
Leading Change

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Throughout most of my professional career spanning 19 years, I have worked in Federal agencies and private corporations supporting Federal clients. For the past ten years, I have served in increasingly responsible managerial positions in the National Nuclear Security Administration (NNSA), a semi-autonomous agency within the U.S. Department of Energy (DOE). Since April 2009, I have served as the Acting Associate Assistant Deputy Administrator (AADA) in NNSA's Office of Nonproliferation and International Security (NIS), executing all of the authorities and responsibilities of this Senior Executive Service position. Concurrently, I serve as the Director of NNSA's Office of Nuclear Safeguards and Security. The highly dynamic nature of national security and nuclear nonproliferation due to rapidly evolving security threats has presented me numerous opportunities to lead and manage change. Completing the Federal Executive Institute course, "Leadership for a Democratic Society," helped me further sharpen my skills in leading change. Two excellent examples of my success in leading change are my leadership in launching the Next Generation Safeguards Initiative (NGSI) and in helping to create a new program called the Global Threat Reduction Initiative (GTRI).

Creating a new initiative to meet a critical nuclear security threat: The focus of NGSI – strengthening international nuclear safeguards – is a Presidential priority that has been highlighted in both the Nuclear Posture Review and the U.S. National Security Strategy as a critical requirement to prevent terrorists' pursuit and potential acquisition of nuclear weapons capabilities. Nuclear safeguards are measures to verify that states comply with their international (i.e., treaty) obligations not to use nuclear materials for nuclear explosives and that there is no diversion of proliferation-sensitive materials to non-state actors. In 2007, as the Policy Director of NNSA's Office of Nonproliferation and International Security (NIS), I directed a comprehensive review of the current and potential future challenges facing the international nuclear safeguards system. The study determined that compliance concerns, a shortage of resources and technology, and growing responsibilities threatened to undermine the effectiveness and credibility of this vital and fundamental pillar of the nuclear nonproliferation regime. In response, I was charged with leading NGSI, a multi-year program to develop the policies, concepts, technologies, expertise, and infrastructure necessary to strengthen and sustain the international safeguards system as it evolves to meet new challenges over the next 25 years.

My first action was to create a clearly defined, achievable organizational vision and mission for NGSI that was linked to Departmental and Presidential goals and priorities. To ensure political support and sufficient budgetary resources for this initiative, I directed the development of an outreach strategy and materials and used them to brief and gain backing from the International Atomic Energy Agency (IAEA), Congress, other Federal agencies, foreign governments, and professional societies. I then led subsequent efforts to build an analytical case for an integrated, Departmental initiative managed at DOE Headquarters that leveraged U.S. National Laboratory and other technical expertise. I directed the development of key program documentation, including an NGSI Five-Year Program Plan (and three subsequent annual updates) and measurable program metrics and milestones by which my stakeholders could assess the output and success of my program; the formulation of all NGSI resource and technical requirements;

and the organization of several international workshops and conferences.

Under my leadership, NNGSI already has produced specific concrete results. My office has developed multiple technologies that have enhanced the efficiency and effectiveness of IAEA inspectors, including an award-winning, hand-held device that detects the presence of nuclear radiation and a portable instrument that will enable the IAEA to conduct in-field screening and characterization of unknown nuclear-related components and equipment. My staff also has led highly successful global efforts to recruit and retain the next generation of safeguards experts. My office has sponsored dozens of safeguards internships, multiple safeguards and technical courses, and post-doctoral fellowship positions at U.S. National Laboratories. In summary, I played a major role in enhancing international efforts to promote national security and nuclear nonproliferation, making the world a safer place.

Creating a new office to reduce the threat of nuclear terrorism: My success in launching the Office of Global Nuclear Material Threat Reduction, another Presidential Initiative, also demonstrates my ability to initiate and spearhead change. Beginning in the 1990s, NNSA had been playing a prominent role in responding to weapons of mass destruction (WMD) proliferation threats through a number of programs designed to support the global effort to remove and secure vulnerable nuclear and radiological materials. The evolution of the global proliferation threat, however, required a more centralized, focused U.S. Government effort. Hence, NNSA decided to launch the Global Threat Reduction Initiative (GTRI), a comprehensive strategy to address the threat. I was charged with developing the strategic vision for and designing and implementing every aspect of the Office of Global Nuclear Material Threat Reduction – the Office responsible for the nuclear mission under GTRI.

To meet this challenge, I directed the consolidation, acceleration, and expansion of multiple ongoing NNSA nuclear material removal efforts and the creation of new programs to address materials of proliferation concern not being addressed by existing threat reduction efforts. I built the analytical case for integrating six separate programs to minimize and, to the extent possible, eliminate the use of highly enriched uranium in civilian nuclear applications worldwide; accelerate repatriation and/or final disposition of vulnerable nuclear material throughout the world; and assure that nuclear material is adequately secured to international standards until such time as the material can be removed. I argued the case for consolidation, emphasized the importance of this effort to national security, and overcame resistance from program officials and other stakeholders who had vested interests in the status quo. I directed the development of policies, procedures, and program management tools, including performance metrics, planning tools, reporting requirements, and program execution plans that achieved a program management culture change in programs that previously had minimal Headquarters oversight. I also provided technical and administrative leadership to my staff engaged in the review, analysis, development, and implementation of nuclear material threat reduction policy issues. My efforts led to the creation of a coherent, coordinated, and cohesive office out of the six related, but previously independent programs. I headed the new Office for three years, and my efforts resulted in a significant acceleration (from less than two to as many as six per year) in reactor conversions to the use of less proliferation sensitive, low enriched uranium fuel and the removal and return of significant quantities of weapons-usable nuclear materials, reducing the threat that terrorists could acquire proliferation-attractive materials. NNSA leadership gave me a Special Act Award for activities accomplished under my leadership and charged me with leading the NNGSI.

Leading People

ECO 2: Leading People.....

Please describe your ability to lead people toward meeting the organization's vision, mission, and goals and to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. (There is an 8000 word character limit. If you need additional space to complete your answer to this ECO, you may add information in a follow-up question.)

Answer(s):

Over my ten years at Ex-Im Bank, I provided strong leadership for the Monitoring and Restructuring Group and the Asset Management Division by:

- Providing the team with the practical tools to set realistic, attainable but challenging goals that were consistent with the goals and objectives of the Division;
 - ❖ I identified that the performance evaluation process at Ex-Im Bank did not provide for the establishment of clear objectives for staff at the beginning of an evaluation period that would and should serve as the basis for their annual and interim evaluations. With support from CFO of Ex-Im Bank, I established a process of goal setting, identifying core activities without which the goals would not be met, identifying core skills required to execute on the activities outline, and identifying gaps in knowledge and skill that would serve as hindrances to the successful execution on the goals. The only criteria was that the goals of individual team members were to flow from the goals of their first line manager whose goals flowed from the goals of the second line managers and so on. Consequently, AMD officers completed Performance Worksheets that established Individualized Annual Performance Objectives (IAPO) and Training Goals at the beginning of every review period. The worksheets were the basis for annual evaluations and annual Individualized Training goals.
 - ❖ I then worked with staff to develop Individualized Training Plans (ITPs).
- Actively working with staff to develop both technical and non-technical skills;
 - ❖ I worked with staff within the Asset Management Division and the Training Department to execute on the ITPs. Execution included identifying the appropriate vendors for skill building workshops, developing content scope for those workshops that we planned to bring in-house, and identifying appropriate conferences and professional bodies participation at which would enhance the skill and knowledge base of my staff.
- Motivating and inspiring staff to take ownership of processes within the team which require and encourage accountability;
 - ❖ Based on a desire to institutionalize accountability, I implemented a plan that included semi-annual offsite planning meetings. At the initial meeting, we revisited the Division's mission and, with the assistance of a facilitator, guided staff towards the development of a long term vision for the Division and activities that needed to be executed on to ensure actualization of the stated vision. Successes for the prior period were highlighted, and processes warranting reassessment or elimination were evaluated. Also discussed at length were the challenges faced by the team in achieving stated annual and long-term goals and objectives. Staff participation

in this process, supported by the delegation of certain activities to staff, with deadlines for providing recommendations on a way forward, not only motivated staff to become involved in the management process but also encouraged staff ownership of the final outcome. By the time I left Ex-Im Bank in July 2010, my Division was easily recognized as the Division within Ex-Im Bank where staff participation in management was not only encouraged but expected.

- ❖ A few years ago, I instituted Peer Learning by assigning industry, technical, and Ex-Im Bank process responsibility to various members of the AMRG unit. In this role, staff members were accountable for the growth of the group in their assigned area. Consequently, the officers were responsible for initiating a number of workshops, all of which were made open to other employees within the Bank. This included developing curriculum for training in credit risk assessment, financial modeling, as well as working with the Engineering & Environment Division at Ex-Im Bank to develop sector based workshops. Implementation of this process resulted in reasonable harmonization of learning and encouraged highly skilled staff to mentor more junior or new staff members. Most importantly, it made everyone accountable for ensuring that the knowledge base in the Division remained at a very high level.
- Recognizing and acknowledging staff contributions through awards (Ex-Im Bank and AMD management funded), team lunches, and peer review of exemplary reports;
 - ❖ Understanding that the expected high level of productivity within the Division could only be sustained if staff believed that their contributions to the mission of the Bank were appreciated, I instituted both formal and informal ways of acknowledging high performances and encouraging those who were less so. This I did through awards (including the use of tools available through the normal HR process), team lunches, and acknowledgement of exemplary work. I am told by my staff that being overtly acknowledged for work well done made a lot of difference in the way they perceived not only management, but the Bank.
- Ongoing direct feedback on performance;
 - ❖ The primary objective of ongoing direct feedback on staff performance was to ensure that staff had every opportunity to work on skills or performance that had the potential of acting as a hindrance to the attainment of divisional goals and also eliminate surprises at performance evaluation meetings. I therefore encouraged first line managers to be proactive in providing feedback to staff immediately following the recognition of a deficiency. I also made staff aware of their responsibility to ensure that surprises at evaluation meetings were discussed with their supervisors and kicked up to me if necessary.
- Encouraging and enhancing team related skills through formal training.

These initiatives and programs empowered staff to take ownership of processes, encourage creativity and a desire to upgrade skills, and encourage "team spirit".

It is my intention to implement the initiatives above which have all proven to create an environment where team involvement is encouraged, successes celebrated, and staff members encouraged to stretch beyond their comfort zones.

Results Driven

Results Driven

My experiences as a freelance photographer showed me the power behind being customer service driven. Understanding my client's needs and being able to deliver meant whether or not I was to get the next job. Whether my client was *Newsweek* or the *New York Times*, I knew that my distance from their office was not an excuse for mediocrity. However geographically removed, I had to be available, knowledgeable and intimately involved in each project. And since each assignment was different, a whole new set of information needed to be learned and processed quickly. My next assignment and paycheck would be based on this success. Having that pressure was great practice for running a school.

When I was hired as executive director of Rough Rock, the first directive I received from the school board was, "we want new schools." The buildings were old and falling apart, parts of the dorms were unusable and we were losing enrollment and thereby money. The first thing I did was to develop a Master Plan for the school district. I selected staff and community to be a part of the construction committee. I hired an architect to work with the school. It had been five years since the last application process so I looked at the current funding level of school construction in the Bureau of Indian Affairs (BIA) budget and calculated when a new round of grants might be open. I wanted Rough Rock to be ready. I reviewed the previous grant to find its weak points and I incorporated changes when I developed the new application. Based on this approach, when evaluated by the BIA, Rough Rock climbed from number 77 on the old BIA construction list to number 14. From that point, I directed this project on two fronts: ensuring that we would be shovel-ready when we made it to the top of the construction list and lobbying Congress to increase funding for school construction so we could build our new schools sooner.

BIA provides funding for new schools in three phases: planning, design and construction. My goal was, once given the go ahead, Rough Rock would be ready: we would have all requirements (environmental assessments, land withdrawn, power, water, etc.) completed and we would have a team in place that could tackle – quickly – whatever issues might arise. I was aware of situations where schools had been in the planning phase for more than three years and, due to lack of progress, had their design and construction money reallocated. I was determined to avoid that happening at Rough Rock. The first order of business was to educate myself and all school board members on the construction process so we would not lose any time. I brought construction experts to the school to provide some basic training on construction delivery methods. I also looked at conferences which provided more detailed and technical training and finally, I instructed our school attorney to educate the team on the legal pitfalls that we might face.

This training became instrumental in selecting a construction delivery method that optimized oversight of funds and swiftness of delivery. After careful consideration, we chose Construction Management at Risk. This method requires an active oversight of the owner. I did not fully comprehend what "active" meant until the project got underway. Every expenditure is reviewed by the owner. Every decision must be approved by the owner. The school board gave me full oversight over all matters, financial and programmatic. I would be solely responsible for the success or failure of the project. In the planning phase, I negotiated the scope of the construction project to include a new K-8 school, two dormitories, bus barn, maintenance shop, football field, infrastructure upgrades for the entire campus, renovation of the high school, renovation of the

vocational education building, upgrading all safety code violations and demolition of unneeded structures. From the very beginning, I negotiated with the BIA to put all savings from the project back into the project for additional improvements and renovations. Usually, the BIA recaptures any savings but because the needs of Rough Rock far outweighed the funds granted, I realized the potential to do more with less. To date, this has meant a savings of \$6 million. This substantial savings is directly attributable to the decisions made based on my informed recommendations. These saving have allowed us to upgrade our sewer and water for the entire campus, and to upgrade the football field with artificial turf and lights, neither of which were a part of the original plan.

Becoming knowledgeable in all aspects of the construction process resulted in ensuring Rough Rock maximized every opportunity. The school board put me solely in charge of the negotiations. I readily recognized inequities in facilities across schools. Specifically, Rough Rock was the only high school within the BIA system that did not have a high school library. I felt we were at a district disadvantage and determined we could not wait until the full construction was considered. I developed a legislative plan and with the school board president, we went to Congress to lobby for more money for all Indian school construction but also for our specific and immediate need of a library for our high school. Rough Rock has students enrolled from Arizona, New Mexico and Utah; therefore, we worked across a three-state delegation to ensure our needs were heard. We received \$1.3 million for our high school library three years prior to the start of our \$56.5 million new schools construction project.

In addition, through the research and training that I initiated, Rough Rock obtained an additional 25,400 sq. ft of educational space. I learned during my early research of the BIA construction process that programs had to be in place for 1-2 years prior to being given construction money. While I understood this practice is a protection against organizations creating facilities for programs that many never come to fruition, I knew we had facility needs that would be overlooked without immediate action. We could target computer labs, a high school science lab and Navajo culture facilities based on our current infrastructure, however I quickly realized that without preliminary action, we would not be able to build the school our children deserved. I led a team called "what if" that planned for the type of school we wanted and not just what we might get. I ensured that teachers, parents and students were brought in and the school board fully accepted it. At the time, Arizona had announced that Science would be added to its testing requirement and I knew that having lab experience would benefit our elementary students. This meant if we were going to negotiate for additional space within the school to accommodate an elementary science program, Rough Rock needed to have an elementary science program already established for at least one year. Through this process, I was able to get a program developed, implemented and recognized so that we were in a position to negotiate to get our lab included. Some of the 25,400 additional square feet currently serves elementary school children learning science in a lab, not through textbooks. My time and energy expended on building background knowledge and a comprehensive understanding of the construction process resulted in maximizing resources and opportunities for Rough Rock. While it was tough going, the benefit was worth it.

My involvement and growing knowledge of the construction business, as well as being onsite and an integral member of the team, ensured timely responses to unexpected delays. For example, while waiting three months to have a right of way granted, a potential delay that could

result in missing the opening day of school deadline, I was determined to find alternative ways to productively use this time. Some people wanted to proceed and ignore the right of way, others talked of shutting down the project until it was granted, and others wanted modular classrooms brought in. I decided to modify the construction schedule and use this period to demolish a building and renovate an existing dorm. These changes allowed for deadlines to be met and school to continue without any interruption to the overall project. Through a very coordinated and intricate schedule over winter break, we were able to move from one building to another as construction went on all around us. Making these decisions early and continually monitoring progress resulted in student learning not being disrupted.

Business Acumen

In my various supervisory and managerial positions at the Commission, I have gained extensive expertise strategically acquiring and administering financial, human capital, and information technology resources.

Financial management supports an organization's ability to fund its priorities and objectives. I have created and adhered to large litigation budgets. In the Energy Transfer Partners, L.P. litigation, I managed a \$3.5 million budget to squeeze the maximum gain while living within the budgeted means. The money funded the efforts of a consulting firm that provided an expert witness and economic consulting services, and another expert witness who relied on me and my team for research and support. I authorized all expenditures, reviewing and questioning monthly invoices. More significantly, I devised litigation strategy based in part on the expenditure of available funds.

I have interviewed for prospective employment scores of attorneys and other professionals, such as former traders, industry analysts and economists. My office has hired a number of these candidates, some of whom have reported directly to me. I consistently work to develop attorneys I have hired; their development is crucial to the ability of the office to meet its mission objectives.

I have also introduced short, periodic training sessions to provide legal staff the tools needed to effectively investigate and litigate energy cases. I served as a "judge" in exercises in which attorneys introduced exhibits and impeached witnesses in mock exercises, and critiqued attorneys' performances in mock depositions. I've taken a leadership position in training because of its importance in building the ability of my office to effectively practice in complex environments against accomplished and aggressive private legal counsel.

My business acumen extends to my ownership of a rental house in Washington, D.C., located near a major university. When I purchased the house years ago, it was faded and needed significant updating. I was unable, however, to finance a modernization of the house. Accordingly, I decided to rent the house to college students, many of whom would accept a house without new features in exchange for a below-market rent. Over the years, I used revenues from my student-tenants to finance upgrades to the property. A step at a time, I installed a new laundry room, bathrooms and kitchen, new wood floors, windows and central air conditioning. I financed improvements based on accumulated earnings derived from increasingly higher rents. The upgrades have permitted me to roughly double the rent for a return on equity of over 8 percent. Having used rental income to pay down a substantial portion of the loans I assumed to purchase the property, I now realize substantial free cash flow, a portion of which I continue to invest in the house to increase its attractiveness.

A key part of my efforts to create a profitable, self-sustaining business as a landlord has been to advertise and rent the property myself. I've mastered the art of advertising my property on the Internet in order to attract potential customers, and I personally interview prospective tenants. Over the years, I've learned to assess the integrity of students – will they pay the rent on time and respect my property? – within the first ten minutes upon meeting them. As a result, I've built a successful small business that continues today.

Finally, I've dealt with occasional landowner challenges by working closely with a trio of tradesmen who, by dint of their continued work on the property, have become loyal to me. This approach paid off in February 2010, when a major snow storm dumped several feet of snow in Washington, D.C. On the eve of the second wave of this storm, the tenants reported that an intruder had created a large hole in the top half of the front door. I immediately purchased a new door, but the age of the rental house (more than a hundred years old) meant that the dimensions of the threshold were non-standard. Accordingly, I needed to persuade the carpenter, who I had contracted to work at my rental home on previous occasions, to fit the door I'd purchased to the available space. Working diligently as the streets emptied, he finished the job just as the blizzard was beginning. The result was that the rental house was made secure from the elements and crime. My cultivation of this carpenter over many years made a difference in the success of this small business and the lives of the tenants who lived there.

Building Coalitions

BUILDING COALITIONS

Throughout my career at BEA, I have been the channel for much of the data and information flowing into and out of my division. As a result, I have had the pleasure of forging strong working relationships with other program areas in my agency, with other Federal agencies, and with international organizations. I have used my understanding of partners' needs and my interpersonal skills to facilitate collaboration and mutual assistance, key ingredients for the success of any initiative. A good example of how I have brought people together to achieve a common goal is a recent effort to improve BEA's services surveys.

BEA recently restructured its quarterly and benchmark surveys of international services transactions, a major initiative in BEA's strategic plan that involved five branches in two divisions of BEA's international directorate. When the survey branch reviewed the results of the new benchmark survey, it discovered major inconsistencies between what companies reported on the benchmark survey and what those companies reported previously on the related quarterly surveys. The survey staff was unable to contact the companies to determine which data were correct. BPD's services branch, which is responsible for incorporating the survey data into the ITAs for publication, faced a hard deadline for an upcoming press release. Decisions on how to handle the inconsistencies had to be made quickly. However, the survey branch and the services branch had strong opinions about how to address some of the data inconsistencies and had reached an impasse. These two branches were in different divisions and had a history of friction for a variety of reasons but mostly because the two branches viewed the data differently. One branch collected the data and focused on reporting for an individual period, while the other branch constructed economic time series and focused on trends. In addition, neither branch understood the operational constraints faced by the other branch, which often led to unrealistic expectations of what each branch could deliver in a short period of time.

Recognizing the stalemate, I stepped in to mediate a solution. I met with each branch chief separately to discuss his perspective. Knowing the business of each branch, I provided insight into the perspective of the other branch so that both parties had a better understanding of their counterpart's position. I then offered solutions that both branch chiefs might find acceptable. After numerous discussions and much debate, the branch chiefs agreed on a solution. As a result of my efforts, BPD was successful in meeting its fiscal year strategic plan objectives of incorporating the new and improved survey data.

My efforts were recognized in late 2008 when I received the Commerce Department's Bronze Medal Award for my leadership and exceptional contributions to the international services

accounts through the development of new statistics for affiliated transactions by type of service and the incorporation of results from reconfigured services surveys.

One of BEA's key products is a monthly report on U.S. international trade in goods and services, a Principal Federal Economic Indicator (PFEI). BEA publishes this report with the U.S. Census Bureau. The Census Bureau produces the statistics on goods and BEA produces the statistics on services. The data published in the trade report are critical inputs for a report on U.S. Gross Domestic Product (GDP), the most comprehensive measure available of U.S. economic activity and another PFEI published by BEA. Customers such as the President's Council of Economic Advisers, the Federal Reserve Board, and private forecasters use data from the trade report to forecast changes in U.S. GDP. Because these forecasts are used to analyze the economic health of the country, it is essential that BEA and the Census Bureau use compatible methodologies.

The methodologies used by BEA and the Census Bureau recently became out of sync. As a result, statistics on petroleum imports produced by the Census Bureau for the trade report were inconsistent with related statistics produced by BEA for the GDP report. A short time later BEA discovered a separate problem with its petroleum series. These data issues were adversely affecting the accuracy of GDP forecasts, a particularly sensitive situation given the increased focus on economic statistics following the recent recession.

While the GDP statistics are outside my area of responsibility in BEA's international directorate, I took a lead role in coordinating a joint effort to solve the problems. After establishing a general approach with Census Bureau management, I assembled a BEA team comprised of staff from BEA's international directorate, national directorate, and office of the chief statistician. While both agencies wanted to correct the problems quickly, doing so proved challenging because we had different perspectives and strong opinions about what would be the most appropriate methodologies for producing the petroleum statistics. Another challenge was that potential solutions would impact each agency differently with respect to human and IT resources.

Throughout the process, I discussed issues that arose with both BEA and Census Bureau staff and facilitated resolutions. Nearly a year later, after extensive statistical analysis, numerous meetings, and considerable debate, the joint team identified several possible solutions. However, because each solution required increased resources for the Census Bureau, it was unlikely that we could implement a solution in the near future given budgetary constraints. Recognizing that an additional delay could tarnish the reputations of BEA and the Census Bureau, I negotiated a final solution that required only minor changes to each agency's operations and did not require additional resources.

As a result of my efforts, both BEA and the Census Bureau are in a position to publish improved and consistent statistics in the coming months. In addition, the adopted methodologies require regular data sharing between the two agencies, which will ensure that the statistics included in the trade and GDP reports will remain in sync.