of Investigation (FBI) has excelled at tactical thinking and action. On September 11, 2001, the FBI quickly mobilized a majority of its workforce to identify the terrorists, sift evidence from the rubble, provide support to local first responders, and ultimately to support the largest investigation in its history.

When Hurricane Katrina struck the Gulf Coast and ripped the roof off its New Orleans field office, the Bureau quickly dispatched crisis response personnel, Evidence Response Teams, Public Affairs personnel to handle press inquires, and even personnel from Records Management to protect and dry out wet files so that no investigative work would be lost. Surrounding field offices sent personnel to relieve colleagues who had to attend to damaged or lost homes. Thanks to its ability to respond quickly and decisively, the FBI was a beacon of law and order during the city's worst hour.

You can see examples of the FBI's excellence in tactical thinking every day in 56 field offices and 400 satellite offices across the country. But today's FBI must do more than respond quickly and effectively to the scene after an attack, crime, or other disaster. As threats to our national security grow more complex and dangerous, the FBI must get ahead of threats. It will not be enough to respond to the next terrorist attack or to prosecute the offenders after a major corporate fraud case undermines the economy. The FBI must prevent them from happening.

For the Bureau to shift from being a largely reactive law enforcement agency to a proactive and preventative national security agency, it must excel at strategic thinking and action. It must effectively gather and analyze intelligence to detect and dismantle threats. Just as important over the long term, it must ensure that resources are directed toward the most critical threats, and that the organization

has the human capital, technology, facilities, and management structures it needs.

Above all, the FBI needs to operate as one seamless integrated organization – a tall order for an organization, steeped in tradition, with “Bureau” for a middle name.

As an important first step, in mid-2006, in an effort to help the FBI manage more strategically across the enterprise, Director Robert S. Mueller, III created a new senior executive position, Associate Deputy Director (ADD), to focus on strategic management. The position is now the third highest ranking in the organization and is responsible for personnel, budget, infrastructure, and strategic planning and execution. Essentially a Chief Operating Officer for the Bureau, the ADD is uniquely positioned to manage resources across stovepiped programs.

Special Agent Joseph Ford, who had led

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FBI's Strategic Management Efforts

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the complex Enron investigation and served as head of the San Francisco field office and the FBI's Chief Financial Officer, was the first to hold the position. It's currently held by Special Agent Timothy Murphy, former head of the Cincinnati field office, Chief Financial Officer, and a Special Assistant to Director Mueller.

With the introduction of the ADD position, ADD Ford then centralized the Deputy Director's Planning Office with the newly created Resource Planning Office (RPO) in July 2006. The FBI's RPO takes a corporate approach to maximizing Bureau effectiveness in achieving its core objectives. The RPO's corporate approach not only models the private-sector business best practices, but also holistically aligns internal FBI processes to ensure the organization operates more efficiently. Presently, the RPO has five functional areas of responsibility, these are: strategic planning, performance management, corporate policy, resource allocation and management, and business process management. The RPO enhances the Bureau's strategy, internal alignment, performance, and facilitates the policy-making process to accomplish the Director's strategic vision for the organization. The RPO Assistant Director reports to the ADD and is not tied to any operational branch or program. The RPO became the driver for development of an enterprise strategy and a series of streamlined processes and tools to help the FBI execute that strategy.

New Directions: The Strategy Management System

The FBI has had a consistent set of priorities since early 2002, but these priorities do not demonstrate what success looks like or how to achieve it. In previous years, long narrative strategic



plans were produced, but without a mechanism to ensure execution, they often went unread and unfulfilled.

FBI Priorities

These priorities set forth the most urgent investigative activities the FBI does and lists them in order of priority. The top priorities are:

1. Protect the United States from terrorist attack.
2. Protect the United States against foreign intelligence operations and espionage.
3. Protect the United States against cyber-based attacks and high technology crimes.
4. Combat public corruption at all levels.
5. Protect civil rights.
6. Combat transnational and national criminal organizations and enterprises.
7. Combat major white collar crime.
8. Combat significant violent crime.
9. Support federal, state, local and international partners.
10. Upgrade technology to successfully perform the FBI's mission.

The beginnings of a solution developed in the high pressure Counterterrorism Division (CTD) in December 2005. Recognizing that attention to daily operations and tactical decision-making was hindering efforts to be more strategic, Special Agent Tom Harrington, then Deputy Assistant Director, started using a "balanced scorecard." This well-regarded management tool measures organization performance and aligns the vision and strategy by improving both internal and external communications, and monitoring its performance against strategic goals. With other CTD executives, Harrington identified strategic objectives and aligned the management team to support those objectives. For the next year, the balanced scorecard helped CTD reshape its strategy for fighting terrorism. It prioritized the dozens of initiatives currently underway, and managed these results using hard and tangible measures. The process gave CTD managers and personnel a better understanding of everyone's roles, and how they fit into a larger strategy.

Early in the summer of 2006, Director Mueller and his senior leadership team were examining management tools that could help the Bureau enact change over the long term and continue the

transformation necessary to combat new and existing threats. In light of the success they saw in CTD, they decided to use balanced scorecard as a starting point.

The Strategy Management System (SMS) they developed is essentially balanced scorecard adapted for the FBI's unique structure, culture, and mission. The Director identified and assembled a core team of executives from various programs and disciplines to jump start the process. The core team met extensively for 12 weeks. Along the way, a second team of executives known as the "One-Up" team provided input, reviewed and validated their work.

The product of these efforts was an FBI Strategy Map with 25 objectives and specific measures (both lead and lag indicators) for tracking the Bureau's progress against each objective. For each objective on the map there is also one or more initiatives designed to improve performance and achieve the targets. These initiatives, or action plans, are critical projects that the Director and his leadership team want to monitor as part of the strategy.

In 2006, the FBI began the process of cascading SMS to various components. Its major operational divisions – Counterterrorism, Counterintelligence, Cyber, Criminal Investigations and the Directorate of Intelligence – completed strategy maps of their own, all tied to the enterprise map. Supporting divisions such as Human Resources, Training, and Public Affairs also created maps.

Getting on the Right Track

Much was learned through the process. Notably, in the summer of 2007 when the division responsible for internal inspections went through the strategy development process, they saw an opportunity to enhance and re-focus a long-established inspection process to move the Bureau forward. The inspection process needed review from top to bottom.

In the past, the inspection process was generally based on a regular three-year inspection cycle. All programs in a field office or headquarters division were inspected from top to bottom on this

cyclical basis. The thoroughness of this process was remarkable. In November 2007, the Inspection Division interrupted the regular calendar of inspections to focus their full attention on creating an enhanced process.

Under the enhanced process, the Inspection Division will review executive and program performance reports and the results of a new annual leadership climate survey and prepare a risk assessment. This risk assessment will be used to determine the inspection schedule for the following year. Another change is that inspections will now focus on programs across all offices, in addition to office-focused inspections. Program-based inspections will enable executive managers to quickly gauge the effectiveness of operations across all field offices.

Aligning Apples and Oranges

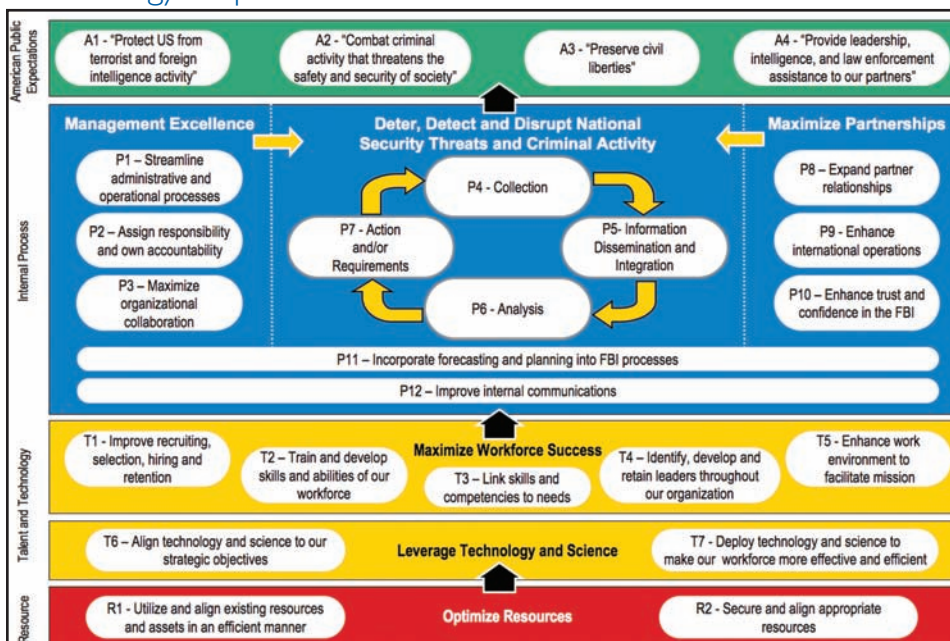
In order for the FBI leadership to make more effective and efficient resource allocation decisions, they need to utilize innovative technology tools. An example of such a tool currently being used is Compass, a Web-based management tool which provides the Bureau's leadership with a single platform for consolidated, standardized corporate performance information. Compass includes data on Special Agent utilization, workload, accomplishments, and basic information on personnel and budget.

Compass is now being enhanced with additional metrics related to intelligence functions, including data on the quantity and timeliness of raw intelligence reports. A mapping tool now enables Headquarters managers to see at a glance where and how resources are allocated.

By centralizing and standardizing data, Compass gives managers throughout the organization a common language and

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FBI Strategy Map





The FBI needs to think more strategically if it is to successfully counter increasingly complex and evolving domestic and global threats. To aid its transformation to a full national security agency, the Bureau put in place organizational structures and streamlining processes to help a tactically-focused workforce think big – and it's working.



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frame of reference for management discussions. It also helps to train managers to think more strategically by tying metrics to the FBI's strategic objectives, special initiatives, and targets, so managers can track their progress in reaching those targets.

Let's Talk Strategy

Getting a handle on how to organize the numbers provides an important beginning, but they do not tell the whole story. The FBI needed a mechanism for looking beyond the numbers. To face this challenge the RPO coordinated quarterly strategy sessions where executives discussed progress on key objectives and initiatives. The idea was to promote discussion across organizational lines, identify and eliminate obstacles, deconflict where necessary, and eliminate any unnecessary duplication of effort. It worked. Low priority initiatives were eliminated so that higher priorities could be fully funded.

Problems were identified and solved. Case and point: the FBI's well-publicized need to upgrade its aging computer technology capabilities. Discussions around the need to significantly increase the workforces' Internet access and the need for mobility resulted in an FBI-wide contract for 20,000 Blackberries – enough for every Special Agent and many Analysts and professional staff. Another discussion about hiring needs resulted in a targeted university recruitment effort and an expanded intern program to cultivate well-qualified individuals earlier in their careers.

In 2007, the Deputy Director began to hold regular sessions to discuss progress on major issues with the Special Agents in Charge (SACs) of the field offices. These dialogues, known as Strategy Performance Sessions (SPS), were held via secure video teleconference on a quarterly basis with a small group of SACs, organized by region. These sessions are a collaborative process focused on those management issues that impact both Headquarters and field office performance.

Each SAC presented a common set of

metrics and the Deputy Director and the heads of each operational branch would then ask a series of follow-up questions, both quantitative (performance metrics) and qualitative (operational threats).

In the first year, the Strategy Performance Sessions were used to take a cross-program look at strategic issues. For example, in the wake of a report by the DOJ Inspector General that showed inappropriate use of National Security Letters, the SPS session focused on protection of civil liberties and privacy. Other sessions focused on understanding threats in each field office's territory, and combating criminal activity that threatens the safety and security of society.

To date, these discussions have produced both organizational action items and best practices. Progress on these items is tracked through Compass.

Other Resource Planning Office Efforts:

Corporate Resource Planning

A Corporate Resource Planning Board (CRPB) reviews requests for hiring or temporary duty assignments to ensure that resources are being allocated consistent with strategic priorities. It provides a mechanism for routine executive review of resource allocation, and ensures that hiring and staffing actions by all components link back to the strategy of the organization.

Resource planning can be a zero-sum game and is not always the most popular aspect of the RPO's responsibilities. Sometimes resources must be moved from lower priorities to higher ones. But ultimately, the process ensures that the most critical needs are met, that the strategy moves forward, and that sufficient funding exists to support the workforce.

Centralizing Policy

The RPO created a centralized office to manage policy. Instead of each headquarters

and field division issuing policy through its own disparate process, the RPO created a single, streamlined process. It ensures that policies are appropriately vetted, deconflicted, approved by the appropriate authority, easy to locate via a centralized searchable intranet portal, and kept up-to-date or sunsetted as appropriate.

Over time the RPO's efforts will improve the quality and consistency of policy, and improve compliance by making it easier for employees to find applicable policy that underpins all FBI operational and administrative activities.

Business Process Management

To approach problem solving from yet another angle, the RPO launched an effort to identify, re-engineer and automate business processes that have an impact on FBI operations and align with FBI strategy by identifying and selecting the best technology solutions to facilitate improved business processes. When the SMS effort raised issues about inefficiencies in the hiring process, the RPO used a technology solution to develop a more efficient process from start to finish.

Moving Forward: Strategic Execution Team

In the summer of 2007, SMS and SPS discussions focused on the need to accelerate development of the FBI's intelligence capabilities. Bureau leaders recognized that the FBI had to move faster and more systematically identify and remove roadblocks to progress.

The identified solution was to create a Strategic Execution Team (SET) to accelerate and refine improvements underway in the intelligence area. The SET is made up of Special Agents, Intelligence Analysts, and other professionals from headquarters and 27



different field offices. They are managers as well as rank-and file employees. They have in common an extraordinary level of dedication and a track record of innovation.

Spreading the Word: Communications

None of these bold initiatives will be able to enhance the FBI's performance without an effective internal communications strategy and implementation plan. Clearly explaining the rationale and goals of each program to the workforce across disciplines is critical for success. Providing employees with useful information, updates, and allowing them to participate in the process by serving on a task force or offering feedback, empowers the staff and promotes understanding. These initiatives are forcing change in both management structure and mindset. Because all bureaucracies are notoriously resistant to change, it is vital that the leadership set the tone and encourage an environment of collaboration.

What's the End State?

Aided by cutting-edge tools and technology, the Bureau will build knowledge and develop insight that will

provide strategic and tactical early warning, direct operations, create opportunities to further cases, and inform national security policymakers.

To get there, two things are clear. First, it is more important than ever before that the FBI act as a single integrated enterprise. It cannot be stovepiped in any way – not by field office, division, or program. Second, the organization must continue to evolve and improve performance. The RPO features prominently in this vision.

RPO processes are not designed to have a set start and end date. The FBI will never be able to declare that RPO has achieved its goals and close down. It is intended to be a continuous driver for ongoing evolutionary improvements.

RPO personnel are fond of saying, "If you focus on it and measure it, it gets accomplished." This attitude is essential to drive the institutional management change required if the Bureau is to truly improve its performance. Instilling a mindset that encourages systematic reevaluation and self-assessment is a great challenge for any organization. So the FBI has hard work ahead. ■

Anthony M. Bladen is Assistant Director of the FBI's Resource Planning Office based in Washington, D.C.