



The National Business Center

Strategic Plan FY 2008 – FY 2012



“You focus on your core mission, NBC will take care of the rest.”

February 2008

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We Americans are truly fortunate to be citizens of this great Nation. One that was founded upon the most fundamental of truths – the undeniable rights of all humankind.

With the utmost resolve, our Nation’s Federal Government was established and endures to secure and protect these fundamental rights for all Americans. Whether through the protection of our national security, preservation of our priceless natural and cultural resources, sustenance of our basic human needs, assurance of the civil peace and justice, the advancement of science and technology, or the maintenance of a strong national economy; our Federal Government carries out these and other missions each and every day on behalf of the American people.

We, at the National Business Center, have the privilege to serve each branch of the Federal Government – Executive, Legislative, and Judicial – through the provisioning of business management business services. By obtaining such services from us, employees and leadership at our client Federal agencies have the opportunity to focus their precious time and attention on achieving their core missions. We endeavor on a daily basis without hesitation, indeed proudly, because through the achievement of our mission, we contribute to the commensurate success of the missions of our client agencies.

At the National Business Center, we start each day ready and energized to fulfill our duties, and, by so doing, allow those we serve to focus on their core missions for the benefit of all Americans. Though indirect, it is through the efficiency and effectiveness of our client agencies, and the focus that it affords them, that allows us to contribute to the American way of life. In this small and indirect manner, the National Business Center supports the preservation of the ideals upon which this great Nation was founded. And while, at times, the challenges before us seem enormous, in the end, we know our efforts are worthwhile and this is what motivates and fulfills us.

With full recognition of our role and contribution for Americans, and the utmost of humility, I present this Strategic Plan which describes our vision and roadmap for its achievement.

Sincerely,

A handwritten signature in black ink that reads "Doug J. Bourgeois". The signature is written in a cursive, flowing style.

Doug Bourgeois, Director
National Business Center

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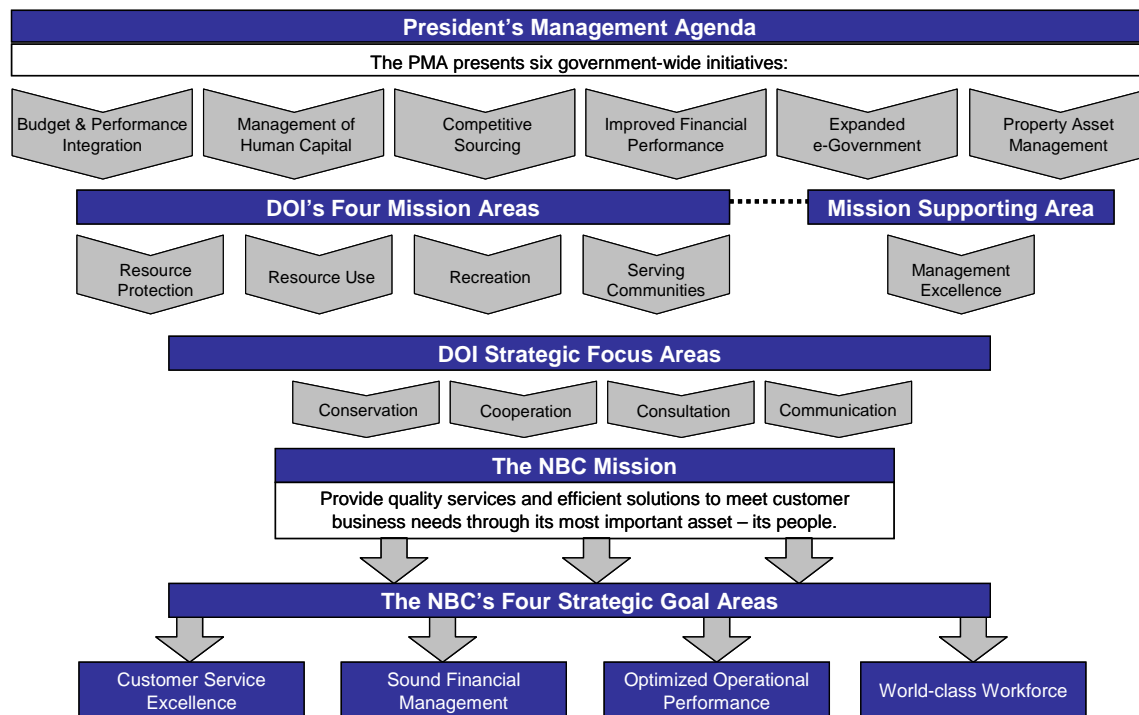
1 Executive Summary

Nearly eight years ago, the Secretary of the Interior established the National Business Center (NBC) with an important mission -- to provide general administrative and management services and systems across the Department of the Interior (DOI) and to other Federal Agencies. The DOI recognized that by providing specific functional services, the NBC could deliver these services to agencies more efficiently, effectively, and economically than they could do so for themselves.

Since its inception, the NBC has grown an important base of clients and become an enabler of the DOI's mission and strategic direction. But this is only the beginning. With the release of the President's Management Agenda (PMA) in early 2001, it became clear that cross-servicing is an important and lasting movement in Federal management and the NBC's future has never held more promise. This five-year strategic plan for the NBC defines the vision for the NBC to become the preferred Shared Services Center (SSC) and provider of business management support services within the DOI and to external Federal Agencies. In addition, it describes the human and technical capabilities necessary to achieve this SSC vision and depicts the roadmap – the set of related initiatives – required for the vision to be achieved.

The Executive Summary of the NBC's Strategic Plan will address: 1) The Alignment between the NBC and the PMA; 2) The Alignment between the NBC and the DOI; 3) The NBC's Strategic Framework; and 4) The NBC's Strategic Roadmap. The premise of this Strategic Plan is that it is in concert and compliance with both the PMA and the strategic goals of the DOI. Figure 1 - 1: Linkage of the NBC's Mission to the PMA and DOI depicts the crucial linkage connecting the PMA, the DOI, and the NBC.

Figure 1 - 1: Linkage of the NBC's Mission to the PMA and DOI



NBC and PMA Strategic Alignment

The PMA lays out the President’s vision for governmental reform and is guided by three primary principles: 1) Citizen-centered, not bureaucracy-centered; 2) Results oriented; and 3) Market based – should actively promote, rather than stifle, innovation through competition.

The PMA also outlines six inter-related elements, or activities that cut across the entire Federal Government as the focus for necessary management improvements. The importance of these six elements is readily apparent by the fact that the DOI’s scorecards, and those of other Federal Agencies, are focused on each of these elements, described below:

- **Budget and Performance Integration** develops standard, integrated budgeting, performance, and accounting information systems at the program level.
- **Strategic Management of Human Capital** attracts and retains the right people, in the right places, at the right time, doing the right things in the right ways.
- **Competitive Sourcing** encourages public-private competitions to assess how best to deliver services to the public; the focus is not on contracting out services or reducing the Federal payroll. Competitive sourcing is about using competition as a way to enhance business results within government agencies.
- **Improved Financial Performance** ensures that Federal financial systems produce accurate and timely information to support operating, budget, and policy decisions.
- **Expanded Electronic Government** champions citizen-centered electronic government that will result in a major improvement in the Federal government’s value to the citizen.
- **Real Property Asset Management** promotes the effective and economical use of Federal real property resources in accordance with their value as national assets.

The NBC has linked its strategic direction to the PMA by aligning its own mission, vision, and goals to the vision and strategic direction of the PMA. The NBC’s mission *To Provide Quality Services and Efficient Solutions to Meet Customer Business Needs Through its Most Important Asset – its People* and its four strategic goals, seen in Figure 1 - 2, champion the PMA’s vision by directly supporting its six inter-related elements, as indicated in Figure 1 - 3.

Figure 1 - 2: The NBC’s Four Strategic Goals



Figure 1 - 3: The NBC's Alignment to the PMA's Six Inter-related Elements

<i>The PMA's Six Inter-Related Elements</i>	<i>The NBC's Alignment</i>
Budget and Performance Integration	<p>The NBC has linked its second strategic goal to this inter-related element and will also undertake an enabling initiative to support budget and performance integration across the organization by identifying high quality outcome measures to accurately monitor the performance of NBC programs, and begin to integrate this with associated cost information produced from the NBC's activity based costing program.</p>
Strategic Management of Human Capital	<p>The NBC has directly linked its third and fourth strategic goals to this inter-related element and will also undertake an enabling initiative to support the strategic management of human capital by performing a corporate-wide assessment, identifying core competencies for major NBC occupations, and identifying gaps. This will allow the NBC to develop strategies to recruit, train, retain, and reward employees and develop a high-performing workforce that enables the NBC to rapidly respond to customer requirements.</p>
Competitive Sourcing	<p>The NBC has linked its first and third strategic goals to this inter-related element in order to assess how best to deliver services to the public in a public-private competitive environment, enabling the best possible value of services to the NBC's customers. Competition also promotes innovation, efficiency, and greater effectiveness. The process of competition provides an imperative for the NBC to focus on continuous improvement and removing obstacles to greater efficiency. The NBC often partners with the private sector when doing so enables the most effective and efficient delivery of services.</p>
Improved Financial Performance	<p>The NBC has directly linked its second strategic goal to this inter-related element and will also undertake an enabling initiative to enhance financial performance across the organization as a whole by continuing to implement leading business processes or appropriate industry best practices to support the NBC's internal financial management operations, cost and pricing, financial integrity and accountability.</p>
Expanded Electronic Government	<p>The NBC has linked all strategic goals to this inter-related element and will also undertake enabling initiatives to support an expanded electronic government such as the development of additional eGovernment service offerings as well as the optimization of our shared services provider (SSP) model through integrated technologies like service-oriented architecture (SOA). SOA will enhance the interoperability and reuse of service components leading to an expanded electronic government, as well as efficient and productive customer services that are both flexible and economical.</p>
Real Property Asset Management	<p>The NBC has directly linked the second and third strategic goals to this inter-related element and will undertake enabling initiatives to link through integration of its financial systems and services as well as appropriately plan for internal lease management, to optimize the appraisal process, and to assure timely valuation of property. Both activities will enable NBC to respond in a timely and accurate manner to internal and external customer requirements.</p>

NBC and DOI Strategic Alignment

In addition to an alignment with the PMA, the NBC's strategic direction also links to the DOI's mission – **To protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about those resources; and honor the responsibilities and commitments to American Indians, Alaska Natives, and affiliated island communities.** The four DOI mission areas are described below:

- **Resource Protection** – The DOI is responsible for protecting the nation's natural, cultural and heritage resources. The resource protection responsibilities are divided into three main categories: lands and water; fish and wildlife; and culture and heritage.
- **Resource Use** – The DOI is responsible for managing natural resources to promote responsible use and sustain a dynamic economy. The Department has been responsible, since 1849, for managing the vast resources of America's public lands. This includes managing resources such as land, dams, reservoirs, forests, and wilderness areas.
- **Recreation** – The DOI is responsible for providing recreation opportunities for America. The recreation responsibility is shared among the Bureau of Land Management (BLM); the National Park Service (NPS); the Bureau of Indian Affairs (BIA); the Fish and Wildlife Service (FWS); and the Bureau of Reclamation (BOR). DOI's recreation destinations are among the Nation's most popular; almost 500 million people visit these sites annually.
- **Serving Communities** – The DOI is responsible for protecting lives, resources and property; providing scientific knowledge for better decision making; and fulfilling the Nation's trust to American Indians, Native Alaskans, and residents of Island communities. The DOI helps protect communities from wild land fires; provides scientific assessments and information on the quality of our Nation's water resources; and provides access to geospatial and natural resource data.

The NBC's mission also supports the DOI mission by providing customers with the most efficient management services available so that bureaus can focus time and resources on their core missions. Specifically, two of the NBC's core Lines of Business (LOBs) – Aviation Services and Appraisal Services – directly support the DOI's four mission areas, as identified in Figure 1 - 4. The remaining NBC LOBs – Financial Management Services, Human Resources Services, Training Services, Acquisitions Services, Administrative Operations Services, and Information Technology Services – directly support the DOI's "management excellence" mission supporting area by adopting the same key business principles as the DOI – **Accountability, Modernization, Integration, and Customer Value.**

Figure 1 - 4: The NBC's Alignment to the DOI's Four Mission Areas

<i>DOI Goal</i>	<i>Aviation Services</i>	<i>Appraisal Services</i>
<i>Resource Protection</i>	<p>Quality aviation resources provided by the NBC's Aviation Management Directorate (AMD) and heavily used by the BLM, FWS, NPS, and the BIA have significant impact upon all three categories of resource protection: lands and water; fish and wildlife; and cultural and heritage. These missions include fire suppression activities, law enforcement surveillance, airborne research, river/lake stocking, water quality surveillance, wildlife and migratory bird tracking, and aerial surveillance of National Heritage sites.</p>	<p>Appraisal services are required in all land acquisitions by the NPS, the BLM, and the FWS using Land and Water Conservation Fund as well as Migratory Bird Conservation Fund monies. These land acquisitions along with land exchanges carried out by the BLM under the Federal Land Policy and Management Act (FLPMA) play an important role in meeting the resource protection goals of the Department.</p>
<i>Resource Use</i>	<p>Aviation resources are provided to all DOI Bureaus in supporting their mandate for managing vast area of natural resources of the public lands, forests, and wilderness areas. Additionally, aviation resources acquired by the AMD and assigned to the Bureau of Reclamation, BLM, and other DOI bureaus, are utilized to provide security services for dams, reservoirs, forested lands, and wilderness areas, including law enforcement support for other resources.</p>	<p>The NBC's Appraisal Services Directorate (ASD) provides appraisal services to the Bureau of Reclamation and its partners at the State and local water district levels to complete transactions which promote the proper use of water resources in the western United States. Appraisals of mineral and timber resources for all bureaus also support this goal.</p>
<i>Recreation</i>	<p>Aviation resources utilized by the NPS, BLM, FWS, and other DOI bureaus are used for search and rescue (SAR) and evacuation of visitors that are injured or require emergency medical care. This essential assistance is part of the overall DOI recreation services offered to the public. AMD also provides technical and safety management advice to the NPS.</p>	<p>The Appraisal Services Directorate provides appraisal services to the NPS in support of its grants program to State and local governments for acquisition of parks and recreation facilities. In addition, the concessions valuations support provided to the NPS directly supports this Departmental goal.</p>
<i>Serving Communities</i>	<p>AMD provides aviation resources and qualified personnel in direct support of the DOI's responsibility for protecting the public and providing support of its land management stewardship responsibilities. Direct aviation support is provided for conducting wild land fire suppression and extraction of endangered fire crews and citizens during catastrophes. The DOI also utilizes AMD provided aircraft and flight crews for airborne wildlife, ecological, and environmental surveys.</p>	<p>Through the management of the Office of Appraisal Services within the office of the Special Trustee for American Indians, the ASD supports the management of the appraisal services required by the Bureau of Indian Affairs and the Office of Special Trustee to meet their obligations to American Indians and Native Alaskans.</p>

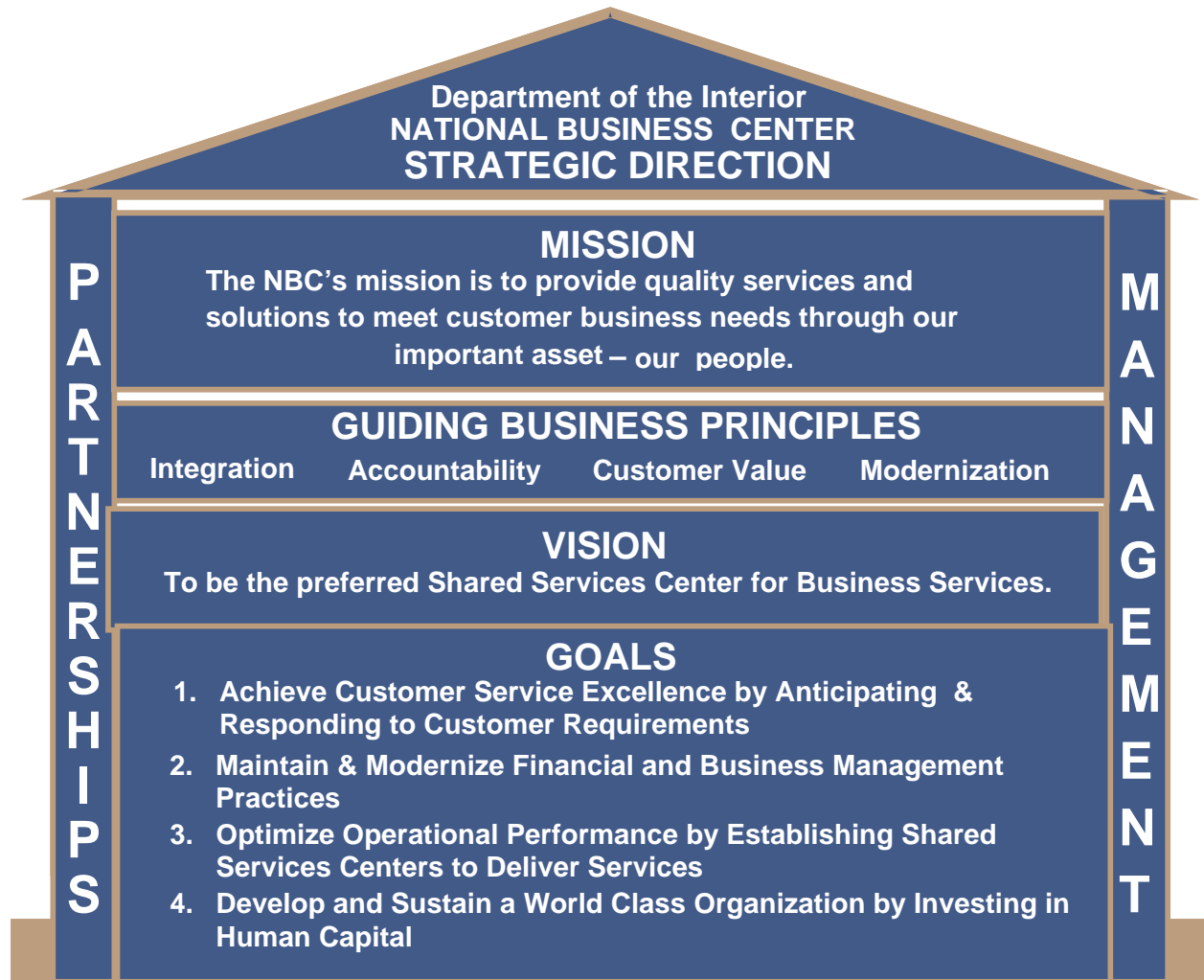
Business Benefits Realization

The partnership and business ventures between the NBC, DOI Bureaus, and other NBC clients are critical to successfully achieving mutually beneficial business benefits. The major benefits that can be mutually realized can be categorized in the following manner:

- **Efficiency:** The DOI has strongly supported the expansion of business cross-servicing to other Government Agencies for more than 30 years. This effort has seen significant growth during the last decade and has expanded recently with the PMA including initiatives such as e-Pay, Financial Management LOB and Human Resources LOB. The DOI fully supports these initiatives to reduce cost and provide quality service in the business service areas across the Federal Government. Through such initiatives in the pay and personnel area, considerable “economies of scale” have been realized. The NBC has been able to reduce the cost of payroll services by over 30 percent over the last 15 years, while increasing the systems functionality by more than 80 percent for the same period. In addition, these initiatives have allowed our client agencies to eliminate redundant systems and resources resulting in additional savings for their agencies. Through the use of consolidation, standardization, and adoption of best practices, the NBC has made the administration of the DOI and our client agencies simpler. This has allowed the clients to concentrate on their mission performance and reduce the cost and emphasis on administrative matters. The NBC has cultivated a cadre of experts in Federal personnel and payroll which our clients can rely on to either directly service their employees or to facilitate combining requirements to obtain the best contractor solutions at the lowest cost. Similar results in Acquisitions, Financial Management and Information Technology have had comparable benefits to the Department and other Federal Agencies.
- **Expertise:** The ability to continue to realize “economies of skill” will provide significant efficiencies throughout the Department and other client agencies. This potential is evident in multiple LOBs across the NBC. For example, the NBC Acquisition Services Directorate has attained specialized skills in the Acquisition arena including niche areas such as contracting, competitive sourcing, strategic sourcing, and leasing. Building upon and leveraging these skills across the DOI results in standardized practices, continuity of expertise, and increased productivity for highly skilled resources. By utilizing this expertise and maintaining a SSC model, the NBC can continue to improve its best practices. This also allows NBC to attract and retain the level of staff expertise necessary to meet quality and service objectives. This will ultimately result in a high level of expert resources possessing specialized skills within the NBC, thereby ensuring high quality services for all NBC clients.
- **Risk Reduction:** The utilization of the NBC for business management services provides the Department and other clients with the opportunity to reduce their risks. The potential business benefits of this risk reduction are significant. The NBC maintains the expertise necessary for the effective migration of clients to NBC services and solutions. Any such migration presents considerable challenges, both technical and business in nature. The NBC’s vast experience, partnerships and proven methods of successfully migrating clients reduces the total risks for our clients. In addition, the NBC offers services built upon the solid foundation of proven technology solutions. The migration to the NBC’s services presents clients with considerably less risk than the alternative of establishing and maintaining similar solutions on their own. Finally, and perhaps most significant, is the benefit client Program Managers receive by utilizing NBC services. When the NBC provides a client with business services, the NBC takes responsibility for attending to operational details and resolving the day-to-day issues. By entrusting this responsibility to the NBC, client Program Managers can focus their valuable time and attention on achieving critical core mission objectives. For these reasons, selecting the NBC for business services presents clients with varied and considerable opportunity to reduce risks.

The strong linkage between the PMA, the DOI, and the NBC assures the NBC’s strategic direction and vision of being the preferred SSC for business services within the Federal Government. Figure 1 - 5 depicts the NBC’s strategic direction including its mission, guiding business principles, vision, and strategic goals.

Figure 1 - 5: The NBC’s Strategic Direction



The NBC's Strategic Framework

The NBC has developed four primary strategic goals that comprise its strategic framework in order to support both the vision of the PMA and the mission of the DOI. These four strategic goals are described below:

- **Goal 1 is to Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements**, consistently measuring and meeting customer satisfaction goals for all LOBs.
- **Goal 2 is to Maintain and Modernize Financial and Business Management Practices**, by utilizing industry best practices in financial accountability and by leveraging activity-based cost structures to allocate all costs to services and then completely recover these costs through the delivery of services to customers.
- **Goal 3 is to Optimize Operational Performance by Establishing Shared Services Center to Deliver Services**, performing work in the most effective, efficient, and economical manner.
- **Goal 4 is to Develop and Sustain a World Class Organization by Investing in Human Capital**, developing, communicating with, and leading the NBC's workforce.

The NBC's four strategic goals also embody the DOI's key business principles – Accountability and Modernization, Integration and Customer Value. The NBC adopted the DOI's guiding business principles, which further validates the alignment between the NBC vision and that of the DOI. In addition to the DOI's key business principles, the NBC promotes Customer Value as an overarching principle.

Accountability – The NBC endeavors to accurately and consistently measure and communicate results to its customers and taxpayers so that performance can be evaluated. Only through accountability of its results does the NBC ensure a competitive advantage and the trust of its customers.

Modernization – The NBC keenly pursues technological progress and advances in management practices that increase efficiency and effectiveness and position the organization for cutting-edge performance and service level achievement.

Integration – The NBC looks at the big picture and, following the Department's vision for effective program performance, it seeks ways to provide better service to its customers. Integration of business service offerings can improve effectiveness and efficiency of operations. Working in partnership with its customers to link systems and services, the NBC is able to operate as an effective and efficient SSC and achieve best value.

Customer Value – The NBC's central management goal is to provide customers with an effective, efficient, and economical option for business and management services that is more compelling than the “do-it-yourself” alternative. The NBC's ability to provide shared management services at best value enables our customers to focus scarce human and fiscal resources in support of program mission activities. Infusing efficiencies and maximizing economies of scale within NBC-provided services and providing the expected level of customer value will enable customers to focus directly on achieving program missions.

The NBC's Strategic Framework: Shared Services Centers

The NBC's four strategic goals, combined with its four guiding business principles, support a fundamental direction of the Office of Management and Budget (OMB) to implement the PMA by establishing designated SSCs to provide cross-agency delivery of functional LOBs. A SSC is an organization that exists to provide services to other organizations in one or more LOB areas. SSCs leverage economies of scale in delivering business service functions, which dramatically reduce costs, streamline processes and response time, and increase the quality and consistency of service. The NBC, through its strategic plan, aligns with the Presidential direction by establishing each of its core LOBs to operate as SSCs. The LOB service offerings,

listed below, enable the NBC to achieve its SSC vision and offer its customers the best value alternative for business services.

- **Financial Management Services*** – Provides customers with an array of financial services and systems. These services and systems are categorized as either Financial Management Systems Support or Accounting Operation Services.
- **Human Resource (HR) Services*** – An extensive set of services for assisting in managing human capital. The three key service offerings include: Payroll Services, Core HR Application Services, and HR Operational Services.
- **Training Services** – The DOI University offers several training programs through Leadership and Performance Centers, Online Learning Systems and Services, and Cultural Resources and Events.
- **Acquisition Services** – Provides full lifecycle acquisition services including Contract Support for: IT Systems and Services, Non-IT Services, Technology Research and Development, Supplies, Aviation Services, Construction, Financial Agreements, Appraisal Services, and Facilities Leasing Services.
- **Appraisal Services** – Provides appraisal services to DOI Bureaus. The services offered include General Appraisal Services, Appraisal Review Services, Valuation Program Management Services, Appraisal Consulting and Concession Valuation services for customers.
- **Aviation Services** – Provides aviation safety services, aviation program management services, aviation safety training, aviation flight services support, and aviation needs assessment services, as well as aviation mishap prevention policy and oversight in support of aviation functions.
- **Administrative Operations Services** – A wide variety of services are provided including Creative Communication Services, Employee Services, Facilities Management Services, Drug and Alcohol Testing Services, and other Mandated Services.
- **Information Technology (IT) Services** – Premier provider of internal IT Services to the NBC, including Customer Call Center Support, eFOIA & Records Management, Infrastructure Services, Information Management Services, and IT Security, all of which are offered in support of the Department, the NBC, and our customers.

**Designated by OMB as a cross-agency provider.*

Competition and choice are essential to the delivery of quality service, and the NBC recognizes that it must earn and retain its DOI and other Federal Agency customers by providing better service than other government SSCs and private sector providers. The NBC has made the following three critical success factors central to its strategy for success: Customer Service Excellence, Quality Products and Services, and Efficient and Economical Operations. The following enabling initiatives will infuse a performance-oriented delivery structure and differentiate the NBC in the market as the service provider of choice.

- **Customer Service** – Construct a world-class call center environment to provide customers with the support and services they expect and deserve.
- **Management of Human Capital (Workforce)** – Develop and maintain a strong, skilled and diverse workforce. Ensure the NBC has the right people with the right skills at the right time doing the right things in the right ways.
- **Internal Financial Management** – Use industry best practices in financial management, including activity-based costing and compliance methods, to support the short and long term goals of the NBC and our customers.

- **Quality Management** – Integrate quality management and continuous improvement principles, policies, processes, and standards across the NBC in order to meet or exceed customer expectations
- **Performance Management** – Transform NBC Performance management to promote alignment with NBC business strategy and service delivery, create immediate links between monitoring and decision making, and provide customer with clear performance information.
- **Information & Technology Security** – Improve information and information systems, policies and procedures within the NBC to protect vitally important assets. The NBC has a Federal, legal, and fiduciary duty to preserve, improve, and account for NBC information and information systems.

In pursuing operational excellence for each LOB, the NBC will achieve its vision through these main strategic enabling initiatives. Figure 1 - 6 describes the NBC’s strategic framework and how it’s critical success factors, eight core LOB services, and the strategic enabling initiatives all work together to facilitate the operation of centers of excellence.

Figure 1 - 6: The NBC’s Strategic Framework



Legend
 Core Layer –SSC Critical Success Factors
 Middle Layer – Core LOB Services
 Outer Layer – Enabling Initiatives

Each of the NBC’s core eight LOBs have identified their respective roadmaps over a five-year horizon, as seen in Figure 1 - 7, to operate as shared services centers and to achieve the goals of the PMA, the DOI, and the NBC. This high-level roadmap sets the strategic direction and identifies the major efforts that will occur during the implementation of the NBC’s FY08 – FY12 Strategic Plan.

Figure 1 - 7: The NBC's FY08 – FY12 Roadmap

Core LOBs	Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Financial Management Services	<ul style="list-style-type: none"> Deploy the Financial Business Management System (FBMS) in the NBC Enhance SAP Expertise as System Host & Provider Optimize Products & Technology Environments for Efficiencies & Effectiveness Realign the Service Model to a Best of Breed Approach 					
HR Services	<ul style="list-style-type: none"> Increase Usage and Customer base of HR LOB Services Expand HR LOB Service Offerings Standardize and Improve Business Processes for all HR Operations Improve Automation for Efficiency, Service, and Security Gains 					
Training Services	<ul style="list-style-type: none"> Expand Intern Programs as Both Internal & External Service Offerings Increase Usage of & Participation in Leadership Development Programs Expand Online Learning Programs Expand Participation in the Speaker Forums 					
Acquisition Services	<ul style="list-style-type: none"> Migrate to a Single Integrated Organizational Structure Standardize & Implement Operational Policies & Procedures & Meet Audit Compliance Standardize Human Resources Structures Migrate to a Standard Technology Solution Grow & Diversify Customer Base 					
Appraisal Services	<ul style="list-style-type: none"> Achieve & Maintain professional Competencies & Resource Levels Refine & continue a Quality Assurance Program Ensure Consistent & Comprehensive Standard Appraisal Operating Procedures Maintain Consistent & Comprehensive Standard Administrative Operating Procedures Adopt State-of-the-Art Valuation Office Technology & Resources 					
Aviation Services	<ul style="list-style-type: none"> Sustain Core Competencies Enhance Bureau Partnerships for Increased Efficiencies Enhance Interagency Partnerships for Increased Efficiencies Continue to emphasize and champion an enterprise strategic approach to aviation management within DOI Enhance & Expand Aviation Safety Training Activities 					
Administrative Operations Services	<ul style="list-style-type: none"> Refine Standard Operating Procedures & Business Processes Evolve Core Competencies Support the Modernization Project Automate & Improve Efficiency in Service Delivery Recruit, Retain & Develop Quality Employees 					
IT Services	<ul style="list-style-type: none"> Optimize Organizational & Human Resource Structure Migrating to an Enterprise Model Develop & Implement Standard Processes Develop & Implement Standard Technologies & Roadmap Develop & Implement Strategies for Strategic utilization of Contracts for Service Delivery Develop & Implement Governance Process for IT Investments 					

Challenges Facing the NBC

As the NBC continues to be a leading provider of quality services, the expectations of and demands on the NBC will increase. Thus, the NBC views the following among the most significant challenges it faces:

Customer Focus – The challenge is to provide higher quality services and better customer support. As technological and operational capabilities increase, customers will expect greater efficiencies and improved integration between services. At the same time, budgets are constrained while workloads increase. Customers are demanding more value for their money. The NBC must improve customer service and satisfaction by increasing operational and technological efficiencies in response to customers' increasing expectations.

Funding – The challenge is to predict funding in order to optimize the NBC's service delivery infrastructure. The ability to secure adequate funding to support the delivery of current products and services as well as provide investment funds for new services is key to the NBC's success as a provider of world-class business and management services. The NBC's movement from the Working Capital Fund structure, which only allows the NBC to recover full costs, to the franchise fund authority, which provides an opportunity to build operating and other authorized reserves, will provide the NBC with an enhanced funding approach. The NBC will have even greater incentives to identify opportunities for cost reductions and efficiencies by being able to retain some of those savings in business reserves which can be used for funding infrastructure improvements or offering authorized new products and services.

Skills – The challenge is to recruit and retain a highly skilled, motivated, and diverse workforce. The NBC's status as a leading provider of quality management services is inextricably linked to its workforce. The diverse nature of NBC's LOBs and services requires employees with a wide variety of knowledge, skills, and abilities. The NBC has developed policies and incentives to ensure that current staff is retained and good hiring decisions are made based on competencies. Ongoing workforce planning efforts are underway to assure that the NBC is able to handle significant workload fluctuations and an anticipated increase in attrition due to a corresponding increase in the rate of retirements. The NBC is focused on maintaining and developing a high-performing workforce, thereby ensuring that NBC's operational goals are achieved and sustained.

Culture – The challenge is to establish new management structures and incentive programs. The single largest impediment to achieving our vision is not related to our strategy or structure; rather it is overcoming our own culture. However, the good news is that cultures can be changed. The NBC is executing a transformation, and gaining insight to the challenges, which is essential to the shift. The NBC will build collaboration between our own diverse service offerings, geographic locations, and product delivery models to drive innovation and sustain a competitive advantage within the government SSC market. As outlined in the PMA, measuring performance and attaining results is a key part of government reform and will be used to provide context and meaning as an additional tool of culture change management within the NBC. The NBC will continue to hold contractors and employees accountable for their results, as well as leveraging incentive programs to increase and reward performance.

Growth – The challenge is to pursue an expanded customer base that will result in economies of scale while still meeting unique customer requirements. While the NBC is a leading provider of quality services, it must be recognized that internal and external competitors exist. Customers seek providers who offer services at competitive prices while addressing their unique needs and requirements. By increasing the customer base, the NBC can realize economies of scale through economical pricing. In order to retain current and attract new customers, the NBC must satisfy unique customer requirements as well as determine its position within the service market, additionally; the NBC must strive to implement improvements in its internal processes to achieve cost efficiency. In short, the NBC seeks to grow the business for the benefit of its customers.

Business and Technology Infrastructure – The challenge is to provide enterprise services along with an integrated technological infrastructure and processes. As shared services environments become increasingly more valuable for providing more efficient, effective, and economical services to customers, the NBC will move towards integrating its business infrastructure by establishing a flexible and agile management environment, both in the business and technology areas. Advancements in technology as well as the development of integrated and efficient business processes will facilitate this change.

How We Revised This Plan

The process of revising the NBC Strategic plan required a broad range of analysis and feedback both internal and external to the NBC. NBC leveraged the extensive work accomplished in the development of the FY06 – FY10 NBC Strategic Plan by using that document as a baseline for review and update. Our approach was to methodically review the prior version and make changes only where needed. All members of the NBC Senior Leadership Team that were charged with the implementation of the prior plan were charged with guiding the process and the content of this document. Multiple versions were produced, reviewed and modified during the course of the update to assure that this document was comprehensive, accurate, and provided actionable strategies to guide the NBC over the next five year period.

Recommendations for changes were based on both internal and external forces. While the mission, guiding business principles, vision, and goals of the NBC are constant; environmental factors, legislative changes, customer and product focus influenced the organization and mandated change. Strategic roadmap **accomplishments** during the previous period were accounted for, results and performance against plan analyzed, and follow-on strategies and roadmaps created to capitalize on the momentum. For example,

- The NBC established a customer satisfaction measurement program and completed a baseline. Overall, 85% of NBC customers across all LOBs are either completely or somewhat satisfied with the services they received.
- The NBC made tremendous progress in providing transparency and clarity of operations performance. Service Level Agreements (SLAs) that include specific and measurable performance indicators were established and baseline across all NBC LOBs. For all NBC services in Q4 FY07 89% of SLA objectives were achieved.
- The NBC developed and implemented an NBC-wide Control and Compliance Policy and supporting program to meet internal and financial control requirements as identified in OMB Circular A-123 and Departmental policy. NBC's A-123 compliance program achieved all program objectives for FY2007.
- The NBC established a Quality Management Initiative, based on the industry ISO 9001 standard, to ensure customers received the quality they expect, achieve customer satisfaction objectives, and instill continuous improvement practices throughout NBC. The NBC Quality management System and continuous improvement processes have been established. In addition, core business processes for the Aviation, Acquisition, and Human Resources service areas have been standardized, documented, and improved based on applicable best-practices.
- The NBC developed a comprehensive Human Capital Plan that identifies the critical initiatives necessary to achieve NBC's service objectives in our dynamic servicing environment. The Plan also addresses the strategies necessary for NBC to compete for an anticipated shortage of available resources and evolve the critical competencies of the NBC workforce, including management.
- The NBC successfully realigned the GovWorks/IFF function into NBC, completed thorough assessments in preparation for the creation of an integrated acquisition operation, and considerably improved procedures and compliance in several NBC acquisition offices through policy standardization and training.

“Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises.”

President George W. Bush

- The NBC also achieved all strategic plan milestones for the Appraisal Services LOB as set forth in the prior version of the NBC Strategic Plan for FY06 – FY07.
- The NBC had a major role in bringing the National Indian Programs Training Center (NIPTC) into operations during FY06. The NIPTC is managed by DOI University and opened for business on April 27, 2006. The center provides state-of-the-art training to individuals committed to fulfilling the government's responsibilities to Indian Country.
- The NBC successfully implemented an aggressive IT security improvement plan and achieved compliance with the Federal Information Systems Management Act (FISMA) and OMB Circular A-130 requirements and will move forward with additional improvements as detailed in this plan.
- The NBC used a cost accounting methodology and reporting system to successfully complete an ABC cost management pilot project during FY06 and baselined costs for services during FY07 and developed strategies to assist NBC leadership in decision making and identify additional efficiency opportunities.

All of these activities and accomplishments, as well as others too numerous to mention, drove the modifications to this version of the NBC Strategic Plan.

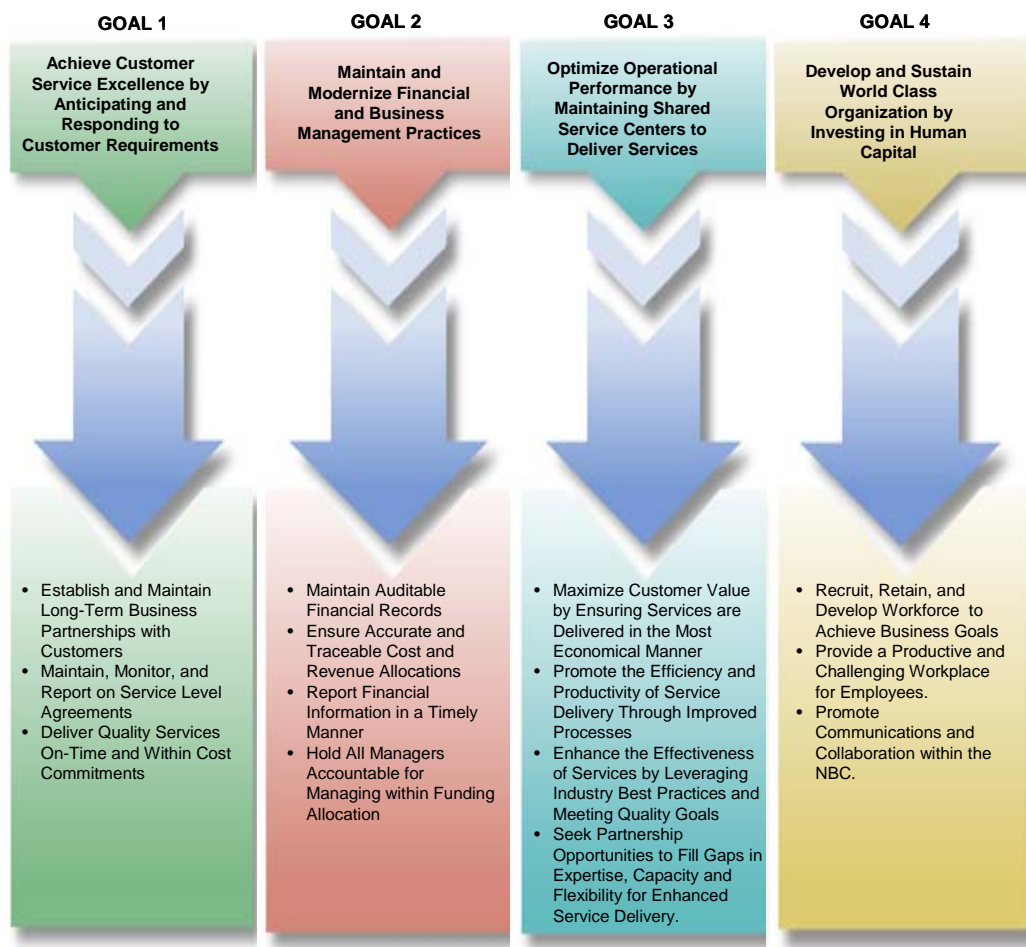
This version of the FY08 – FY12 NBC Strategic Plan that you are about to review is result of careful analysis and fine-tuning of the previous version. We are pleased to present this plan as a guiding document which will provide direction as we work to continue our public service mission in the future.

2 Strategic Goals and Objectives

The NBC has identified four major goals as the primary strategic framework needed to achieve its mission and vision. Each of the NBC’s strategic goals is centered on four main concepts: promoting a customer-focused organization, ensuring transparency of the financial environment, providing for excellence in operational processes, and cultivating a superior workforce.

The NBC has also identified the objectives, supporting strategies, and means necessary to implement each of these goals. This strategic framework is the basis for the NBC to accomplish its customer-oriented mission. Each of the strategic goals and objectives that comprise the NBC’s strategic environment are summarized in the strategic framework of goals and strategies shown below in Figure 2 - 1.

Figure 2 - 1: The NBC's Strategic Goals and Strategies



Detailed descriptions for the NBC’s individual strategic goals and objectives are further discussed in the following sections. Additionally, performance indicators have been identified to define and track the critical success factors towards achieving the NBC’s goals. More detailed and LOB-specific performance indicators have also been identified, as seen in Appendix A.

2.1 Strategic Goal #1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements

Customer service excellence and customer partnerships lie at the heart of fulfilling the NBC mission and strategic goals. Customer-focused organizations are able to anticipate and quickly respond to market movements. These types of organizations are more efficient because there is a shared understanding of mission and direction, and they are able to deliver results that customer's value and recognize. Delivering high-value products and services requires constant attention to best practices in similar organizations, continuous evaluation of opportunities for improvement, and integration with customers from planning to delivery of service improvements. Three objectives under this goal articulate the NBC's efforts to address management challenges and to become the leading customer-focused SSP.

Objective 1.1 – Establish and Maintain Long-Term Business Partnerships with Customers

The NBC attracts new customers through a coordinated effort to market the NBC brand, while identifying and pursuing growth opportunities. The NBC also pursues enduring business partnerships with valued customers by continuing to deliver quality services and responding to customer's changing needs.

Strategies and Means

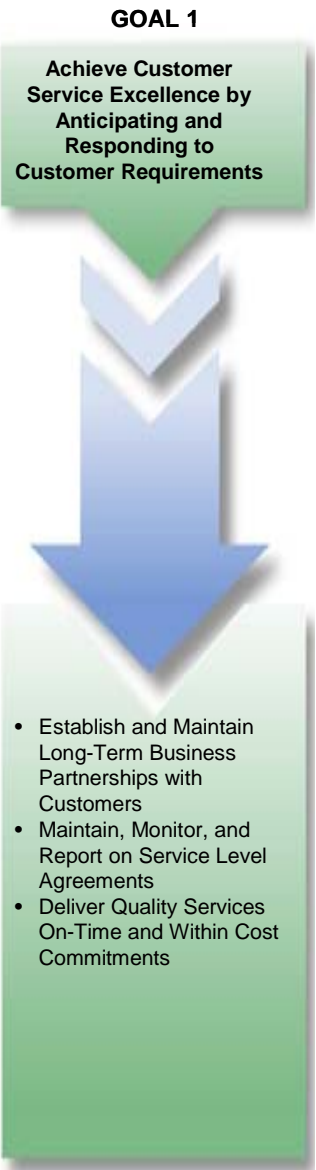
- Host regularly scheduled customer focus sessions to solicit feedback on current challenges and future needs.
- Monitor customer satisfaction, resolve problems, and pursue opportunities to expand the utilization of NBC services beyond current levels.
- Establish a business development approach to identify, research, and pursue business opportunities within the Federal government.
- Build on the NBC's reputation through a coordinated branding program to ensure the NBC name is associated in a positive and consistent manner for all products and services.

Objective 1.2 – Maintain, Monitor, and Report on Service Level Agreements

An effective method for achieving customer service excellence is the establishment and maintenance of Service Level Agreements (SLA) with every customer. NBC SLA's are negotiated agreements designed to create a common understanding regarding services and priorities. SLAs are an effective tool to improve communications, manage expectations, and monitor performance between us and our customers. The NBC partners with customers and other stakeholders to facilitate 360-degree acceptance of standards and performance measures.

Strategies and Means

- Maintain and refine standards and procedures for the creation and development of SLAs that all will follow in order to maintain consistency and quality across the organization. While each SLA will be tailored to the specific LOB, the basic structure of the SLA, as well as service level definitions must



be consistent for each SLA created. The NBC will review the use of automated SLA tools to manage the SLA development and tracking process.

- Maintain and refine processes to regularly monitor SLA performance to identify service delivery issues. A key element of customer satisfaction is performing to agreed-upon expectations. To pro-actively manage customer satisfaction, management must be enabled to regularly monitor its performance metrics so that service deficiencies can be identified and resolved in an expeditious manner.
- Maintain and enhance SLA performance reporting to customers. NBC is implementing standards in both process and technology to assure that results are reported to both management and customers in a concise and timely manner.

Objective 1.3 – Deliver Quality Services On-Time and Within Cost Commitments

One aspect of customer service excellence is achieved by delivering timely services within budget. While timeliness and cost are important metrics of service delivery, the NBC does not sacrifice quality. The NBC strives to deliver quality services of the highest caliber that meet or exceed our customers' expectations. The NBC will set high goals for quality performance and customer satisfaction through a quality improvement process focusing on Quality Service Indicators (QSIs), which are linked to customer expectations. QSIs are essential metrics developed to assess the level of quality for any NBC service. Additional information regarding the NBC's ISO9001 quality program may be found in subsequent sections of this document.

Strategies and Means

- Develop QSIs for each LOB service by identifying the most important indicators of quality. The QSIs will represent the manner in which customers view the NBC's performance. The NBC will benchmark QSIs with private sector where comparable.
- Monitor QSI performance data to anticipate and resolve service deficiencies pro-actively. Formal quality review processes will be defined and implemented across the NBC.
- Execution of customer satisfaction survey to capture performance feedback in a consistent format across the NBC and provide actionable data for each LOB. The NBC is committed to improving quality based on survey results. We will communicate results and resulting strategies for improvement to customers.

Performance Indicators for Strategic Goal #1

- Achievement of Service Level Agreement Objectives
- Customer Satisfaction Level
- Problem Resolution Rate
- Problem Response Rate

2.2 Strategic Goal #2 – Modernize Financial and Business Management Practices

The NBC embraces high standards of ethics, integrity and accountability and accomplishes its objectives and the PMA through the use of accurate and timely financial management information. Four objectives under this goal articulate the NBC's efforts to address management challenges and to ensure a financially sound and accountable organization. These goals will also position the NBC to adhere to OMB's Circular A-123, which addresses requirements for internal and accounting controls over financial reporting and program integrity.

Objective 2.1 – Maintain Auditable Financial Records

The NBC is committed to providing its management and customers with the tools and resources necessary to support clean audits year after year. Development and use of accurate financial information is one tool that facilitates the accomplishment of our goals as defined in this strategic plan. Furthermore, achieving an unqualified audit opinion supports the DOI's objective to establish clear performance measures and hold managers and employees accountable for results. A critical aspect of optimizing operational performance is the need to abide by the provisions of OMB's Circular A-123, which addresses the identification, review and management of internal controls.

Strategies and Means

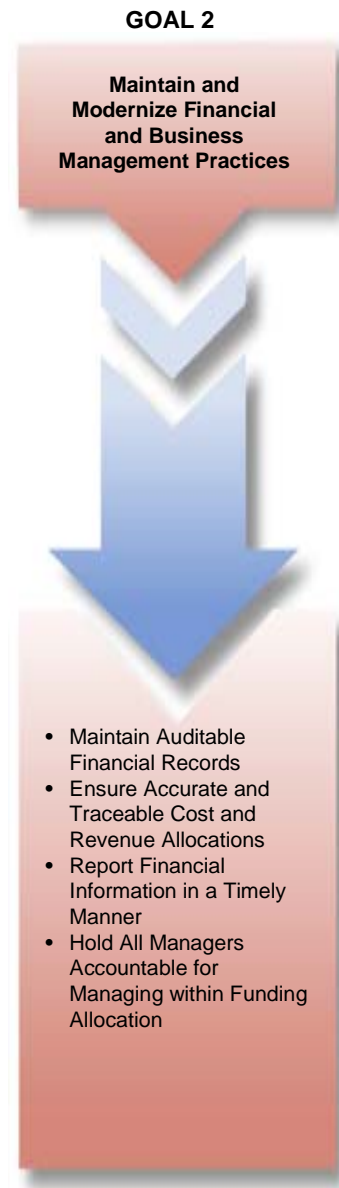
- Establish an independent NBC financial statement.
- Support a clean audit opinion to ensure accountability to the public and within the Federal government.
- Act on audit findings in a timely manner by establishing the policy, definitions, responsibilities, and procedures for audit follow-up.
- Establish and maintain an effective control and compliance program that adheres to OMB's Circular A-123 requirements.

Objective 2.2 – Ensure Accurate and Traceable Cost and Revenue Allocations

Understanding and controlling costs is essential to achieving the goals of this strategic plan. To that end, the NBC will continue to enhance its cost accounting program, focus on efficiency initiatives, and enhance the understanding and use of cost data at all levels. In addition, this will help determine whether projected cost efficiency and productivity investments are realized.

Strategies and Means

- Refine Standard Operating Procedures (SOPs) for Financial Management in order to maintain a consistent set of approved financial management processes across the organization. This set of procedures will support the continued integrity of fiscal operations and help the organization achieve its financial management goals.



- Conduct monthly internal review meetings, using enhanced reporting methods to maintain and analyze the accuracy of costs and revenue.
- Establish efficiency targets for cost performance of some services within each LOB. Due to the enhanced accounting system, the NBC is able to baseline accurate unit cost data and develop focused strategies to address cost reduction goals.

Objective 2.3 – Report Financial Information in a Timely Manner

The NBC is focused on providing employees and management with the necessary tools and timely financial information to manage the NBC's mission and resources wisely. Timely reporting of financial information enables the NBC to focus actions as needed to accomplish the PMA and to secure the best performance and highest measure of accountability for the American people.

Strategies and Means

- Establish automated financial systems and dashboards that generate current and accurate financial data integrated with performance metrics to help identify and provide managers with critical financial reports that will help them better manage NBC's mission and resources.
- Improve accessibility and functionality of reports so managers are better enabled to manage their fiscal responsibilities.
- Review critical financial report results with the Senior Leadership Team to maintain financial performance accountability at all levels.

Objective 2.4 – Hold All Managers Accountable for Managing Within Funding Allocation

The ability to effectively manage the organization within cost or funding constraints is a principal element of a financially sound and viable organization. The NBC is committed to fiscal responsibility by making managers at all levels accountable for managing within their funding allocation.

Strategies and Means

- Tie management fiscal responsibilities to performance goals to increase accountability, which is relevant to the PMA's call for integrating budget and performance.
- Refine, document, and publish SOPs for Financial Management to maintain a consistent set of approved financial management processes across the organization.
- Enable managers with the tools (financial information systems) to obtain accurate and timely financial data on a regular basis.

Performance Indicators for Strategic Goal #2

- Receipt of clean audit opinions.
- Assurance that corrective actions are on plan
- Full compliance with ISA
- Customer Agreements are prepared and signed in a timely manner
- All A-123 tests and reviews are completed as planned
- All revenue covers costs annually

2.3 Strategic Goal #3 – Optimize Operational Performance by Maintaining Shared Services Centers to deliver services

The successful execution of the NBC’s goals and objectives depends on optimizing of its capabilities as a provider of shared services. The increasing customer demand for performance and value, combined with the reality of limited budgets requires a customer-focused organizational approach to optimizing operational performance. To meet these challenges, the NBC has established a SSC for each LOB. An NBC SSC is a set of customer-oriented services that has become widely recognized for outstanding performance and readily outperforms the competition. To deliver high-value products and services, a SSC identifies and utilizes industry best practices, continuously evaluates opportunities for improving product and service quality and leverages industry partnerships to support the NBC service delivery model. The four objectives under this goal clearly define the NBC’s commitment to service excellence and building long-term customer relationships by delivering services economically, efficiently and effectively.

Objective 3.1 – Maximize Customer Value by Ensuring Services are Delivered in the Most Economical Manner

NBC remains committed to providing the highest quality services to all customers at commensurate cost. With many agencies facing shrinking budgets and increased mission focus, the NBC is keenly aware that its customers must manage resources, including the cost of services obtained. The NBC will maximize customer value by conducting their operations in an economical and cost competitive manner and passing those cost savings on to customers.

Strategies and Means

- Perform competitor analysis to identify market pricing for LOB services and use this information in business planning to maximize benefits to our customers.
- Establish and measure against benchmarks.
- Obtain appropriate and detailed cost and revenue information.
- Identify and implement cost reduction strategies for major services.

Objective 3.2 – Promote the Efficiency and Productivity of Service Delivery Through Improved Processes

To better serve customer needs and maximize productivity, a SSC utilizes the most efficient processes to deliver services. In today’s Federal environment, service providers must find ways to improve efficiency and satisfy their customers. Thus, the NBC is focused on enabling enterprise-wide operational efficiencies while satisfying unique customer needs.

Strategies and Means

- Identify business processes that require re-engineering.



- Refine baseline cycle-times to measure variances for standard processes.
- Refine baseline schedule to measure variances for special projects.
- Define efficiency improvement goals by formally leveraging baseline performance information and best-practices.
- Leverage People, Process and Technology to affect process improvements.

Objective 3.3 – Enhance the Effectiveness of Services by Leveraging Industry Best Practices and Meeting Quality Goals

The NBC is committed to utilizing best practices to promote and accelerate change, to maximize customer value, and to meet quality goals. Integrating best practices into the NBC's environment will improve management practices and ensure that customers receive quality services. The implementation of NBC's enterprise Quality Management initiative, as described in subsequent portions of this document, will assure that actionable strategies are developed, processes put in place, and the objectives met.

Strategies and Means

- Identify industry best practices and define quality goals relevant to each LOB.
- Tie business process improvement projects to the implementation of best practices and the application of technology to enable the best practices.
- Measure and report performance against best practices and goals.

Objective 3.4 – Seek Partnership Opportunities to Fill Gaps in Expertise, Capacity and Flexibility for Enhanced Service Delivery

To better serve customer needs and maximize productivity, the NBC is committed to leveraging partnerships with industry and other Federal Agencies. Such partnerships will allow the NBC to offer greater breadth and depth of services that would not have been attainable otherwise. The increased expertise, capacity and flexibility gained by collaboration with trusted partners will result in outstanding service delivery that readily outperforms the competition.

Strategies and Means

- Perform analysis to identify gaps in LOB expertise, capacity and flexibility.
- Identify government and industry partners to fill LOB gaps in skills and bandwidth.

Performance Indicators for Strategic Goal #3

- Contain Unit Costs
- Increase Productivity
- Meet Cycle Time Commitments (Acquisitions Services Directorate and Appraisal Services Directorate)

2.4 Strategic Goal #4 – Develop and Sustain a World Class Organization by Investing in Human Capital

The PMA initiative on the management of human capital challenges Federal Agencies to make the Federal government more citizen-centered by strengthening front-line services and operating efficient organizations government-wide. The NBC will use strategic workforce planning and flexible tools to recruit, retain, and reward employees and develop a high-performing workforce. Furthermore, the NBC will examine its core competencies to determine the optimal mix of internal capacity and contracted services to employ within each line of business service offering. The three objectives under this goal articulate the NBC's commitment to their most *important asset – our people*.

Objective 4.1 – Recruit, Retain, and Develop Workforce to Achieve Business Goals

Human capital planning is the process that the NBC will use to assess the employment, deployment, development, and evaluation of its workforce. Human capital planning focuses on the size of the NBC's workforce and the knowledge, skills, and abilities that enable the NBC to successfully carry out its mission in support of its customers.

Strategies and Means

- Develop a workforce management plan for each LOB to attract, hire, develop and retain a diverse pool of resource talents.
- Establish core competencies for positions within the NBC workforce management plan that track to the NBC's Strategic goals and objectives.
- Develop the ability to plan for future workforce needs, expertise, and workload levels to meet our service objectives in a dynamic service environment.
- Establish training priorities for each employee, including professional conferences and certifications, and show the tight coupling to the NBC's Strategic Goals.
- Track the number of annual training hours per employee in order to gauge the relative level of training that NBC employees are pursuing.
- Establish a succession planning program to enhance knowledge management and facilitate career path development in response to a workforce nearing retirement eligibility and turnover to the private sector.
- Conduct formal exit interviews to gather critical feedback & develop action plans to address areas of concern indicated during exit interviews.



Objective 4.2 – Provide a Productive and Challenging Workplace for Employees

Achieving the NBC's mission and goals lies heavily upon the productivity of its workforce. The NBC must make sure that it is creating an environment that is both productive and challenging for their employees. The NBC's human capital planning effort must enable the organization to establish creative and flexible incentive programs linked to employee performance. Management recognizes its obligation to negotiate with representatives of bargaining unit employees of the NBC and is committed to doing so.

Strategies and Means

- Utilize an employee satisfaction survey in order to determine what engages the people within the organization; understand their perceptions, especially those that are driving the work behaviors that, in turn, drive business outcomes. This information will allow the NBC to reinforce employee behaviors and act to enhance challenging areas.
- Implement a corporate strategy for increasing accountability at all levels to ensure commensurate incentives, rewards, and penalties are upheld.
- Establish a comprehensive leadership development program to ensure NBC managers gain the competencies necessary for success in a challenging, dynamic customer service environment.
- Evolve the NBC culture to one that is customer focused and services based, allowing the NBC to meet the increasing and challenging needs of our customers, remain competitive with shared services centers, and meet compliance requirements.

Objective 4.3 – Promote Communications and Collaboration within the NBC

Achieving the NBC's mission and goals cannot be accomplished without the support and teamwork of its employees. The NBC must ensure it creates an environment that promotes communication and collaboration to meet this objective. The NBC's human capital planning effort must foster and reward open, candid communication and teamwork. Furthermore, the employees must be enabled to share knowledge in an open, collaborative environment across the organization.

Strategies and Means

- Ensure managers convey information to cultivate a staff that is well informed about policies, procedures, programs, and other issues affecting them and their work. The communication should include periodic meetings with all levels of staff, programs, performance measures, and goals.
- Enhance existing employee suggestion process by developing a process to receive and respond to feedback directly from staff. This process will allow employees to feel part of the overall NBC team by having a direct method of communicating their ideas or concerns.
- Train NBC managers, at all levels of the organization, to conduct regular meetings with employees to establish a regular means of communication, foster a team environment, recognize organizational and employee successes and solicit feedback.
- Define, design, and deploy the implementation of an NBC corporate Intranet and collaboration environment to enhance knowledge management and provide an additional communications channel.

Performance Indicators for Strategic Goal #4

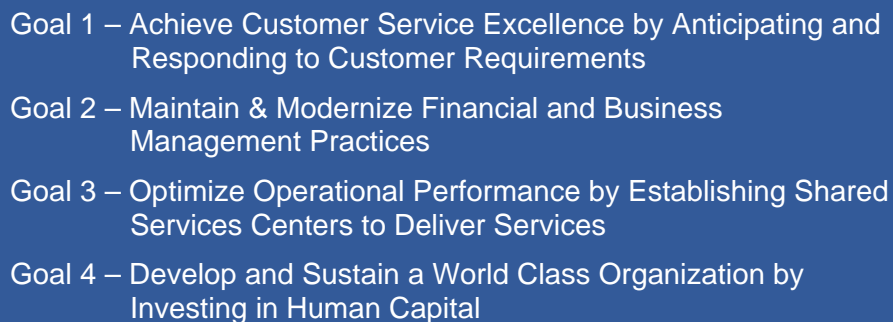
- Employee Survey – Leadership satisfaction
- Employee Survey – Performance Culture Satisfaction
- Employee Survey – Learning Satisfaction
- Employee Survey – Job Satisfaction
- Progress Against Human Capital Objectives

3 NBC Lines of Business Strategies and Offerings

The NBC offers a wide range of business services to internal DOI customers and external Government Agencies. The NBC has bundled its service offerings into eight core LOBs, which include Financial Management Services, Human Resources Services, Training Services, Acquisition Services, Aviation Services, Appraisal Services, Administrative Operations Services, and Information Technology Services. The vertical focus of these core LOBs makes them ideal mechanisms to leverage commercial and governmental best practices, as well as vertically oriented supporting applications to deliver a common set of services to a distributed and diverse user environment via a shared services center model.

During the development of this Strategic Plan, the NBC compared its eight core LOBs against its strategic goals listed in Figure 3 - 1, and projected the strategic direction required for each LOB to achieve these goals.

Figure 3 - 1: The NBC's Four Strategic Goals

- 
- Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements
 - Goal 2 – Maintain & Modernize Financial and Business Management Practices
 - Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services
 - Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital

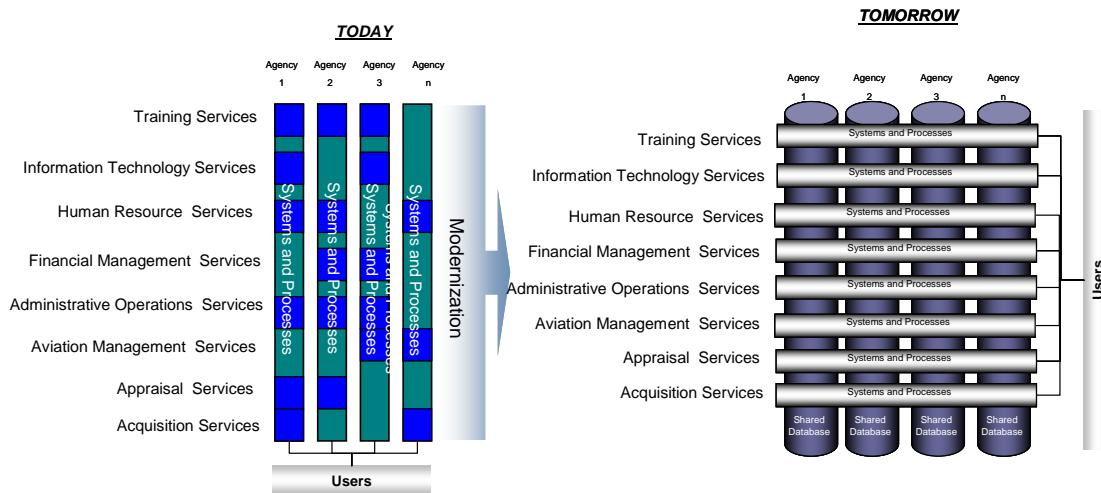
In developing and delivering the products and services for each of its LOBs, the NBC has made it its mission to provide the highest quality services and most efficient and cost competitive solutions to meet customer business needs. By doing so, the NBC has strategically aligned its LOB service offerings to achieve its goals and objectives, as previously described in Section 2 of this document.

While the NBC has made progress in developing a 'One NBC' services culture, overcoming the stove-piped manner of the past remains a challenge. Continued focus on development of an environment that achieves seamless business processes across application boundaries, business boundaries, or geographical boundaries is needed. This issue is not unique to the NBC. Rather, it is a challenge currently present within all business service agencies in the Federal government. The OMB recognizes that since this lack of cross-functional and cross-agency collaboration has resulted in numerous redundant, expensive, and stove-piped business solutions, there is a significant need to develop an integrated, shared services environment to support cross-agency collaboration within Federal Agencies. As a result, the OMB has initiated and sponsored 24 government-wide Electronic Government initiatives to streamline the operations of the Federal Government.

The NBC recognizes that as the Federal environment has grown, it has become increasingly more complex, both in mission objectives and infrastructure support needs. As a provider of multiple LOBs, the NBC has the opportunity to position itself as the preferred provider of these business services across the government by integrating support infrastructures, streamlining business processes, and reaching out to customers in need of these shared services. The NBC's core LOBs are strategically positioned to enable this shared services environment. The NBC's vision is to offer these LOB service offerings to agencies across the Federal government in a manner that allows cross-agency collaboration.

Service-oriented architecture (SOA), integrated solutions, and shared infrastructure are the enablers of shared services. Figure 3 - 2 illustrates how the NBC will facilitate the transformation from today's stove-piped environment to tomorrow's shared, service-oriented environment. How the NBC will enable a SSP model through modernization of the IT infrastructure will be discussed in more detail within Section 3.8 Information Technology Services.

Figure 3 - 2: Transformation to a Shared Services Provider Model



The following sections discuss the specific service offerings that exist within each of the NBC's eight core LOBs and how these service offerings support the NBC's mission, goals, and objectives. Additionally, the following sections will expand upon the proposed shared services environment for cross-agency integration within the NBC's core LOBs.

3.1 Financial Management Services

The Financial Management (FM) Services LOB has identified its five-year roadmap, seen in Figure 3 - 3, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 - 3: The Financial Management LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Deploy the Financial Business Management System (FBMS) in the NBC		████████████████████			
Enhance SAP expertise as system host and provider	████████████████████				
Optimize products and technology environments for efficiencies and effectiveness	████████████████████				
Realign the service model to a best of breed approach		████████████████			

The FM LOB provides its clients with an extensive set of financial services to meet the diversity of Federal customer business and financial processes and needs. The services are organized into three key services offerings – Financial and Business Management systems Support, Accounting Operations Services, and Web Application Development and support. A summary description of each service offering is provided below in Figure 3 - 4.

Figure 3 - 4: Financial and Business Management LOB Service Offerings

Service Offerings	Service Offering Description
Financial and Business Management Systems Support	<p>Complete financial systems and services, including support for project management, systems migration, systems implementation, systems maintenance, change management, training, and help desk support. These systems and services comprise the following:</p> <ul style="list-style-type: none"> • Two FSIO-compliant core financial systems are offered to customers – Oracle Federal Financials and Momentum. NBC also hosts DOI on the legacy Federal Financial System (FFS), a CGI /AMS product. DOI is transitioning to the SAP Financial management system, which the NBC will offer to external customers after the Department's full deployment to all bureaus and organizations in FY2012. NBC is also working with external FFS customers to assess alternative options, including Oracle and Momentum, and transition them to a FSIO compliant system. • Financial Statement preparation system – Hyperion Consolidated Financial Statement system and the financial statement functionality / modules which are part of the oracle and momentum enterprise application suites. • Procurement – Interior Department Electronic Acquisition System, (IDEAS) for all procurement processes. This includes the electronic commerce website (EC) which provides the vendor community the opportunity to do business with participating Federal agencies in an electronic mode. • eTravel – includes the three eTravel systems offered to Federal agencies under the Federal eTravel program interfaced to Oracle and Momentum. • Financial Reporting – includes the Oracle and Momentum Data

Service Offerings	Service Offering Description
	Warehouse and Daily Business Intelligence enterprise applications. <ul style="list-style-type: none"> • Bankcard support – report distribution, training, interfaces, and charge card integration with Oracle and Momentum. • Property Management – includes the property modules which are part of the Oracle and Momentum enterprise applications suite as well as the Sunflower and Maximo applications with interfaces to the core financial systems for customers with more extensive property requirements. • Quarters – supports the billing, collection, and reporting of offsite housing costs which are provided to employees as part of their employment. • National Irrigation/Information Management System (NIIMS) - supports billing and collection for the Bureau of Indian Affairs’ irrigation and power program.
Accounting Operations Services	Full range of financial accounting and reporting services including the following: <ul style="list-style-type: none"> • Accounts Payable • Debt Management • Accounts Receivable • Temporary Duty Travel Payment Processing • Relocation Services including payment processing • Financial Statement Preparation and analysis including audit support • General Accounting Support • Financial Reporting
Web Application Development and Support	Full range of web development and maintenance services including the following: <ul style="list-style-type: none"> • Web Application Development – includes project management, system analysis, and design with an emphasis on functional and security requirements, source code development, system testing, quality assurance, and implementation and post production support • Web Design and Implementation – includes design and implementation of new websites and web pages, posting new or updated content provided by the information owner, and performing routine website maintenance including monitoring of orphan files and dead links • Web Application and Website Hosting – includes administration, operation, and maintenance of an application, including application hosting, on-line and off-line storage, operating system backups, system security, printing capability, installation of approved and funded software fixes, technical analysis, physical and systems security, firewall security, use of intrusion detection software, administration of all software on the server, monitoring of feedback messages received from the Web site, and backup and disaster recovery.

Target Market

The NBC currently provides service offerings to our primary customer, DOI bureaus and offices, as well as to non-DOI entities including small and medium-sized Federal agencies. Based on this model and looking forward, the target market will continue to be the Department, as well as small and medium-sized customers. The FM LOB will also pursue large, cabinet-level agencies based on our 30-year experience with large scale financial system hosting. This is consistent with NBC’s designation as a Financial Management SSP.

Opportunities

The NBC differentiates itself from other Federal cross-servicing organizations by offering customers a choice of financial systems delivered through partnerships with commercial, systems integrators, and software vendors. These choices include Oracle Federal Financials and Momentum. There is a demand for financial systems in these two product areas. Further, this demand exists for many organizations, regardless of size, as these systems can be scaled to meet the needs of small to large entities. For this reason, the NBC is positioned to be the only cross-servicing provider that can essentially be “product agnostic.” In doing so, the NBC will be able to offer its customers a tailored financial system package most suited to the customer’s requirements while offering reduced costs and improved financial controls through a shared infrastructure.

Another opportunity for cross servicing will be DOI’s SAP implementation, called the Financial and Business Management System (FBMS). FBMS is an integrated business and financial management software suite that will offer business applications and functionality including core financials, procurement functionality, eCommerce and eGrants management. Once the NBC has gained sufficient technical knowledge and experience with the SAP application through the DOI’s implementation, it will identify opportunities for expanding the core financial accounting systems offerings to include SAP. Due to the complexity of SAP, this system will only be offered to large Federal agencies which have the need or the breadth of functionality and complexity offered by SAP.

The types of accounting operations services that are offered are defined broadly as vendor payments, travel payments, debt management, collections processing, preparation of financial statements and regulatory reports, financial audit support, and general accounting activities. In giving customers a choice of systems and services, the NBC is able to offer a comprehensive financial system solution, which includes all aspects of an agency’s financial requirements, including financial systems and services.

Strategic Direction

Based on the target market and opportunities, the following future activities, as they relate to the roadmap, have been identified for FM Services:

- **Deploy the Financial Business Management System (FBMS) in the NBC (FY09 - FY11).**
 - Coordinate FBMS implementation phases (e.g., business blueprinting, realization, technical design, etc.) for the NBC’s implementation.
 - Participate in implementation activities, e.g., testing, training, data clean up, etc.
 - Ensure FBMS requirements support Interior Franchise Fund reporting and accounting.
 - Coordinate and communicate with customers about changes to the NBC’s processes and interfaces.
- **Enhance SAP Expertise as System Host and Provider (FY08 - FY12).**
 - Build a sound FBMS/SAP support service and technical expertise with the FBMS/SAP products.
 - Develop a plan and migrate FBMS application maintenance responsibilities from the FBMS Project Management Office (PMO) to the NBC.
 - Identify approach and timeframes for offering SAP hosting and applications management services to non-DOI customers.

- **Optimize Products and Technology Environments for Efficiencies and Effectiveness (FY08 - FY11).**
 - Transition customers on legacy systems (e.g., FFS, IDEAS/PD, and Travel Manager) to modern standardized solutions.
 - Work with current customers to educate them regarding options, prepare individual costs/transitions plans and work with affected customers to develop transition approach and Plan.
 - Complete approved implementations
 - Develop favorable transition incentives for current legacy system users to current NBC products.
 - Enhance core functionality of the core accounting systems to provide end-to-end electronic processing.
 - Implement the Common Government-wide Accounting Classification (CGAC) structure.
- **Realign the Service Deliver Model to a Best-of-Breed Approach (FY09 - FY10).**
 - Maintain solid partnerships with software providers to ensure the lowest possible licensing arrangements.
 - Implement an integrated change and configuration management plan.

By implementing the above strategies for each service offering, the FM Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 5.

Figure 3 - 5: Mapping the Future State of Financial and Business Management Services to the NBC's Strategic Goals

	Goal 1 – Achieve Customer Service Excellence By Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Financial Management Services	FM standard solutions and their inherent integration capabilities will provide seamless servicing to DOI and external Federal customers. Standard operational processes and the evolution of subject matter expertise will position the NBC to offer world class customer service which is fully compliant with internal and financial reporting requirements.	Accurate cost allocations will be built and sustained for operational and cost efficiencies. Per unit costs for customers will achieve the “best value” level	Cost and performance metrics will ensure that the NBC offers world class services. Continuing the pursuit of a common help desk and servicing model will to not only improve operational performance but achieve best value for clients.	Enhance skills to strengthen subject matter expertise on FM standard solutions. Promote a strong workplace environment through the continued open communication channels, employee surveys and focus groups and training.

3.2 Human Resources Services

The Human Resources Line of Business (HR LOB) five-year roadmap for achieving the goals and objectives outlined in this strategic plan is shown in Figure 3 - 6.

Figure 3 – 6: The Human Resources Services LOB’s Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>
Increase usage and customer base of HR LOB services					
Expand HR LOB service offerings					
Standardize and improve business processes for all HR operations – internal and external					
Improve automation for efficiency, service, and security gains					

The NBC has been in the business of providing HR and payroll services for more than 30 years. We have linked our Strategic Direction to the PMA by aligning our mission, vision, and goals to the vision and strategic direction of the PMA. This strong linkage to the PMA and our highly regarded position in the Federal marketplace drives our vision to be the preferred SSC for HR and e-Payroll services. HRD provides an array of payroll and personnel processing applications and services in compliance with the Joint Financial Management Improvement Program (JFMIP) SR-99-5, OPM’s Guide to the Central Personnel Data File (CPDF), and human resources and payroll systems requirements for payroll management activities. Our staff is highly trained and experienced in all facets of human resources including personnel action processing, payroll processing, time and attendance, labor cost distribution, recruitment, benefits administration, employee and labor relations management, human capital strategy planning, performance management and position classification. The HR LOB staff is innovative, creative, and customer focused and is positioned to deliver excellence in HR products and services. In our continuing effort to be a market leader, we are pursuing ISO 9001 certification in 2008 for the HR SSC. A summary description of each service offering is provided below in Figure 3 – 7.

Figure 3 – 7: Human Resources LOB Service Offerings

Service Offerings	Service Offering Description
Payroll Operations Services	<p>Payroll Operations base-level services include:</p> <ul style="list-style-type: none"> • Assistance in submission of T&As • T&A processing and adjustments • Pay certification and disbursement • Payroll reconciliation • Reissued and supplemental checks • Maintenance and certification of leave, health, Thrift Savings Plan, and retirement records • Payment and reconciliation of Federal, state, and local taxes; issuance of W2's • Completion of reports for bonds and OWCP • Unemployment reporting using contract services • Garnishments processing • Payroll debt collection • Pay and leave adjustments and payments • Separations Processing • Customer Support
HR Operational Services	<p>HR Operations services include:</p> <ul style="list-style-type: none"> • Human Resources Strategy • Organization and Position Management • Staff Acquisition • Personnel Action Processing • Benefits Management • Compensation Management • Employee Relations Management • Labor Relations Management • Performance Management • FPPS Security
HR Application Services	<p>These services include the hosting, operation, and maintenance of information technology systems to provide customers with OPM required HR functionality for HR Shared Services Center described above. These systems include:</p> <ul style="list-style-type: none"> • FPPS • OPM's Employee Express • DataMart Data Warehouse • Quicktime Time & Attendance • Labor Cost System Processing and Support • Client-specific requirements

Target Market

The NBC provides HR and/or payroll services to 40 agencies and approximately 300,000 employees. Our client base is very diverse ranging from fewer than 10 employees for the Commission of Fine Arts to over 70,000 employees for large organizations such as the Social Security Administration and the DOI. Over the next five years, our goal is to gain at least one large client with greater than 15,000 employees, two mid-sized (1,000-4,999), and five small (fewer than 1,000) clients. The mandated e-Payroll migrations to specific SSCs are complete and agencies now have the flexibility to transfer to different providers who can best meet their needs and requirements. Over the past year, we were able to gain several new clients as a result of this new process and we strive to continue this trend. Thus, a primary goal for us is to retain 100 percent of our current customers (we have never lost a client) and increase growth by adding at least two new products or services to those clients. In addition to executive branch agencies, we will explore offering services to legislative and judicial branch organizations in the Federal sector as well as state governments. Furthermore, our goal is to add approximately 100,000 accounts to our Quicktime Time and Attendance application and 10 new small agencies to our HR Cross Servicing operation.

Opportunities

The NBC HR LOB is well positioned in the Federal market as a world-class provider of payroll and HR systems and services. Our opportunities for market growth and innovation are numerous. We will continue to market the Federal Personnel Payroll System (FPPS) to clients looking for an integrated personnel and payroll system. Through development and implementation of integrated e-Government infrastructure and innovative HR management systems, we will create additional opportunities to expand our service offerings and, in turn, our customer base. A key goal is speed to market with these solutions which will create greater demand for our services. In addition, we are responding to a high level of interest from our current and prospective clients for increased Datamart capabilities such as dashboard technology and data warehousing and reporting. These new tool sets included in our next generation of the Datamart are focused on offering our clients readily available and near real time data for key decision making. Additionally, as budget and resource constraints continue to tighten, and government agencies seek to shut down costly, redundant human resource systems and services, we will be well positioned to effectively compete for these new opportunities. Our keen focus on delivery of superior customer service, innovative solutions and partnership with our clients have helped to establish a reputation for excellence which continues to create new market opportunities and a steadily increasing client base.

Strategic Direction

Based on the target market and opportunities, the HR LOB has identified the following actions on the roadmap of activities:

- **Increase usage and customer base of HR LOB services (FY08 – FY12).**
 - Market existing HR application services to all Federal agencies to include migration activities and integrated point solutions.
 - Continue to survey the market to identify opportunities through: conferences, user groups, customer forums, customer advisory boards, client visits, networking, responses to Requests for Proposals (RFPs) and Requests for Information (RFIs), product demonstrations, and word of mouth referrals.
 - Pursue partnerships with other agencies and private industry to identify and bid on new customers.

- Develop a communication plan to better market and highlight our HR and payroll services, customer support, and new service offerings as they are developed and implemented.
- Further develop and expand our Small Agency Service and Systems Initiative (SASSI) to allow NBC to identify and prioritize offerings that can aid small agencies.
- Attract, develop, and retain a highly capable, motivated workforce.
- **Expand HR LOB service offerings (FY08 – FY12).**
 - Based on client priorities and recommendations, and OPM Non-Core requirements, incrementally expand HR system offerings to include the following systems: Workforce transformation Tracking System (WTTS); Entrance on Duty System (EODS); Learning Management System; to include Competency Management System (CMS) and Performance Management System (PMS); Employee Profile System (EPS); Organizational Profile System (OPS); Provisioning System; Automated Staffing System; Recruitment; Benefits Administration; Employee and Labor Relations Management; Human Capital Strategic Planning & Performance Management; and Position Classification.
 - Continue to solicit current and potential customers for additional opportunities to expand our service offerings to meet customer needs and requirements.
- **Standardize and improve business processes for all HR operations – internal and external (FY08 – FY10).**
 - Refine the HR business model.
 - Develop a service delivery model that can meet the needs of customers from geographically separated locations.
 - Standardize policies, procedures, and processes for all HR operations.
 - Refine the HR pricing model based on activity based costing concepts.
 - Find automated solutions for information sharing to improve operational effectiveness and efficiency.
- **Improve automation for efficiency, service, and security gains (FY08 – FY12).**
 - Partner with other agencies and private entities to develop and Federalize HR management systems and processes.
 - Implement the HR management bolt-ons such as the Workforce Transformation Tracking System, Entrance on Duty System, Learning Management System, Employee Profile System, Organizational Profile System, Provisioning System, and Automated Staffing System. Add OPM required non-core requirements as identified above.
 - Implement the Secure On-and-Off Boarding and Access Management System (SOAMS), an HR systems integration framework linking the current and future HR LOB offerings with eRecruitment, eOPF, eTraining, eTravel, eClearance, and Enterprise Human Resources Integration (EHRI).
 - Leverage the NBC enterprise portal concept of operations.
 - Consolidate help desks and implement call center technologies to build the foundation for a world-class call center.

- Further automate and enhance existing systems (FPPS and Quicktime) and processes to increase productivity and customer service.
- Further develop and implement Datamart solutions including dashboard technology, survey capabilities, and data warehousing.
- Continue to pursue and implement security enhancements for the protection of Personally Identifiable Information (PII).

By implementing the above strategies for each service offering, HR Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 8.

Figure 3 - 8: Mapping the Future State of Human Resources Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
All Human Resources Services	HR LOBs focus on the integration of core offerings and bolt-on’s will provide the DOI and external Federal customers world class services that met the needs of customers from geographically diverse locations. Consolidation and modernization of help desk service and applied technology will better position HR LOB to transition, implement, and support customers – with a focus on quality and excellence.	HR LOBs will continue to use cost allocation data to ensure operational and cost efficiencies. Per unit costs for customers will be optimized through the effective implementation of partnerships with other agencies and private entities to achieve the most cost effective model of Federalized HR systems and processes.	Continue to refine the HR services business models and develop additional service delivery models to support geographically diverse clients. The automation of solutions for knowledge management will improve operational performance.	Renewed focus on NBC Core Competencies in the HR LOB as well as the upcoming ISO 9001 certification will position the NBC for continued leadership as the preferred provider of HR and payroll services to the Federal government.

3.3 Training Services

The Training Services LOB has identified its five-year roadmap, seen in Figure 39, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 9: The Training Services LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Expand intern programs as both internal and external service offerings	■	■			
Increase usage of and participation in leadership development programs	■	■			
Expand online learning programs	■	■	■		
Expand participation in the speaker forums.	■	■	■	■	■

The NBC offers a unique set of performance improvement solutions and services through its DOI University. The DOI University has developed a number of training programs, currently focusing on three primary service areas: Leadership and Performance Division, Online Learning Division, and Speaker Events. Content within each of these service areas ranges from performance improvement, to career development, to cultural awareness. Specific service offering descriptions can be found in Figure 3 - 10.

Figure 3 – 10: Training LOB Service Offerings

Service Offerings	Service Offering Description
Leadership and Performance Centers (LPC)	LPCs provide performance improvement solutions for: Certificate Programs, Leadership Programs, Intern Programs, and Professional Development.
Online Learning Systems and Services	Includes three services: Online Training (Mandated), Other Customized Courses, and Learning Management Systems (LMS) Services and Support. Provides a one-stop solution to provide and manage online training resources. Courses are delivered through an LMS that provides successful completion information to bureau and office managers for tracking purposes.
Cultural Resources and Events	Includes two services: Executive Forums and Government-Wide Forums. The Government-Wide Forums are programs that offer Federal Agencies an opportunity to increase job satisfaction, quality of work life, lifelong learning and networking opportunities, and a positive agency image. The Executive Forums are programs that offer DOI leadership an opportunity to share ideas/inspirations in featured books.

By strategically aligning its three main service offerings with the NBC’s mission and goals, the Training Services LOB will be pursuing and marketing only those services with the greatest growth potential and demand from customers, including:

- Intern Programs, Certificate Programs, and Leadership and Professional Development Programs within the Leadership and Performance Division;

- Customized Courses and additional Online Training Services within the Online Learning Division; and,
- DOI Executive Forums and Government-Wide Forums.

Leadership and Performance Centers

Target Market

The NBC's Training Services LOB currently provides Leadership and Performance (L&P) Division services both to internal DOI bureaus and offices, as well as external Federal Agencies. However, the greatest growth for the L&P Division service offering has been with external Federal Agencies, especially for L&P Development Programs. Going forward, the L&P Division will strategically target medium to large customers both internally to DOI and externally to cabinet-level government agencies for its Intern Programs, Certificate Programs and Leadership and Professional Development Programs.

Opportunities

Internal bureaus and other Federal offices are becoming more aware of the excellent quality and value of the Leadership and Performance Division's products and services. Opportunities for growth at Interior focus on the subject areas that are strategically aligned with the DOI human capital goals and that will have a measurable impact on performance. There is an identified need for an IT workforce development program that focuses both on the technical aspects of the discipline and emphasizes management competencies. Additional opportunities for growth with external clients concentrate on acquisition and financial management accountability, which is a documented need throughout the Federal government. Entry and mid-level leadership programs also offer opportunities for growth. All growth opportunities are dependent on available resources to perform the research and design/development work.

Strategic Direction

Based on the target market and opportunities for L&P Centers, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- **Expand Intern Programs as both internal & external service offerings (FY08 – FY09).**
 - Expand Intern Programs, including programs for IT, FM, and HR. Maintain existing customer base and market to additional cabinet-level agencies. Assess value and review pricing structure of Intern Program to ensure best value is being offered to customers. Determine a way to ensure interns are committed to the Federal position with one of the sponsoring agencies.
 - Market and expand to additional customers, both internal to the DOI and external to other Federal Agencies.
- **Increase usage of and participation in leadership development programs (FY08 – FY09).**
 - Determine what the options are and what the value proposition is for Training Services' career development programs.
 - Expand the DOI University career development programs, aligning them to meet the NBC's strategic goals and objectives.
 - Develop a physical growth and space plan consistent with business objectives and projections.

- Develop workforce/succession plan for meeting expanding needs. Include a skills gap analysis to determine what skills are needed; prioritize hiring; examine hiring a mix of Federal and contract staff.
- Expand the client base on the L&P Development Programs to include additional small to medium sized Federal Agencies.
- Market and expand to additional customers, both internal to the DOI and external to other Federal Agencies.
- Develop strategies to offer a blended learning approach in the intern programs and leadership programs.
- Design and develop mid-level and NBC specific leadership development programs.

Online Learning Division

Target Market

The NBC's Training Services LOB primarily provides Online Learning Division services to bureaus and offices internal to DOI. Other Federal Agencies have been provided access to DOI University-developed online courses or custom courseware development assistance. Online Learning will initially be targeting small to medium external customers, as well as increasing the number of bureaus and offices internal to DOI that use Online Learning Division services.

Opportunities

Mandated training has been a major driver in the Interior market. The need for additional courses has continued to outstrip the capacity to meet customer needs immediately. Most of these courses include significant amounts of Interior-specific information requiring customized courseware. All evidence points to increased demand for these products in the foreseeable future. Additional opportunities to provide these services to other Federal Agencies can be pursued, once resources have increased to meet their needs.

Another significant market has been program-related online courses for bureaus. We will continue to market this service as well.

Strategic Direction

Based on the target market and opportunities for the Online Learning Division, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- **Expand online learning programs (FY08 – FY10).**
 - Align and blend online training with intern and leadership development programs to meet the NBC's strategic goals and objectives.
 - Develop workforce/succession plan for meeting expanding needs. Include a skills gap analysis to determine what skills are needed; prioritize hiring; examine hiring a mix of Federal and contract staff.
 - Develop a standardized template for customized courses.
 - Use the success of customized courses as a marketing tool to continue to grow business within DOI.
 - Market and expand to additional customers external to DOI.

- Explore feasibility of and determine market for training services using new technologies, such as webinars.

Speaker Events

Target Market

The NBC’s Cultural Resources and Events service currently offers Executive Forums to DOI executives and top managers. Government-Wide Forums are offered to employees within 30 Federal Agencies, geographically dispersed throughout the country. The Cultural Resources and Events service offering will target small to medium external customers in addition to internal bureaus for both its Executive Forums and Government-Wide Forums.

Opportunities

Currently, there is little competition for the forums. Therefore, DOIU has the opportunity to increase the number of partners of the Government-Wide Forums and serve executives in field offices. By developing forums outside of Washington, DC, expansion into other market areas populated with DOI and other Federal employees is possible.

Strategic Direction

Based on the target market and opportunities for Speaker Events, the Training Services LOB has identified the following activities, related to its roadmap, moving forward:

- **Expand participation in the speaker forums (FY08 – FY12)**
 - Market to additional Federal agencies not currently participating in the forums
 - Determine possible partnerships to bring the forums to other geographical locations

By implementing the above strategies for each service offering, the Training Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 11.

Figure 3 – 11: Mapping the Future State of Training Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Training Services	Leadership, Training, and Speaker Services provide cost efficient sources of education and training to NBC customers which assure succession planning and workforce competencies for our customers.	Leverage economies of scale by expanding market of current service offerings.	Assure performance metrics for major services are established and monitored to achieve the most effective and efficient delivery of services to customers.	Build and support existing services to achieve DOI Human Capital Plans. Offer services to other Federal Agencies thereby assisting them to achieve their Human Capital needs.

3.4 Acquisition Services

The Acquisition Services LOB has identified its five-year roadmap, seen in Figure 3 - 12, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 12: The Acquisition Services LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Migrate to a single integrated organizational structure					
Standardize and implement operational policies and procedures and meet audit compliance					
Standardize human resources structures					
Migrate to a standard technology solution					
Grow and diversify customer base					

The NBC's Acquisition Services LOB is uniquely positioned to provide lifecycle acquisition services in a fully electronic environment to a diverse array of clients at locations throughout the world. The NBC's Acquisition Services LOB remains accountable through use of strong policies and procedures, cost effective operations, and a flexible, well trained workforce. The Acquisition Services LOB collects and utilizes performance metrics that demonstrate their capabilities in providing world class acquisition support to its customers. Organizational core competencies have been identified and are described in Figure 3 - 13 below. These services are offered on a competitive, best-value basis to all Federal Agencies across the government.

Figure 3 – 13: Acquisition LOB Service Offerings

Service Offerings	Service Offering Description
Information Technology (IT) Systems & Services Contracts	Supplies and/or services for the use of electronic computers, computer software, information services, telecommunications, management information services, and managed service providers to convert, store, protect, process, transmit and retrieve information.
Non-IT Services Contracts	Services are primarily administrative, managerial, or consultative. Services include a wide variety of service acquisitions, ranging from facility, physical security, and guard services, to financial auditing and accounting.
Technology Research & Development Contracts	Engineering, manufacturing and quality services dedicated to creating innovative solutions for advanced technologies, and identifying technology advancements which are then incorporated into production designs of future systems.
Supplies Contracts	Wide variety of equipment / materials readily available for purchase on the commercial market in potentially large volumes.
Aviation Services Contracts	Support for aviation missions that require distinctive aviation flight skills including wild land fire suppression efforts, wildlife capture and research, natural resource management, search and rescue operations, law enforcement, oil and gas production oversight, non-combat testing and scientific

Service Offerings	Service Offering Description
	research. Additional expertise includes professional aviation program management, technical aviation services, training, safety programs, accident investigation, and contract compliance inspections.
Construction Contracts	Construction services include the assembly, alteration, renovation and/or repair of buildings, structures, and other real property, including improvements of all types.
Financial Agreements Contracts	Financial Agreements are designed to encourage entities (contractors/consortiums) that normally do not contract with the Government to participate in R&D type activities for the stimuli of public purpose. NBC provides award and business services for Grants, Cooperative Agreements and Other Transactions.
Appraisal Services Contracts	Contract appraisal services in support of real property transactions for land management bureaus.
Facility Leasing Services Contracts	Acquiring administration of leased facilities and office space for NBC and DOI clients. This service includes acquisition planning for the appropriate space needed by the clients, expert lease negotiations and administration of lease executed for the entire life of the lease or until lease is terminated prior to the expiration of the lease at the request of the client..
Indirect Cost Service Contracts	Responsible for negotiating indirect cost rates with all Native American and Territorial governments, regardless of funding, and with state, local, and non-profit organizations that receive the majority of their Federal funds from DOI

Acquisition Management Services

Target Market

The NBC’s Acquisition Services LOB currently provides acquisition services and support to DOI and many other Federal clients. To build on its existing core client base and expand into new markets, the Acquisition Services LOB plans to shift from a reactive mode to a purpose-based approach aligned with organizational core competencies when capturing clients. A continuous client education and awareness effort has kept the brand name in front of a broad range of customers. The Acquisition Services LOB will shift to identifying and focusing resources to “best fit” customers. This will support the Acquisition Services LOB’s strategic approach for continued controlled growth and diversification of client base.

Opportunities

The NBC’s Acquisition Services LOB has a number of functional strategic opportunities, of which one of the most important is the government-wide shortage of trained and certified acquisition personnel. With increases in demand for acquisition services throughout the government, the Acquisition Services LOB’s ability to respond nimbly to a broad variety of customer requirements is a sought-after, valuable characteristic. In addition, by utilizing contracting vehicles currently in place, and developing new ones to support future strategic needs, the Acquisition Services LOB can leverage its rapid turnaround times when supporting client needs.

Additionally, the Acquisition Services LOB supports a number of client projects and technologies that could be beneficial to various DOI programs. This creates the opportunity for joint ventures and shared synergies between DOI and other Federal agencies.

The utilization of existing contract vehicles for pre positioned aircraft presents opportunities to support other Federal agencies' emergency requirements.

Target accounts include: (1) Department of Homeland Security, (2) Health and Human Services, (3) DoD. Homeland Security will be a key target, where in FY 2006 procurement operations used interagency contracting for 80 percent of its purchases – focusing most attention toward the Federal Emergency Management Agency, US Coast Guard, Transportation Security Administration, Customs and Border Patrol, Secret Service, and Immigrations and Customs Enforcement. The longer-term goal will be to increase account penetration with U.S. Visitor and Immigration Status Indicator Technology (US-VISIT) and Federal Law Enforcement Training Center (FLETC).

Large IT spending within civilian agencies will be a key target as well. Government Computer News has published data to indicate that, "Government spending for IT is expected to rise at an annual rate of 5.3%, from \$70.7 billion in '06 to \$91.4 billion in fiscal 2010. Spending for outsourcing will grow 7% annually between now and 2010. Capturing a small market share via high level service attributes and end-to-end program management will be facilitated by increased account and vendor contact and strategic selling initiatives.

The establishment of competency centers within AQD around these types of strategic acquisitions will ensure that the Acquisition Services LOB attains "preferred provider" status with our valued customers.

Strategic Direction

Based on the target market and opportunities, the Acquisition Services LOB has identified the following activities, related to its roadmap, for its Full Lifecycle Contract Support Services:

- **Migrate to a single integrated organizational structure (FY08 – FY12).**
 - Roll out the mission, vision and operating principles nationwide.
 - Identify areas to standardize procedures and policies directorate-wide.
 - Develop organizational communication plan.
 - Finalize acquisition LOB organizational structure.
 - Integrate the entire directorate into the IFF.
- **Standardize and implement operational policies and procedures and meet audit compliance (FY08 – FY09).**
 - Continue and refine performance assessment program.
 - Develop AQD wide comprehensive corrective action tracking system.
 - Achieve ISO 9001 certification.
- **Standardize human resources structures (FY08 – FY09).**
 - Implement staffing, recruitment and retention plans.
 - Develop and implement learning and development plan.
 - Develop and implement mentoring plan/program.
 - Complete Succession planning.
 - Identify workforce expertise in each of the core competencies, by individual, team, and geographical locale.

- Expand development of the workforce in other contracting skills to create additional core competencies which can later evolve into broader Acquisition LOB service offerings based on market demand and ROI.
- **Migrate to a standard technology solution (FY08 - FY11).**
 - Continue data cleanup initiatives in preparation for migration to the DOI financial management system, FBMS.
 - Contribute to the configuration and implementation of the contracting module of FBMS, PRISM.
 - Complete a business case proposal to bring up an acquisition module test environment which will be designed to enhance migration and mitigate risk.
- **Grow and diversify AQD customer base (FY08 - FY12).**
 - Pursue diversification of a balanced client base.
 - Target growth opportunities based on purpose based approach aligned with organizational core competencies supported by the business development plan.
 - Develop a pricing model consistent with growth and diversification goals

By implementing the identified strategies for each service offering, the Acquisition Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 14.

Figure 3 – 14: Mapping the Future State of Acquisition Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing In Human Capital
Acquisition Services	Acquisition’s standardization of technology solutions along with the further development of competency center capabilities will provide customer service excellence to both DOI and all external customers.	Integration of the Acquisition LOB organizational structure and standardization of operational policies will modernize business and management practices and will allow for more efficient and effective service delivery.	Migration to a standard technical solution and organization will allow for effective execution of core business practices.	Acquisition will develop and maintain access to a pool of employees and candidates with qualified skills to establish competency centers to improve the effectiveness of core Acquisition services.

3.5 Appraisal Services

The Appraisal Services LOB has identified its five-year roadmap, seen in Figure 3 - 15, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 15: The Appraisal Services LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Achieve & Maintain Professional Competencies & Resource Levels					
Refine & Continue a Quality Assurance Program					
Ensure Consistent and Comprehensive Standard Appraisal Operating Procedures					
Maintain Consistent and Comprehensive Standard Administrative Operating Procedures					
Adopt State-Of-The-Art Valuation-Office Technology & Resources					

The Appraisal Services LOB provides valuation program management, appraisal services, appraisal review services, and valuation consulting services. The LOB provides professional valuation services, primarily to Interior Bureaus, for assisting with their respective land transaction business decisions in a professional, efficient manner. The NBC appraisers provide market value appraisals for a variety of client agency actions including real property acquisitions, disposals, exchanges, and leases. The types of properties appraised include recreational, agricultural, commercial, industrial, and residential and take into account contributory resources from minerals water rights, and timber.

Each of the Appraisal Services LOB four-core service offerings is designed to effectively respond to customers' changing needs and expectations. A summary description of each service is provided in Figure 3-16.

Figure 3 – 16: Appraisal LOB Service Offerings

Service Offerings	Service Offering Description
Valuation Program Management Services	Providing management, policy development, and oversight to an organization's valuation program, such as with the Office of the Special Trustee's Office of Appraisal Services (OST/OAS).
Appraisal Services	Provide clients with credible independent appraisals, meeting all appropriate and applicable government and professional standards. Provide client specific appraisal products.
Appraisal Review Services	Provide clients with reviews of appraisals by competent review staff. Ensure that appraisal opinion results are credible and appraisal and appraisal review reports comply with applicable government and professional standards.
Valuation Consulting Services	Serve as an expert resource in valuation issues. Provide written or oral consultation as requested.

Target Market

The market for valuation services within the Federal Government is driven by the land management and land development agencies. These agencies, identified below, have traditionally had appraisers on staff, and are not fully accustomed to utilizing appraisers from separate, independent units such as the ASD. Within the current five-year business plan cycle, the ASD proposes to complete the process of establishing the foundation required to provide outstanding client focused valuation services to our DOI clients.

The NBC/ASD currently provides and will continue to offer valuation services to five bureaus within the DOI: The BLM the BOR, the NPS, the FWS and the BIA (the BIA indirectly via a management contract with the Office of the Special Trustee). Outside the Department, the ASD has provided valuation services to the USDA/Forest Service and appraisal review services to the USDA/Natural Resource Conservation Service.

Opportunities

Future opportunities for ASD will depend on the successful establishment of advanced professional skills, improved business processes, and technologically up-to-date offices. Given that foundation, ASD will be able to leverage its skills and efficiencies at a time when many Federal appraisers are reaching retirement age and appraisal is becoming a scarce skill with a much higher barrier to entry than ever before. In addition to the opportunity to provide specific services to new clients such as appraisals or appraisal reviews, the opportunity also exists to provide appraisal management services such as those provided to OST. Another possibility which is currently being defined in conjunction with DOI agency clients is an expanded role for ASD in the Department's Federal Assistance Programs.

Strategic Direction

- **Achieve & Maintain Professional Competencies & Resource Levels (FY08 – FY12).**
 - Training
 - Using the findings of the compliance inspection, identify skill gaps and training needs for staff.
 - Identify specific educational offerings to fulfill the identified needs.
 - Through cooperative efforts with professional appraisal associations, provide opportunities for training through the DOIU and, if no specific training exists, cooperate with professional appraisal associations to develop such training.
 - Recruitment
 - Target recruiting to appraisers with advanced professional credentials which exceed the minimum requirements for State General Appraiser Certification.
 - Initiate an intern program to recruit appraisers from the private sector already state certified. In conjunction, design a mentoring program to provide a succession plan for FY08-FY12.
 - Assess advanced skills needed (e.g. timber expertise), if any, for vacancies and target recruiting efforts to applicants with the requisite credentials.
 - Through cooperation with professional appraisal associations, expand advertisement opportunities for vacancies.
- **Refine & Continue a Quality Assurance Program (FY08 – FY12).**

- Complete compliance reviews of all regions to establish a baseline for current quality.
- Assess baseline results and establish a schedule for a second series of compliance reviews.
- Formalize mechanism for conveying results of compliance reviews to senior management and regional supervisory appraisers.
- Establish target goals for all regions, i.e., that a given percentage of all appraisals and reviews will meet or exceed expectations.
- Establish opportunities for “guest” reviewers in accordance with compliance review policy.
- Train additional staff in the compliance review process so that the compliance team is expanded in numbers.
- **Ensure Consistent and Comprehensive Standard Appraisal Operating Procedures (FY08 – FY09).**
 - Maintain the Appraisal Policy Manual, by incorporating Chief Appraiser’s Memoranda issued to clarify, amplify, and provide guidance on, policy statements
 - Incorporate any updates and/or changes to generally accepted appraisal standards (USPAP and UASFLA)
- **Maintain Consistent and Comprehensive Standard Administrative Operating Procedures (FY08 – FY09).**
 - Collect current administrative policies and procedures throughout the ASD and NBC.
 - Establish a committee to review these SOPs and enhance, adopt, or create administrative procedures that are consistent with the mission of ASD.
 - Categories for inclusion may include:
 - Appraisal contracting procedures; Financial and budget management; Human resources management; Records management; Payroll; Timekeeping; Training; and Travel.
 - Utilize modern technology for distribution, storage, and access of these policies and procedures
- **Adopt State-Of-The-Art Valuation-Office Technology & Resources (FY08 – FY10).**
 - Current data services and full reference library including:
 - Standard appraisal reference books; Subscriptions to professional journals of major professional appraisal associations (electronic and paper); Access to sales (lead) data; County and municipality databases; where available, Independent sales databases (provided by private parties); Regional MLS databases; Electronic subscriptions to Marshall Valuation Services – including commercial and agricultural cost guides; and Subscriptions to appropriate professional literature for specialized property types (e.g., water, timber, minerals).
 - Access to state-of-the-art technology
 - Software, to include:
 - Database applications (e.g., Ag Ware); Comprehensive appraisal report software; Mapping software (Deed Plotter, Arc View, Arc Explorer, Map Quest, DeLorme, etc.); Sketching and floor plan software; Aerial photography; Graphics software (Corel Draw, etc.).

- Report production hardware/software as well as the associated trained, to include:
 - Flatbed Scanners; Digital photography; Report binding machines; Training in word processing software (Microsoft Word, Microsoft Publisher, etc.), Training in spreadsheet software.
- Geo Spatial technology to include:
- Handheld GPS equipment; and Coordination and integration of various software (e.g., GPS, databases, graphics applications, analytical software, and word processing).

By implementing the above strategies for each offering, the Appraisal Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 17.

Figure 3 – 17: Mapping the Future State of Appraisal Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Appraisal Services	Achieve client service excellence by anticipating and responding to client needs while observing regulatory and professional requirements.	Leverage cost accounting data to ensure accountability. Implement administrative standard operating procedures to ensure standardization and effective execution of business management practices.	Implementation of industry best practices in technology, standardization of formats, consistency of approach, and continued quality assurance will allow ASD to optimize performance.	By identifying and providing for training needs, recruiting and retention of appraisers with advanced skills sets, and achievement of professional appraisal certifications the ASD will achieve its human capital goals.

3.6 Aviation Services

The Aviation Services LOB has identified its five-year roadmap, seen in Figure 3 – 18, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 18: The Aviation Services LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Sustain Core Competencies					
Enhance Bureau partnerships for increased efficiencies					
Enhance Interagency partnerships for increased efficiencies					
Continue to emphasize and champion an enterprise strategic approach to aviation management within DOI					
Enhance and expand Aviation Safety Training activities					

The Aviation Services LOB provides aviation policy for aviation safety management and aircraft accident prevention oversight to the Bureaus in the direct support of all DOI aviation activities. The core goal is to ensure the safety of aviation activities and prevent all aviation accidents, both within the DOI as well as within additional Federal and non-Federal agency customers. To do so, Aviation Services must provide the safety management oversight and appropriate resources to meet the missions of each customer in the most efficient manner available. Specific service offering descriptions can be found in Figure 3 - 19.

Figure 3 – 19: Aviation LOB Service Offerings

Service Offerings	Service Offering Description
Aviation Safety Services	<p>Develop and maintain mishap prevention programs that provide implementation guidelines, goals, and safety performance metrics for the program. For example, publications and policy (DMs, OPMs, Handbooks, Guides, Safety Alerts, Aircraft Accident Prevention Bulletins and hazard reporting (Safecom).</p> <p>Conduct on-site investigations, gather factual information, conduct technical laboratory examination and analysis, and develop causal and contributing factors, write final mishap reports and distribute. Conduct analysis and identify trends, develop recommendations for prevention.</p> <p>Conduct on-site visits to review overall aviation program. Analyze policy and procedures to assess any deficiencies. Create a report to document deficiencies and provide recommendations. Conduct a follow-up evaluation one year later to determine progress, during which if no progress has been made, a report to document a material weakness is provided.</p>

Service Offerings	Service Offering Description
<p>Aviation Program Management Services</p>	<p>Provide ground school and flight training for DOI Bureau pilots.</p> <p>Provide Fleet aircraft airworthiness inspections and maintenance. Inspect private sector maintenance vendors who are accomplishing maintenance on DOI Fleet aircraft.</p> <p>Inspection, approval, management and oversight of DOI Pilots and Fleet Aircraft to include civil maintenance facilities providing support to DOI Fleet Aircraft.</p> <p>Provide aviation fuels facility inspection. Conduct fuels sources inspection to ensure equipment and fuel quality meet appropriate standards.</p>
<p>Aviation Safety Training</p>	<p>Online Training offers web-based instructional courses to provide customers an opportunity to fulfill required aviation-related training from their own desktop. Instructor-Led Training provides in-class training and expertise in aviation and accident prevention policy, procedures and best safe operating practices. Training ranges from elementary safety through technical programs such as transportation of freight, hazardous materials, rappelling, helitorch, and aviation management courses.</p> <p>Instructor Certification Training provides initial training and certification of Bureau/Agency employees to become instructors in the Interagency Aviation Training curriculum.</p> <p>The Aviation Centered Education (ACE) program is a week-long training conference providing Bureau employees all required aviation safety training at one location. To accomplish these requirements, twenty-four different training classes are conducted at each ACE, providing employees the flexibility to attend only those classes that are relevant or required for their specific aviation position or duties.</p>
<p>Aviation Flight Services Support</p>	<p>Offer pre-use procurement, inspection/carding and approval of commercial aircraft services (CAS) for immediate dispatch of quality, economical and efficient aviation resources to meet emergency as well as routine needs of customers. Provide customers with requested technical specifications relating to capabilities and limitations of various aviation resources.</p> <p>Offer procurement planning specific to customer mission requirements.</p>
<p>Aviation Needs Assessment Service</p>	<p>Conduct an internal review of Agency aviation activities to include an analysis of flight operations activities for efficient and economical use of aviation resources. Includes support in policy development, technical specifications and core competencies identification, essential education and training needs, and identification of procurement options and financial services available.</p> <p>Review aviation safety program management, mishap notification procedures, investigation techniques, and reporting procedures orienting to implementation of sound mishap prevention measures.</p> <p>Recommend alternative resources of aviation asset procurement.</p>

Service Offerings	Service Offering Description
Aviation Policy Support	<p>Works collaboratively with all stakeholders to provide advice to leadership and to develop necessary aviation policies to ensure safe, effective and economical operation of aircraft in support of agency missions.</p> <p>Leverages electronic and web-based media to quickly and effectively disseminate new and/or updated aviation policies. Provides periodic on-site aviation program reviews to assess the effectiveness of aviation policy implementation.</p> <p>Develops program evaluation reports with recommended actions that build on lessons learned and best practices obtained from other program reviews.</p> <p>Works with customer to develop corrective action plans and milestones and provides follow-up reviews to confirm adoption of corrective actions.</p>

The Aviation Services LOB has deemed all five service offerings as potential growth opportunities. The strategic direction of Aviation Services is to ensure the stability and continuity and where appropriate, raise the aviation safety standards, increase efficiency, promote the economical operation of aviation activities and utilize economies of scale to provide the most efficient and economical aviation services possible for internal and external customers

Target Market

Currently, all flight services provided for DOI bureaus are acquired through the Aviation Services LOB, with limited exception, as required by Departmental policy. The current market for the Aviation Services LOB includes eight DOI bureaus (BLM, BIA, FWS, NPS, BOR, MMS, USGS, and OSM), as well as six non-DOI Federal agencies (National Science Foundation, US Antarctic Program, US Navy, Environmental Protection Agency, US Forest Service, National Oceanographic and Atmospheric Administration and the United States Postal Service), and numerous state agencies. Aviation Services LOB will continue to provide full aviation services to all DOI bureaus and, where resources permit, seek additional external and internal customers, including the NBC’s own Appraisal Services LOB.

Opportunities

Aviation Services is currently positioned for a number of opportunities, including:

- Increase the use of DOI-developed SafeCom system by other Federal Agencies;
- Increase the use of inspector personnel and accident investigation/prevention/training resources via addition of staff funded by external customers;
- Provide fleet and commercial aircraft services (CAS) and resources to other Federal Agencies, and provide all manners of aviation flight services to non-Federal Agencies;
- Reduction of processing time and increased accuracy of projected costs of travel using state-of-the-art flight planning technology;
- Enhance on-line training capabilities; and
- Enhance the knowledge of new media technology to develop new user training techniques.

Strategic Direction

Based on the target market and opportunities, the Aviations Services LOB has identified the following activities moving forward:

- **Sustain core competencies (FY08 – FY12).**
 - Develop core competency skills and an appropriate workforce-training plan to leverage current staff.
 - Acquire and retain highly skilled personnel.
- **Enhance bureau partnerships for increased efficiencies (FY08 – FY10).**
 - Create opportunities to enhance partnerships with Bureau agency customers.
- **Enhance Interagency partnerships for increased efficiencies (FY08 – FY12).**
 - Create opportunities to enhance partnerships with Interagency customers.
- **Continue to emphasize and champion an enterprise strategic approach to aviation management within DOI (FY08 – FY11).**
- **Enhance and expand Aviation Safety Training activities (FY08 – FY12).**
 - Enhance on-line training capabilities and offer increased training capabilities and opportunities to our customers to affect proficient aviation safety oversight.

By implementing the above strategies for each service offering, the Aviation Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3-20.

Figure 3 – 20: Mapping the Future State of Aviation Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Aviation Services	<p>Enhance communication with customers and seek feedback on procedures, timely sharing of mishap information, format and information included on intermediate reports, and technical, contractual, and financial service support.</p> <p>Ensure services provided are professional, objective, timely and consistent with Departmental policy and meet procurement criteria.</p> <p>Through annual assessments, determine classroom and online offerings. Partner with other SME’s to assure continuity of training offerings.</p> <p>Ensure SLA’s and Inter-Agency Agreements are in place prior to providing a Billee Code. Ensure timely, accurate, and professional flight service costing information for customer decision-making.</p>	<p>Review investigative process to reduce investigative and reporting costs relative to the determination of probable cause and lessons learned.</p> <p>Enhance activity based costing (ABC) to improve business information.</p> <p>Enhance ABC for timelier reporting.</p> <p>Review internal processes and procedures to identify cost reductions and containment. Identify where services can be modified for more efficient and cost effective operations.</p> <p>Ensure accurate and timely documentation of program ABC function and appropriate expenditure of funding allocations.</p>	<p>Reduce time for initial reports to the field on “factual information” relative to lessons learned.</p> <p>Review, identify, and refine processes and procedures to integrate the function into the overall AMD structure and to seek modernization of equipment.</p> <p>Ensure accountability of functional activities and that the process provides added value to the customer.</p> <p>Provide a professional and well-trained core of SME’s to ensure quality customer service.</p> <p>Identify and work collaboratively with Bureau SME’s.</p> <p>Retain documents to validate adequate cost assessments for requested flights are provided to the customer.</p>	<p>Ensure safety staff are highly qualified and well trained subject matter experts, highly knowledgeable of current investigative methods and procedures as well as new technology in use with customer aviation operations commensurate with funding allocations.</p> <p>Identify core competencies necessary to field a highly qualified, well trained, and competent, professional workforce.</p> <p>Assure the training staff maintains core competencies as SME’s and currency on new technology and training methods worthy of a world-class organization.</p> <p>Assure staff maintains current on new technology to identify flight option assessments for efficiency and cost effective options for customer decisions.</p>

3.7 Administrative Operations

The Administrative Operations LOB has identified its detailed five-year roadmap, seen in Figure 3 - 30, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 30: The Administrative Operations LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Refine SOPs and Business Processes	█	█	█		
Evolve Core Competencies and Support the Modernization project	█	█	█	█	█
Automate and Improve Efficiency in Service Delivery	█	█	█		
Recruit, Retain, and Develop Quality Employees	█	█	█	█	█

Administrative Operations is a LOB within the NBC, consolidating previously independent LOBs: Creative Communication Services, Employee Services, Facilities Management, and Property and Asset Management Services, and Drug and Alcohol Testing. Descriptions of Administrative Operations services are in Figure 3 – 31.

Figure 3 – 31: Administrative Operations LOB Service Offerings

Service Offerings	Service Offering Description
Creative Communication Services	Includes support for the Business Center (Printing, Graphics, etc.), and Photographic Services.
Employee Services	Includes support for Physical and Personnel Security Management, Health Unit Operations, Special Events, Passports and Visa Issuing, and the Federal Executive Board of MN.
Facilities Management	Includes support for Core Building Operations, Physical Security, Parking and Ride Sharing, Occupant Emergency Planning, Moving Services, Building Modernization, Workplace Safety and Health, Alterations, Shipping and Receiving, Flags and Seals, Maintenance/Custodial, Transportation Subsidy Program, and Mail and Messenger Services (to include policy responsibility).
Property and Asset Management Services	Includes support for Personal Property Management Services, Fleet Management Services, and Space Management (Real Property).
Drug and Alcohol Testing	This service includes the collection of specimens in accordance with Health and Human Services and Department of Transportation regulations. Collections can be performed by in-house or contractor personnel. This service also includes lab analysis, during which specimens are in a certified laboratory.

Creative Communication Services

Target Market

The primary target markets for Creative Communication Services are the bureaus within the DOI, primarily based within the metropolitan Washington, D.C. area.

Opportunities

Creative Communication Services has the necessary staff and equipment to provide complete printing, graphics, photographic, CD-ROM production, and web design services to the Department of Interior as well as any other Federal agencies. Additionally, Creative Communication Services has the capacity as well as the staff to operate on a 24x7 basis, when necessary. Speed, accuracy, convenience, and price are critical to successful operations.

Strategic Direction

Based on the target market, challenges and opportunities, Creative Communication Services has identified the following activities, related to its roadmap, moving forward:

- **Refine SOPs and business processes (FY08 - FY10).**
 - Develop and leverage SOPs that are A-123 compliant.
 - Support all customers achieving their missions and goals in an efficient manner.
 - Increase usage of existing Creative Communication Services offerings.
 - Develop a comprehensive customer outreach plan, showcasing the capabilities of Creative Communication Services in order to increase business within the DOI.
 - Achieve full cost recovery through improving customer service and retention, adapting to changing technologies, and adapting the branch workforce to a service model in a changing technological environment.
- **Automate and Improve Efficiency in Service Delivery (FY08 - FY10).**
- **Recruit, Retain, and Develop Quality Employees (FY08 - FY12).**

Employee Services

Target Market

The primary target markets for Employee Services are the bureaus within the DOI, primarily based within the metropolitan Washington, D.C. area.

Opportunities

Employee Services is recognized as a one-stop-shop for employee service functions. The expertise and depth of knowledge of the staff is world class which offers the opportunity of delivering these services in a more cost effective and efficient manner. Additionally, the services offered are in accordance with Federal regulations and provide the continuity and confidentiality that many private sector contractors cannot.

Strategic Direction

Based on the target market and opportunities, Employee Services has identified the following roadmap activities to move forward:

- **Refine SOPs and business processes (FY08 - FY10).**
 - Develop and leverage standard operating procedures (SOPs) that are A-123 compliant.
 - Support all customers achieving their missions and goals in an efficient manner.
- **Automate and Improve Efficiency in Service Delivery (FY08 – FY10).**
- **Recruit, Retain, and Develop Quality Employees (FY08 - FY12)**
 - Standardize and focus on selected products and services to allow for the possibility of realigning resources without a significant increase in costs.

Facilities Management

Target Market

The Building Operations Services office within Facilities Management is a service-provider to all occupants of and visitors to the Interior Complex (Main and South Interior Buildings). The primary focus is on the management, operation and maintenance of the Interior Complex, including HVAC, elevator, custodial, recycling, other building services and emergency response, and the Modernization Project.

Opportunities

Facilities Management is intimately familiar with the infrastructure of the Main and South Interior Buildings, the mission and organizational structure of the Department, experience in understanding and responding to requirements of client offices, and has extensive knowledge of associated regulatory requirements for managing the Interior Complex. As a result, Facilities Management has established a reputation of providing exceptional customer service, excellent management, and an extremely effective emergency response team.

Strategic Direction

Based on the target market and opportunities, Facilities Management has identified the following activities moving forward:

- **Refine SOPs and business processes (FY08 - FY10).**
 - Develop and leverage SOPs that are A-123 compliant.
 - Support all customers achieving their missions and goals in an efficient manner.
 - Continue to effectively manage the modernization program, keeping the program on schedule and within cost and minimize the disruptions to the occupants of the Main Interior Building (MIB) during the project.
- **Automate and Improve Efficiency in Service Delivery (FY08 – FY10).**
- **Recruit, Retain, and Develop Quality Employees (FY08 - FY12).**

Property and Assets Management Services

Target Market

Property and Asset Management Services will continue to be the Personal Property and Fleet Managers for the DOI Office of the Secretary organization (OS).

Opportunities

Property and Asset Management Services maintains well-established policies and procedures and has a well-trained staff in the areas of personal property and fleet management. This has translated into a good reputation for services in this area.

Strategic Direction

Based on the target market and opportunities, Property and Asset Management has identified the following activities, related to its roadmap, moving forward:

- **Refine SOPs and business processes (FY08 - FY10).**
 - Develop and leverage SOPs that are A-123 compliant.
 - Support all customers achieving their missions and goals in an efficient manner.
 - Effectively maintain the property system that accurately accounts for all forms of personal property, as well as an effective recycling and disposal process. Provide oversight and management of an efficient fleet and transportation operation within the Office of the Secretary.
 - Support the transition to the FBMS property system to make it as seamless as possible.

Drug and Alcohol Testing

Target Market

Having captured the majority of this market, the NBC is the established leader in providing drug and alcohol testing service to Federal agencies. The NBC currently provides this service offering to 90 customer Agencies. If legislation allows the NBC to provide services outside of the Federal market, then the target market can be expanded to state and local governments.

Opportunities

As the leading provider of this service, Random Drug and Alcohol Testing service is well positioned to continue to grow its customer base. In addition, specific market trends will help the NBC increase its position in the marketplace. The greatest opportunity for growth is expanding the customer base not only to Federal, but also to Tribal organizations and state and local governments. Furthermore, these potential clients represent a large, untapped market that could utilize NBC to provide their drug and alcohol testing needs.

Strategic Direction

Based on the target market, challenges and opportunities, the following activities related to its roadmap have been identified to move forward:

- **Refine SOPs and business processes (FY08 - FY10).**
 - Develop and leverage standard operating procedures (SOPs) that are A-123 compliant.
 - Support all customers achieving their missions and goals in an efficient manner.
 - Develop a comprehensive customer outreach plan, showcasing the capabilities of Drug Testing Services in order to increase business.

- Achieve full cost recovery through improving customer service and retention, adapting to changing technologies, and adapting the branch workforce to a service model in a changing technological environment.
- **Automate and Improve Efficiency in Service Delivery (FY08 – FY10).**
- **Recruit, Retain, and Develop Quality Employees (FY08 - FY12).**

By implementing the above strategies for each service offering, the Administrative Operations LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 – 32: Mapping the Future State of Administrative Operations to the NBC’s Strategic Goals

Figure 3 – 32: Mapping the Future State of Administrative Operations to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Administrative Operations	Identify or refine SLAs for services; baseline and/or create complaint tracking systems across LOB; and baseline customer service instrument. Add instruments where gaps are identified. Once established, measure and provide feedback to customers.	Timely execution of customer agreements, timely recording of costs through ABC, monthly monitoring of expenses versus fees collected, and maintain full cost recovery for LOB.	Identify critical processes/performance metrics for processes identified and collect performance data. Refine and flow down performance plans that articulate clear expectations and assure compliance with rules and regulations, based on performance data collected and other information. Continually look for process improvements that will increase efficiency of service delivery.	Develop individual development plans (IDPs) at all levels of the organization. Perform skills analysis to assure that staff is properly trained for services being delivered. Perform organizational assessment to assure resources are appropriately aligned. Continue to utilize employee surveys as a tool for improvement. Enhance recruitment and retention programs to attract and retain employees. Develop plan for Managers and Supervisors to obtain greater leadership principles and practices.

3.8 Information Technology Services

The Information Technology (IT) Services LOB has identified its detailed five-year roadmap, seen in Figure 3 - 33, for achieving the goals and objectives outlined in this strategic plan.

Figure 3 – 33: The IT Services LOB's Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Optimize organizational and human resource Structure migrating to an enterprise model					
Develop and implement standard processes					
Develop and implement standard technologies and roadmap					
Develop and implement strategies for strategic utilization of contracts for service delivery					
Develop and implement governance process for IT Investments.					

Over the last seven years, NBC has consolidated and centralized many of the administrative and financial services supporting both DOI as well as other Federal agencies. NBC Lines of Business have grown significantly in the number of agencies they support. As NBC was growing and expanding its client base multiple IT business units at different geographical locations were being consolidated into a central IT Services LOB. Today, the IT Services LOB is comprised of different business units located in Colorado, Idaho, Virginia, and Washington DC. Each of these business units have their own interpretation of how IT services are delivered and each operate as traditional “siloes” IT organizations.

The future vision of the IT Services LOB is to take the consolidated business units and centralize into a shared service delivery organization, offering premier IT infrastructure and integration services in their product support and delivery to LOBs within the NBC, DOI’s office of the Secretary, as well as existing and future external customers (e.g., OPM for eOPF). In the FY10 timeframe, and as part of developing the Information Technology Directorate’s (ITD) business plan, the future footprint of offering additional services to external government agencies will be evaluated. In order to become the premier IT service provider, the IT Services LOB is executing a plan of action to improve current service quality, effectiveness, and efficiency by FY09.

The IT Services LOB will focus on providing and improving the quality of service when delivering flexible, adaptable and secure applications. This effort includes evaluating and improving overall business management, project management, engineering and design, customer service, governance, and operations and maintenance processes, procedures and performance.

The IT Services LOB will provide an efficient, cost effective, maintainable technical infrastructure on which all NBC LOBs will develop and deliver business solutions to NBC customers. The IT Services LOB will apply a defined and standardized life cycle management approach to the development and maintenance of new systems in all environments. Additionally, IT Services LOB will provide basic IT services (e.g., desktop, messaging, productivity support, LAN/WAN connectivity, telephony, Blackberry, audio/visual, and help desk) to the NBC and the DOI OS

Service offering descriptions for infrastructure services, and web application development and support can be found in Figure 3 - 34.

Figure 3 – 34: Information Technology LOB Service Offerings

Service Offerings	Service Offering Description
Infrastructure Services	Define, design, procure, configure, deploy, support, operate and maintain secure infrastructure hosting of hardware, software, and voice and data services to support both NBC and the DOI OS. Provide limited support for external Government agencies in the hosting of data and applications.
Information Management	eFOIA & Records Management, Disaster Recovery, Enterprise Architecture Planning Policy and Governance
IT Security – Compliance, engineering and operations	Provides IT Security policy, governance, and learning management, and Certification and Accreditation of all NBC Systems

Target Market

The NBC IT organization provides services and support to NBC and its customers. The IT Services LOB will fully support and enable the key product LOBs within the NBC to pursue their target markets as well as provide support to NBC, DOI OS, and existing external customers. Expansion of target markets will be considered as part of the IT LOB Business Plan development in the next several years.

Future Opportunities

Though the IT Services LOB will face a number of challenges, significant opportunities also exist for the LOB. Specifically, there are major opportunities to:

- Develop the application infrastructure and integration SSP for all NBC product LOBs providing the common vehicle for application composition and integration;
- Develop application integration SSP for both DOI and external customers providing an infrastructure and middleware capability for integrating multiple application components across multiple agencies;
- Capture and support small agency applications, and consolidated infrastructure support, including data center management and disaster recovery.

Strategic Direction

Based on current and future target market and opportunities, the IT Services LOB has identified the following activities, related to its roadmap,:

- **Optimize Organizational and HR structure (FY08 - FY10).**
 - Develop and implement service oriented delivery model.
 - Develop and implement Customer Liaison organization to focus on ITD account management.

- Implement enterprise organizational model for ITD combining key functions (e.g., help desk and desktop support) under a single management structure to improve level of service.
- Develop and implement engineering and design (E&D) function to manage the current and develop the future technical infrastructure.
- Develop and implement business management office (BMO) to provide oversight and support to ITD service delivery with a focus on contracts, budget execution, planning, and operations.
- Develop and implement a program management office (PMO) to manage the planning and implementation of all initiatives within ITD with a focus on scope, time, cost, schedule, quality, HR, communication, risk, and procurement management.
- Develop world-class workforce:
 - Conduct personnel performance assessment.
 - Adjust workforce requirements based on LOB business plans.
 - Define optimal workforce staffing levels by job category and service demands.
 - Develop plan of action to buy (e.g., contract), build (e., cross-train or hire), or outsource each category.
 - Execute workforce plan of action.
- Enhance dual data center facilities and operations.
- **Develop and implement standard processes (FY08 - FY10).**
 - Implement change and configuration management recommendations identified in the Interview and Assessment Summary Report (IASR).
 - Design a new process environment for ITD enterprise wide change, release and configuration management.
 - Develop detailed policies and procedures for change, release and configuration management.
 - Implement change, release, and configuration management technology proof-of-concept.
 - Develop long-term ITIL roadmap.
 - Implement change, release, and configuration management technology.
 - Develop and execute change, release, and configuration management technology training plan.
 - Take corrective actions identified during ITD evaluation.
- **Develop and implement standard technologies and roadmaps (FY08 - FY12).**
 - Develop Enterprise Application Roadmap from migrating NBC to Service Oriented Architecture.
 - Optimize investments in mainframe technology to support “business on demand infrastructure”.
 - Develop and implement a technology refresh strategy for NBC
 - Develop strategy, requirements, and implementation plan for consolidating ITD trouble ticket systems.

- **Develop and implement strategies for strategic utilization of contracts for service delivery (FY08 - FY11).**
 - Identify acquisition vehicle requirements based on projected LOB demands.
 - Consolidate existing contracts.
 - Identify gaps, if any, with current acquisition vehicles for hardware, software, and services.
 - Working with Acquisition Service, develop new contract vehicle, if necessary.
 - Develop enterprise licensing strategy.
 - Define roles and responsibilities of IT for contract management & execution.
 - Identify Contracting Officer Representatives training needs and implement a training program.

- **Develop and Implement a Governance Process for IT Investments (FY08 – FY11).**
 - Create the Chief Technology Office to provide technology direction.
 - Establish NBC Enterprise Architecture Program with an enterprise governance group (Technical Review Board).
 - Develop the Enterprise Hardware and Software Policy.
 - Integrate the Software Development Life Cycle.
 - Develop Technical Reference Model in alignment with the DOI Technical Reference Model.
 - Develop and maintain the Capital Planning Investment Control and IT Portfolio Management processes with respect to the Enterprise Architecture Program.
 - Develop a reusable asset strategy.

By implementing the above strategies for each service offering, the IT Services LOB plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 3 - 35.

Figure 3 – 35: Mapping the Future State of IT Services to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Information Technology Services	By establishing industry quality services that are scalable, flexible and customizable for any customer we will be able to rapidly meet customer requirements. Cost efficiencies gained will be reinvested into further improvement and build-out of the infrastructure.	By establishing industry standard infrastructure capabilities, and implementing standard pricing structures for service offerings, along with standard SLA processes and tools we will be able to track services to costs and performance objectives; delivering quality services at competitive prices.	Implementation of industry best practices using industry standard tools for the management and monitoring of adaptable and scalable IT services will allow us to optimize our service offerings and our delivery processes and mechanisms to provide optimal service.	By identifying core capabilities required to deliver state-of-the-art integrated services developing standard development and performance plans for our workforce, and leveraging industry partnerships we will create and sustain a world class organization.

4 Strategic Enabling Initiatives

NBC has identified seven strategic enabling initiatives where consistent policy and guidance can make certain that the NBC's goals coordinate in critical areas and that its services are differentiated from competition. Each crosscutting initiative, seen in Figure 4 – 1, is guided by an NBC leadership team, which is responsible for developing NBC-wide policies and procedures, as well as overseeing future business case planning efforts and initiative execution. The initiatives identified in this section will enable the NBC, as a whole, to operate more efficiently, effectively, and economically, as each initiative is not specific to just one LOB, but rather to all LOBs on the aggregate. Many of the enabling initiative teams may overlap, because expertise will need to be obtained from each of the various areas since the enabling initiatives are crosscutting rather than independent.

Figure 4 - 1: The NBC's Strategic Enabling Initiatives as Service Differentiators

- **Customer Service Strategies** – Strategies to provide world-class customer service that creates greater value for our customers.
- **Management of Human Capital (Workforce) Strategies** – Strategies to recruit, develop, and retain a highly skilled, motivated, and diverse workforce.
- **Internal Financial Management Strategies** – Strategies to strengthen the internal and financial controls of NBC programs, products, and services.
- **Quality Management Strategies** – strategies that emphasize continuous improvement throughout the NBC;
- **Performance Management Strategies** – strategies for the establishment and attainment of performance objectives.
- **Information & Technology Security Strategies** – Improve information and information systems, policies and procedures within the NBC to protect vitally important assets. The NBC has a Federal, legal, and fiduciary duty to preserve, improve, and account for NBC information and information systems.



These crosscutting initiatives describe the foundation that enables the success in accomplishing the NBC's mission, ensures effective operations, and promotes efficiency not only for each LOB and their service offerings, but also throughout the NBC as an organization. These strategic initiatives will enable the NBC to provide differentiated services that will result in becoming a provider of choice.

4.1 Customer Service Strategies

The Customer Service Enabling Initiative has identified its five-year roadmap, seen in Figure 4 - 2, for achieving the goals and objectives outlined in this strategic plan.

Figure 4 – 2: The Customer Service Enabling Initiative’s Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Consolidate and standardize call center and help desk technologies	████████████████████				
Develop and implement standard operating procedures.	████████████████				
Integrate call center and help desk operations to establish and evolve Level 1 operations	████████████████████				
Capture and measure customer satisfaction	████████████████████				
Develop comprehensive 360-degree view of customers		████████████████████			
Develop and Implement continuous improvement process	████████████████████				

Current Environment

For the NBC, customer service refers to the ability to quickly, correctly, and reliably respond to customer needs. Presently, customer service capabilities and delivery methods do not consistently meet expectations within all LOBs due to a lack of standard operating procedures and fragmented support processes. When these situations occur, it is critical that actions be taken to rectify what customers perceive as inadequate support so the trust of customers can be regained. Additionally, the NBC faces a number of challenges with its customer support and help desk systems – phone, ticket, and other auxiliary systems – in that processes need to be standardized, additional training must be provided, and help desk systems must be updated.

Future Vision

The future vision of the NBC’s customer service strategies is to provide world-class customer service that creates greater value for our customers. Executing on this vision will result in differentiating NBC’s customer service from competing providers. A best-in-class NBC customer service environment includes;

- Consistent, timely and accurate customer service delivery.
 - Capability to proactively conduct customer surveys and create action plans based on survey results.
 - Ability to track and report on customer satisfaction.
 - Feedback mechanism for customer problems and suggestions.
- One-stop servicing for customers (i.e., one number to call for any product or service).
- Optimal consolidation of help desks while understanding that multiple call centers may be desired for disaster recovery and load balancing.

- Minimization of transferring customers to multiple areas.
- Robust reporting capabilities for management review and quality assurance.

To achieve this vision and these specific areas of improvement, the NBC plans to undertake a number of enabling initiatives:

- **Consolidate and standardize call center & help desk technologies (FY08 - FY10).**
 - Define consolidated help desk ticketing platform and basic knowledge management solution.
 - Implement Integrated call routing, help desk ticketing and knowledge management platform.
 - Integrate with back-office systems and launch self-service.
 - Implement analytics, quality monitoring / workforce management, and multi-channel routing.
- **Develop and implement standard operating procedures (FY08 - FY09).**
 - Develop and Implement core help desk SOPs & common policies.
 - Develop and Implement new SOPs for staff management, including training.
- **Integrate call center and help desk Level 1 operations (FY08 - FY10).**
 - Utilize IT Helpdesk as a default Level 1 helpdesk.
 - Establish true Level 1 help desk for HR and IT.
 - Integrate FM and other LOBs into Level 1 environment.
- **Capture and measure customer satisfaction (FY08 - FY12).**
 - Collect sample post-incident feedback on phone support.
 - Establish email-based post-incident feedback.
 - Utilize ACSI survey for customer satisfaction reporting.
 - Increase ACSI survey frequency and channel support.
- **Develop comprehensive, 360-degree view of customers (FY09 - FY11).**
 - Share common customer information among the help desks.
 - Share improved customer information among the help desks.
 - Utilize improved customer information from NBC back-office systems.
 - Expand 360-degree view with insight from all NBC customer touch-points.
- **Develop and implement a continuous improvement process (FY08 - FY12).**
 - Establish Contact Center Manager Forum.
 - Establish Continuous Improvement process, aligned with NBC-wide process.
 - Improve frequency of process to ensure more timely improvements.
 - Audit externally to confirm world class call center capabilities.

By implementing the above strategies, the Customer Service Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4 – 3.

Figure 4 – 3: Mapping the Future State of Customer Service to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Customer Service Enabling Initiative	Building world class customer service capabilities; measuring through surveys and customer satisfaction metrics.	Use activity based costing data to identify costs for associated services and to track results of improvement efforts.	Eliminating inefficiencies through consolidation of technology and services reduces redundant and unexpected costs.	Providing training and tools necessary for supporting a world class operation as well as consistent and standardized processes.

4.2 Management of Human Capital (Workforce) Strategies

The Management of Human Capital (Workforce) Enabling Initiative has identified its five-year roadmap, seen in Figure 4 – 4, for achieving the goals and objectives outlined in this strategic plan.

Figure 4-4: The Management of Human Capital (Workforce) Enabling Initiative’s Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Comprehensive leadership Development Program	█	█			
Competency Based Human Resources Management	█	█	█		
Promote communications and collaboration within the NBC	█	█	█	█	█
“Services Based” Cultural Transformation	█	█	█		

Current Environment

Workforce strategies enable the NBC to achieve and maintain a highly skilled and diverse workforce throughout the Agency. In FY 2007, NBC began the development of a workforce plan addressing the NBC’s current workforce, focused on skills and competencies, coupled with an analysis of existing skill gaps and areas of potential opportunity. It also focused on new opportunities on the horizon, and how the NBC as an organization would continue to meet customer needs in our dynamic service environment. These strategic initiatives support the objectives within the NBC Strategic Goals #4 – “Develop and sustain a World Class Organization by Investing in Human Capital.” These strategies were developed as a result of comprehensive workforce analysis documented in the NBC Human Capital Plan. Additionally, these strategies are consistent with the DOI “Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse workforce.”

Future Vision

The future vision of the management of human capital (workforce) enabling initiative is to ensure the NBC has a productive, motivated, skilled and diverse workforce that can anticipate and appropriately respond to customer needs in a service based culture. To accomplish our service objectives, the NBC must develop the ability to plan for future workforce needs and skill sets to meet the needs of our customers.

In conjunction with the LOB’s strategic plans and initiatives, as well as the future vision of the NBC’s workforce, the NBC must undertake a number of enabling initiatives to get to its future state, including:

- **Comprehensive Leadership Development Program (FY08 – FY09).**

Achieving NBC’s mission and goals within our challenging customer service environment relies heavily on the abilities of its leadership at all levels of management. Through the creation of a comprehensive leadership development program, the NBC will instill its leaders with the competencies necessary to lead an ever-changing Federal workforce. This program will further demonstrate the NBC’s commitment to fostering an environment that is both productive and challenging to its employees, while ensuring programs are linked to employee performance objectives and NBC’s Strategic Goals.

- Conduct a comprehensive Manager's Training conference by gathering all of NBC's managers and supervisors, NBC will provide the culture and competency training to all NBC managers to support an integrated organization.
- Provide training in areas of competency based performance management, competency based recruitment and selection, rewards, and recognition, diversity and ethics programs, and fundamentals of competency based management.
- Establish a NBC leadership Certificate Program further demonstrating management's commitment to internal employee development, succession planning, and empowerment of our leaders to be successful in a SSC business model.

- **Competency Based Human Resource Management (FY08 – FY10).**

The NBC's human capital planning effort must enable the organization to establish creative and flexible incentive programs linked to employee competence and performance. Management recognizes its obligation to negotiate with representative of bargaining unit employees of the NBC. The NBC's management is committed to doing so for any items in this strategic plan, as appropriate, in accordance with the appropriate labor-management statuses.

- Establish competency models for all mission critical and role based positions.
- Create competency based individual development plans for all NBC positions.
- Develop competency based position descriptions for all mission critical and role based positions.
- Implement a competency based performance management system that uses the competencies as the foundation for other management tools, such as recruitment, selection, performance, etc.
- Launch incremental on-line solutions to further evolve the NBC HR Structures in support of these objectives.

- **Promote Communications and Collaboration within the NBC (FY08 – FY12).**

Achieving the NBC's mission and goals cannot be accomplished without the support and teamwork of its employees. Through the strategic management of competency based human capital, the NBC must ensure it creates an environment that promotes communication and collaboration. The NBC's human capital planning effort must foster and reward open, candid communication and teamwork. The NBC must encourage teamwork with the success of the business as the priority. Furthermore, the employees must be enabled to share knowledge and relationships in an open, collaborative environment across the organization.

- Ensure managers convey information to cultivate a staff that is well informed about policies, procedures, programs, and other issues affecting them and their work. The communication should include periodic meetings with all levels of staff and review programs, performance measures, and goals.
- Enhance existing employee suggestion approach by developing a process to receive and respond to feedback directly from staff. This process will allow employees to feel part of the overall NBC team by having a direct method of communicating and obtaining feedback about their ideas or concerns.
- Train NBC managers, at all levels of the organization, to conduct regular meetings with employees to establish ongoing means of communication, foster a team environment, recognize organizational and employee successes and solicit feedback.

- Utilize annual employee satisfaction surveys in order to determine what engages the people within the organization and understand their perceptions, especially those that are driving work behaviors that in turn drive business outcomes. This information will encourage open communication and collaboration and develop methods to address areas with deficiencies.
- Define, design, and deploy the implementation of an NBC corporate intranet and collaboration site to enhance interaction.

- **Services Based Cultural Transformation (FY08 – FY10).**

A services based culture will serve the NBC in the pursuit of service excellence. Through its human capital planning efforts the NBC will assess the employment, deployment, development, and evaluation of its workforce. Through the strategic management of human capital, the NBC must have the right people in the right positions with the right incentives with access to the right tools to perform effectively. Service base cultures focuses on the ability of the NBC to meet the increasing demands of the Federal shared services environment and remain a competitive force in efficient and effective administrative solutions in the Federal sector.

- Establish a comprehensive career progression path for all mission critical occupations and role based occupations. These paths should address progression from entry level to senior level in the selected occupations based on demonstrated competencies and accomplishments.
- Create comprehensive successor selection processes and procedures. These processes and procedures will provide the planning necessary to overcome expected attrition in critical fill positions while allowing seamless NBC service delivery.
- Develop services based on competencies for all positions within the NBC workforce management plan and including those competencies in all NBC position descriptions.
- Construct a services based incentives program that rewards the NBC workforce for demonstrated excellence in service delivery. Incentives in this program will not be limited to monetary awards.
- Modernize compensation structures to line employee salaries and awards to demonstrate competencies and accomplishments.
- Pursue direct hire authority from the OPM. This authority will allow the NBC to effectively compete for the best and brightest people in the service industry, while increasing NBC's competitive edge in the Federal Shared Services environment.
- Develop and execute a comprehensive NBC-wide Employee Orientation Program. This program will introduce the NBC, our service culture, and ease the transition of newly hired employees.

By implementing the above strategies, the workforce enabling initiative plans to accomplish each of the four primary NBC goals by achieving the LOB specific objectives stated in Figure 4 - 5.

Figure 4 – 5: Mapping the Future State of Workforce to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Management of Human Capital (Workforce) Enabling Initiative	Competency development for critical NBC occupations and the pursuit of a service based culture will allow NBC to rapidly respond to customer requirements.	Through the competency development of role based occupations, employees will become proficient in the execution of best practices in critical NBC occupations such as, budget and finance, business managers, managers and supervisors, as well as other areas throughout the NBC.	Communication and collaboration within the NBC for the improvement of processes and procedures support improved efficiencies in service delivery.	Development of strategic recruitment, development, and retention strategies will ensure NBC has the right people with the right skills at the right time to achieve service objectives.

4.3 Internal Financial Management Strategies

The Internal Financial Management Enabling Initiative has identified its five-year roadmap, seen in Figure 4 - 6 below, for strengthening the performance and business structure of the NBC as a whole, improving Internal and financial controls, and meeting other goals and objectives outlined in this strategic plan.

Figure 4 – 6: The Internal Financial Management Enabling Initiative’s Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Enhance NBC-wide Financial Practices	████████████████████				
Migrate to the Interior Franchise Fund Program	████████████████████				
Expand Activity Based Costing Program for Enhanced decision-making		████████████████████			
Evolve NBC control environment for enhanced A-123 compliance	████████████████████				

Current Environment

Financial management and the business processes that provide internal financial support and execution are at the heart of the NBC’s business operations. Using current industry best practices in NBC’s internal and financial management processes is critical to the successful operation of our business, our reputation, and the trust of our employees and customers. Currently, the NBC maintains a system of internal controls to appropriate, authorize, record, and account for revenue, expenditures, and assets. While these controls are effective, they need to be continually modernized and updated to safeguard government assets from waste, fraud, and destruction.

As a goal of the strategic plan, the NBC has made significant progress standardizing financial policies and practices and ensuring consistency across all LOBs, divisions and staff members. The NBC has leveraged current industry best-practices to ensure a strong financial foundation. Additionally, the NBC has enhanced our control and compliance program as part of implementing shared responsibility and accountability across the NBC in order to ensure program integrity and comply with regulatory and OMB mandated directives. Finally, the NBC’s modernized internal financial management processes have fed into the development, management, and reporting of timely, accurate, and useful financial information to support management decisions and satisfy executive and Federal requirements.

Future Vision

The future vision of this initiative is to continue to implement leading business processes or industry best practices to support the NBC’s internal financial management operations, integrity, accountability, and control. A comprehensive, cost allocation program has been working effectively in the NBC providing the NBC Leadership Team with cost information of the products and services of each LOB to assist in decision making and establishing more effective and cost competitive programs. The NBC must now take this cost information and begin using it for fee setting and other decision making. The NBC must also formalize our control and compliance program as an integral and standard business practice. The enabling initiatives, as described below, will be undertaken to strengthen NBC’s internal financial management structure:

- **Enhance NBC-wide Financial Practices (FY08 – FY09).**
 - Transition NBC to a budget formulation and execution process commensurate with the private sector.
 - Align NBC's budget development and presentation with the line of business products and services.
 - Continue efforts to streamline budget and accounting structures for select lines of business with complex configurations.
 - Enhance internal systems (e.g., Customer Agreements, Cost Accounting) to strengthen financial data gathering and recording.
 - Implement standardized budget and financial accounting procedures to eliminate inefficient and/or redundant processes.
- **Migrate to the Interior Franchise Fund program (FY08 – FY10).**
 - Transition all NBC lines of business to the IFF in FY 2009.
 - Identify reserve accounts to support business development and operation.
 - Identify opportunities to build business reserves.
- **Expand Activity Based Costing Program for enhanced decision-making (FY09 – FY10).**
 - Update and review the cost accounting model regularly to maintain data/cost integrity.
 - Identify opportunities and achieve line of business cost reductions.
 - Empower decision makers with enhanced reporting tools and accessibility to data.
 - Deploy a second year in-depth cost and revenue analysis, using results to set fees for products and services.
 - Integrate cost, planning, performance, and budgeting data using activity based budgeting processes.
- **Evolve NBC control environment for enhanced A-123 compliance (FY08 – FY12).**
 - Identify the strategy and composition of NBC's compliance organization and conduct of management reviews.
 - Document all business processes and ensure periodic review of programs to assess risk and impacts.
 - Identify and implement a single automated solution for tracking audit findings, corrective actions, IT audit findings (PO&AM), ISO 9001 review findings, control and compliance documentation (risk assessments and ratings), etc.

By implementing the above strategies, the NBC will continue to strengthen our programs, products, and services, and the Internal Financial management enabling initiative will support the four primary NBC goals as identified in Figure 4 – 7.

Figure 4 – 7: Mapping the Future State of Internal Financial Management to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Internal Financial Management Enabling Initiative	Use of financial and cost information positions the NBC to ensure that the prices for its products and services are a best value to customers.	Enhanced use of cost information positions the NBC to maintain financial integrity by leveraging best practices pricing structures.	Fully understanding and managing the NBC’s cost structure will enable cost and performance optimization	The use of competency based training for improved financial practice will assist managers and staff in decision making as well as enable the effective execution of programs.

4.4 Quality Management Strategies

Quality is an integral component of the NBC mission and vision for delivering service excellence for our clients. To achieve this vision, continuous attention to the achievement of quality and performance objectives is required. Through this initiative, the NBC will implement an ISO 9001 compliant Quality Management (QM) Program, including the processes to measure, track, and report our quality performance. The QM Enabling Initiative has identified its five-year roadmap, seen in Figure 4 - 8, for achieving the goals and objectives outlined in this strategic plan.

Figure 4 – 8: The Quality Management Enabling Initiative’s Five-Year Roadmap

<i>Roadmap Activities</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>
Deploy Quality Management System in Aviation Services, Acquisition Services, and Human Resource Services	■				
Obtain ISO Registration for Aviation Services, Acquisition Services, and Human Resource Services	■				
Deploy Quality Management System in Phase II LOBs.		■	■		
Obtain ISO Registration in Phase II LOBs.			■		
Utilize the Quality Management System to Improve Results	■	■	■	■	■

Current Environment

In describing the products and services that the NBC delivers to its customers, there is a clear and preeminent focus on Quality in the mission statement. Therefore, the QM initiative has been established to directly support the quality specified in the NBC mission statement. The NBC assumes responsibility for ensuring that our customers receive the quality they expect and thus, the NBC can remain competitive in the marketplace. In addition, the concept of quality implies compliance – compliance with legislative and regulatory mandates – but also goes well beyond mere compliance to also address the other key elements of quality. Institutionalizing QM is a key factor in achieving customer expectations and compliance. Typical QM components include establishing quality goals and objectives, understanding customer’s needs, establishing and monitoring critical business processes, evaluating service deliverables, assessing of organizational performance, implementing corrective and improvement actions, and maintaining effective customer communications.

Future Vision

While quality is a fundamental component of every individual’s job in the NBC, it is the formalization of QM that is expected to provide the leadership in institutionalizing quality principles, policies, processes, practices, standards, and continuous improvement throughout the organization. The NBC will implement a modern ISO 9001 compliant quality management system that can serve as the framework for becoming a highly competitive provider of services and for ensuring continuous improvement. Through this initiative, the NBC will build a culture of continuous improvement in which increasing levels of quality is a focus for all NBC employees. When the program is operational and continuous improvement practices are in place, NBC performance in key areas will improve. Customer satisfaction will improve as the NBC an increase focus on

customers, anticipates customer needs, and exceeds customer expectations. Moreover, compliance with regulations and legislative mandates will be ensured and accountability will increase. Efficiency and cost-effectiveness will also improve as the quality program methodically identifies and rectifies various operational and performance issues that contribute to costly rework and corrective actions.

In order for the NBC to achieve its QM future vision, it must undertake the following next steps:

- **Deploy Quality Management system in Aviation Services, Acquisition Services and Human Resource Services (FY08).**
 - The NBC QM and continuous improvement processes have been established. Moreover, core business processes for the Aviation Management, Acquisition and Human Resource have been standardized, documented, and improved based on best-practices and established standards applicable for each particular LOB or service.
 - Business processes that cross functional boundaries are being streamlined and integrated as appropriate. Core business processes and control environments are being enhanced and modernized to ensure compliance and control.
- **Obtain ISO Registration in Aviation, Acquisition and Human Resource Services (FY08).**
 - Demonstrate ISO 9001 requirements have been met through a formal audit that leads to the achievement of an ISO quality registration for the NBC Phase 1 Lines of Business.
- **Deploy Quality Management system in Phase II LOBs (FY09 – FY10).**
 - The NBC quality management and continuous improvement process will be advanced. Core business processes for the Phase II LOBs will be standardized, documented, and improved based on best-practices and established standards applicable for each particular LOB or service.
 - Business processes that cross functional boundaries will be streamlined and integrated as appropriate. Core business processes and control environments will be enhanced and modernized to ensure compliance and control.
- **Obtain ISO Registration for Phase II LOBs (FY10).**
 - Demonstrate ISO 9001 requirements have been met through a formal audit that leads to extending our ISO quality registration to include Phase II LOBs.
- **Utilize Quality Management System to improve results (FY08 – FY12).**
 - Provide sufficient support and resources to ensure the ongoing effectiveness and improvement of the Quality Management Program.

By implementing the above strategies, the Quality and Performance Management Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated Figure 4 – 9.

Figure 4 – 9: Mapping the Future State of Quality Management to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Quality and Performance Management Enabling Initiative	Implement and maintain an ISO 9001 compliant QM System which is customer focused and designed to enhance customer satisfaction.	The QM System and the process approach will facilitate migration to modernized financial and business management systems and practices.	The QM System will help identify continuous improvement opportunities and optimize operational performance.	Establishment of QM competency standards enables training to assist the migration to a world-class quality organization.

4.5 Performance Management Enabling Initiative

The Performance Management (PM) Enabling Initiative has identified its five-year roadmap, seen in Figure 4 - 10, for achieving the goals and objectives outlined in this strategic plan

Figure 4 – 10: The Performance Management Strategic Initiative’s Five-Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Optimize SLA Performance Measurement					
Implement Performance Management Program to improve operational performance					
Transform and Integrate Performance management Processes to address Enterprise Governance Requirements					
Optimize existing Employee Performance Assessment strategies to assure linkage to NBC Strategies and Goals					

Current Environment

Performance Measurement and Management are central to the attainment of the NBC’s mission and goals and is critical to focus the workforce on doing the right things, at the right time, in the right way. NBC’s consistent, demanding standards of performance foster a high-performance culture. Each Strategic Goal is represented by Key Performance Indicators which are defined, measured, tracked, and reported no less than quarterly to both internal and external audiences. Employee Performance Plans (PP) are required to have linkage to NBC Strategies and Goals. Performance against SLA goals for both internal and external customers is included in the PM process. PMA scorecards are an integral part of the PM activity at the NBC and status and progress are reported quarterly. Also included in the Performance Management strategy at NBC is the integration of governance of activities that both drive and are driven by PM within any organization, such as, Strategic and Business Planning, Budget Planning and Management, CPIC Planning, Operational Planning, and Program and Project Management.

While NBC has been successful in the definition and communication of metrics and goals, challenges still exist in the current environment. A lack of technology that supports the automated capture of metrics data has mandated the development and implementation of manual processes to capture, validate, analyze, and report performance data. This manual process, though optimized for efficiency where possible, contributes to short timelines for corrective action plans to address performance. An additional challenge within the NBC has been communication surrounding the PM process, goals, and enterprise context. Better communication regarding PM strategies and goals across the enterprise will further transform and optimize NBC performance. Siloed activities related to Governance, as defined above, have resulted in sometimes duplicative and often competing processes, activities, measures and schedules. Integration is needed to communicate and facilitate an efficient and effective process to assure the enterprise needs of the organization are met.

Future Vision

The future of Performance Measurement and Management at the NBC is exciting. Resources have been assigned to assure that the challenges above are addressed, expectations are met or exceeded, and a positive context for PM within our organization is communicated and embraced at all levels. Transforming PM and rethinking the way we measure and drive organizational success will be the focus of roadmap activities within NBC over the next five years. Transformational goals to assure that NBC measures the right data, provides the right context, and implements the right actions in response to the findings will be documented and socialized. Additionally, PM at the NBC will promote alignment with NBC Business Strategies and Service delivery as well as maximize cross enterprise integration via the formalization of the governance process. Improved process, technology, and communications will assist the transformation by creating an immediate link between control, monitoring, decision making, evaluation, and action.

- **Optimize SLA Performance Measurement (FY08 – FY09).**
 - Develop and implement strategies to consolidate and standardize SLA measurements, both inside of each LOB and across the NBC.
 - Consolidate Service Level measures and thresholds in coordination with the customer service enabling initiative to maximize efficiencies.
 - Standardize, communicate, and implement SLA processes regarding creation of SLAs, delivery, and customer acceptance expectations.
 - Define, design, and implement improvements to technology to facilitate collection and reporting for both internal and external audiences.
- **Formalize and implement Performance Management Program to Improve Operational Performance (FY08 – FY12).**
 - Develop process and define requirements for all aspects of PM (people, processes, technology).
 - Communicate value and functions of PM to NBC staff and customers to provide context and purpose.
 - Implement, monitor, and continually improve the processes by measurement, evaluation and the development of action plans.
- **Transform and Integrate PM processes to address enterprise Governance Requirements (FY08 – FY12).**
 - Define the Scope and Process of Enterprise Governance activities.
 - Develop a formal integrated process to facilitate Governance within the NBC as it relates to Strategic Planning, Business Planning, Operational Planning, Budgetary Planning, Enterprise Architecture, and CPIC.
 - Communicate the value and function of the Governance processes and timeless to provide context and purpose and to enforce adherence to the processes.
 - Implement, monitor, and continually improve the Governance process.
- **Optimize existing Employee Performance Assessment Strategies to assure linkage to NBC Strategies and Goals (FY08 – FY09).**
 - Develop and implement a comprehensive communication plan to communicate NBC Strategies and Goals at all levels of the organization.

- Coordinate with NBC’s HR Policy Group for performance management implementation at all staffing levels.

By implementing the above strategies for each service offering, the Performance Management Enabling Initiative plans to accomplish each of the four primary NBC goals by achieving the objectives stated in Figure 4 – 11.

Figure 4 – 11: Mapping the Future State of Enabling Business Initiatives to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Performance Management Enabling Initiative	PM will optimize SLA performance measurement to assure that service quality is tracked, reported, and corrective actions developed as needed.	PM will utilize data from NBC’s ABC methodology to identify cause and effect relationships between costs and measured activities and develop corresponding corrective actions as needed.	PM will facilitate the refinement of NBC’s high-performance culture by providing context for metrics, measures, and goals and the resultant actions to optimize operations.	PM provides the means to link work force performance to the organizations operations and service performance objectives.

4.6 Information and Technology Security Enabling Initiative

The Information and Technology Security (ITS) enabling initiative has identified its detailed five-year roadmap, seen in Figure 4 - 12, for achieving the goals and objectives outlined in this strategic plan.

Figure 4 – 12: Information and Technology Security Enabling Initiative’s Five – Year Roadmap

Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Establish security program and organization	█				
Develop and execute enterprise security architecture	█	█	█		
Develop and administer compliance and vulnerability management	█	█	█	█	█
Develop and refine SOPs to position NBC security to compete as a LOB		█	█	█	█

Current Environment

Information and information systems are vitally important assets. Accordingly, the NBC has a Federal, legal, and fiduciary duty to preserve, improve, and account for NBC and client information and information systems. This means that the NBC must take appropriate steps to ensure that information and information systems are properly protected from a variety of threats such as errors, fraud, embezzlement, sabotage, terrorism, extortion, industrial espionage, privacy violations, service interruptions, and natural disasters. The NBC ITS organization, with the IT LOB provides services and support to NBC and its customers. ITS provides an efficient, cost effective and maintainable security program on which all other NBC LOBs develop and deliver business solutions to NBC customers. Additionally, ITS provides basic security services (e.g., security training, policy development, security solutions, certification and accreditation of systems, and incident management) to the NBC and DOI Office of the Secretary.

Expansion of target markets will be considered as part of the ITS LOB Business Plan development in the next several years.

Future Vision

The vision of the ITS is to be the premier information security services provider to all product delivery LOBs within the NBC, DOI’s office of the Secretary, and existing external customers. In order to become the premier ITS provider, the ITS is executing a plan of action to implement a robust and comprehensive security model to achieve quality, effectiveness, and efficiency objectives by FY09.

The ITS plan will focus on providing and improving the quality of service when developing and delivering security solutions, training programs, policies, incident, risk, compliance and vulnerability management services. This effort includes implementation of standards for overall business management, project management, technical proficiency, customer service, processes, procedures and performance.

The ITS will complete the execution of its ITS modernization effort based on Federally mandated guidelines, NIST standards, DOI guidance and industry best practices. The ITS will introduce new technologies to address pressing security issues, primarily the protection of sensitive agency data. ITS will strengthen its incident management capabilities through the evolution of its Security Operations Center, building on its existing tools and expertise. The ITS will strengthen the comprehensive continuous monitoring program aimed at assessing, in real-time, the security of the agency’s assets and its compliance with security standards.

ITS will continue to streamline the Certification and Accreditation and implement enhanced process and procedures for the management of vulnerabilities. Further, ITS will continue to effectively manage audits of its systems by planning and preparing for such audits. Service offering descriptions for information security services can be found in Figure 4 – 13.

Figure 4 – 13: Information & Technology Security Offerings

Service Offerings	Service Offering Description
Security Policy Development and Enhancement Services	Analysis of organization and security controls Development of policy based on organization requirements and applicable laws, regulations and best practices
Policy Compliance and Enforcement Services:	Vulnerability / Risk Assessment Services Validation and Status Services
Proactive / Active Security Services:	Security Event Log Monitoring Intrusion Detection Services Intrusion Prevention Services Security Device Management Security Alert Services
Security Response Services:	Security Incident Response Services Vulnerability Remediation Harmful / Malicious Code Response
Secure Infrastructure	System Analysis and Requirements Development Services Design Specification Services Security Technology Analysis and Recommendation Services Security Architecture Services Security Configuration Services Technical Consultation Services
Security Awareness & Training	Annual Security Awareness Training Services Annual Role Based Security Training Services
Risk Management	Risk Assessment Service Continuous Monitoring Service Vulnerability Assessment and Scanning Document and Artifact review/update POA&M Management Penetration Testing
Certification and Accreditation	Contracting Services C&A Package Development Services Accreditation Testing Services Document and Artifact review/update
FISMA and FISCAM Compliance Service	Internal Control Review Services A-123 Compliance services
Access Management	Provide access control and management services

ITS will fully support and enable the key product LOBs within the NBC to pursue their target markets as well as provide support to NBC, DOI OS, and existing external customers.

Future Opportunities

The ITS has identified the following activities, related to its roadmap, moving forward:

- **Establish security program and organization (FY08).**
 - Develop and implement annual program goals and objectives and measure results.
 - Implement additional NIST standards and best practices.
 - Develop security services costing model.
 - Develop performance metrics and regular status reporting.
 - Develop project plans for all security initiatives and track to milestones.
 - Deliver formal training program to the NBC and OS workforce; create custom training programs in response to incidents.
 - Implement change management program in support of configuration management database.
 - Refine incident management procedures and increase capabilities.
 - Implement policies timely.
- **Develop and execute enterprise security architecture (FY08 – FY10).**
 - Establish the target IT security architecture; Establish security standards for all general support systems and major applications.
 - Provide a workable transition path to targeted technologies.
 - Review and refresh IT Security architecture to keep pace with evolving threats.
 - Implement a security architecture review process for each new system or enhancement to ensure compliance with security standards.
 - Develop IT security lifecycle methodology.
 - Develop, refine and execute defense in depth strategy.
 - Evaluate and enhance or develop Security Technical Implementation Guides.
- **Develop, administer and strengthen compliance and vulnerability management (FY08 – FY12).**
 - Balance Certification and Accreditation (C&A) workload.
 - Refine C&A process and standards to attain efficiencies and ensure quality of delivery.
 - Attain re-accreditations before expiration of current C&A.
 - Expand continuous monitoring program for all NBC owned and managed systems.
 - Conduct Internal Control Reviews (ICR) timely and with high quality.
 - Develop and implement table of penalties for policy infractions.
 - Establish NBC BPA for C&A contract services.
 - Assist system teams with the development of vulnerability corrective action plans and ensure timely completion of plans.
- **Develop and refine SOPs to position NBC security to compete as a LOB (FY09 – FY12).**

- Conduct industry research regarding information security service offerings and identify best practices.
- Develop comprehensive service offerings with associated pricing model.
- Define standard operating procedures and performance objectives for each service offering.
- Create service level agreements templates and implement them.
- Develop a pilot to test SOPs, pricing and service offering strategy.
- Define target customer profile and develop a sales strategy.
- Develop staffing plans to expand to external customers.

By implementing the above strategies for each service offering, the ITS plans to accomplish each of the four primary NBC goals by achieving the LOB-specific objectives stated in Figure 4 – 14.

Figure 4 – 14: Mapping the Future State of Information & Technology Security to the NBC’s Strategic Goals

	Goal 1 – Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements	Goal 2 – Maintain & Modernize Financial and Business Management Practices	Goal 3 – Optimize Operational Performance by Establishing Shared Services Centers to Deliver Services	Goal 4 – Develop and Sustain a World Class Organization by Investing in Human Capital
Information & Technology Security	By strengthening confidentiality, integrity, and assurance of NBC owned and managed assets we serve our customers by protecting them from the unauthorized disclosure or modification of sensitive agency data.	By enhancing the security architecture, implementing new technologies, processes and procedures will further protect our assets from intruders and assure security of systems against evolving threats.	By evolving our security model and operational performance NBC will manage the risks associated with security breaches and quickly and effectively respond to incidents.	By providing advanced technology training to the NBC workforce we facilitate the implementation of security protection and processes and secure and protect our assets.

5 Roadmap for Achieving the NBC’s Strategic Vision

5.1 The NBC’s Strategic Roadmap

The NBC has developed a high-level roadmap of key activities by LOB for FY08 – FY12, seen in Figure 5 – 1. The next table, Figure 5 – 2, details the strategic enabling initiatives needed. Both roadmaps are integral to the successful execution of activities needed in order to achieve the vision and strategies outlined in this plan.

Figure 5 – 1: The NBC’s Core LOB Five-Year Roadmap for FY08 – FY12

Core LOBs	Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Financial Management Services	• Deploy the Financial Business Management System (FBMS) in the NBC					
	• Enhance SAP Expertise as System Host & Provider					
	• Optimize Products & Technology Environments for Efficiencies & Effectiveness					
	• Realign the Service Model to a Best of Breed Approach					
HR Services	• Increase Usage and Customer base of HR LOB Services					
	• Expand HR LOB Service Offerings					
	• Standardize and Improve Business Processes for all HR Operations					
	• Improve Automation for Efficiency, Service, and Security Gains					
Training Services	• Expand Intern Programs as Both Internal & External Service Offerings					
	• Increase Usage of & Participation in Leadership Development Programs					
	• Expand Online Learning Programs					
	• Expand Participation in the Speaker Forums					
Acquisition Services	• Migrate to a Single Integrated Organizational Structure					
	• Standardize & Implement Operational Policies & Procedures & Meet Audit Compliance					
	• Standardize Human Resources Structures					
	• Migrate to a Standard Technology Solution					
	• Grow & Diversify Customer Base					
Appraisal Services	• Achieve & Maintain professional Competencies & Resource Levels					
	• Refine & continue a Quality Assurance Program					
	• Ensure Consistent & Comprehensive Standard Appraisal Operating Procedures					
	• Maintain Consistent & Comprehensive Standard Administrative Operating Procedures					
Aviation Services	• Adopt State-of-the-Art Valuation Office Technology & Resources					
	• Sustain Core Competencies					
	• Enhance Bureau Partnerships for Increased Efficiencies					
	• Enhance Interagency Partnerships for Increased Efficiencies					
	• Continue to emphasize and champion an enterprise strategic approach to aviation management within DOI					
Administrative Operations Services	• Enhance & Expand Aviation Safety Training Activities					
	• Refine Standard Operating Procedures & Business Processes					
	• Evolve Core Competencies Support the Modernization Project					
	• Automate & Improve Efficiency in Service Delivery					
IT Services	• Recruit, Retain & Develop Quality Employees					
	• Optimize Organizational & Human Resource Structure Migrating to an Enterprise Model					
	• Develop & Implement Standard Processes					
	• Develop & Implement Standard Technologies & Roadmap					
	• Develop & Implement Strategies for Strategic utilization of Contracts for Service Delivery					
	• Develop & Implement Governance Process for IT Investments					

Figure 5 – 2: The NBC’s Strategic Enabling Initiatives Five-Year Roadmap for FY08 – FY12

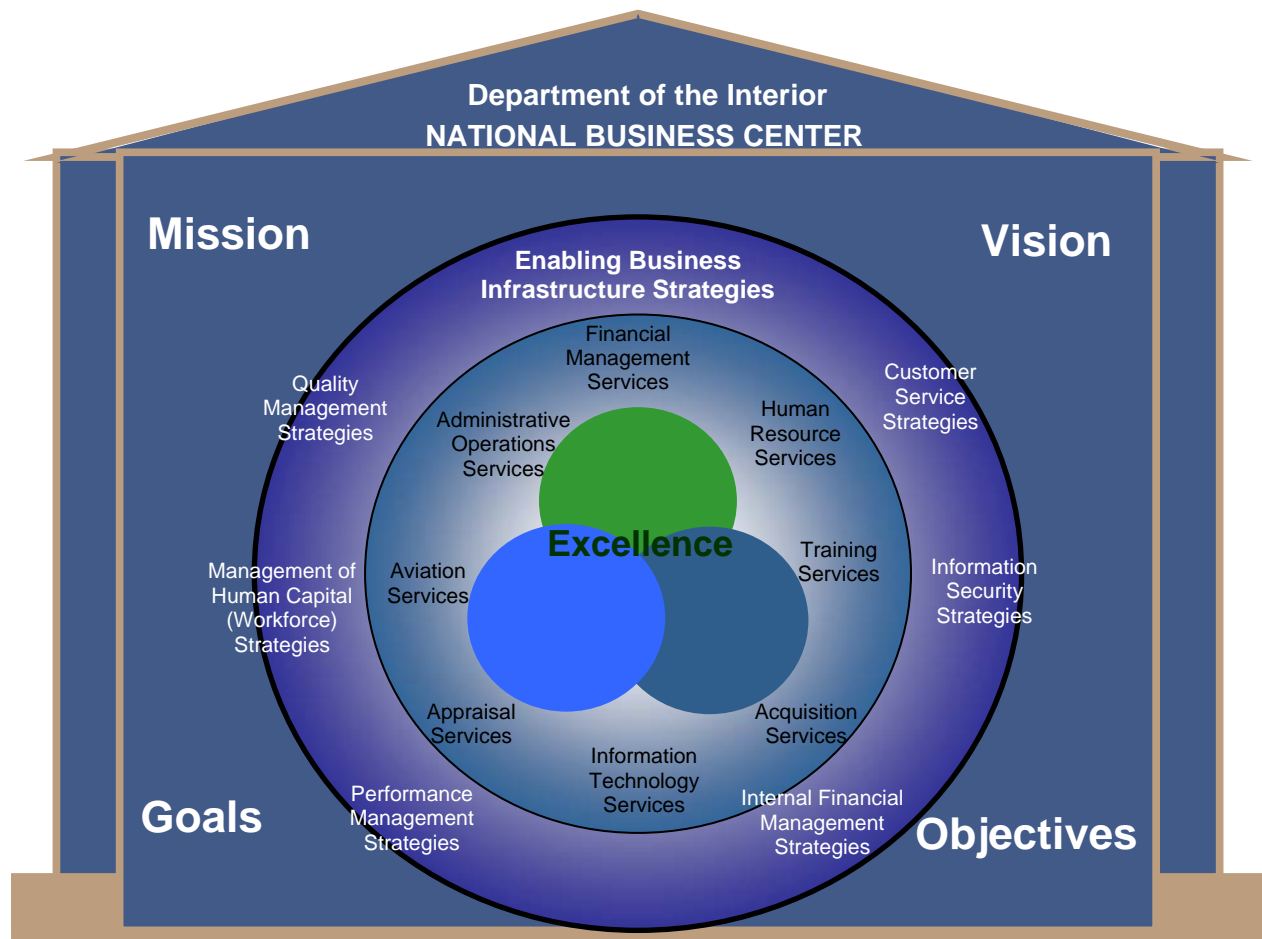
Strategic Initiatives	Roadmap Activities	FY08	FY09	FY10	FY11	FY12
Customer Service Strategies	• Consolidate & Standardize Call Center & Help Desk Technologies	█	█	█		
	• Develop & Implement Standard Operating Procedures	█	█			
	• Integrate Call Center & Help Desk Level One Operations	█	█	█		
	• Capture & Measure Customer Satisfaction	█	█	█	█	█
	• Develop Comprehensive, 360-Degree View of Customers		█	█	█	█
	• Develop & Implement Continuous Improvement Process	█	█	█	█	█
Management of Human Capital (Workforce) Strategies	• Comprehensive Leadership Development Program	█	█			
	• Competency Based Human Resources Management	█	█	█		
	• Promote Communications & Collaboration within the NBC	█	█	█	█	█
	• “Services Based” Cultural Transformation	█	█	█		
Internal Financial Management Strategies	• Enhance NBC-Wide Financial Practices	█	█			
	• Migrate to the Interior Franchise Fund Program	█	█	█		
	• Expand Activity Based Costing Program for Enhanced Decision-Making		█	█		
	• Evolve NBC Control Environment for Enhanced A-123 Compliance	█	█	█	█	█
Quality Management Strategies	• Deploy Quality Management System in Aviation Services, Acquisition Services, & Human Resource Services	█				
	• Obtain ISO Registration for Aviation Services, Acquisition Services, & Human Resource Services	█				
	• Deploy Quality Management system in Phase II LOBs		█	█		
	• Obtain ISO Registration for Phase II LOBs			█		
	• Utilize the Quality Management System to Improve Results	█	█	█	█	█
Performance Management Strategies	• Optimize SLA Performance Measurement	█	█			
	• Implement Performance Management Program to Improve Operational Performance	█	█	█	█	█
	• Transform & Integrate performance Management processes to Address Enterprise Governance Requirements	█	█	█	█	█
	• Optimize Existing Employee Performance Assessment Strategies to Assure Linkage to NBC Strategies & Goals	█	█			
Information & Technology Security Strategies	• Establish Security Program & Organization	█				
	• Develop & Execute Enterprise Security Architecture	█	█	█		
	• Develop & Administer Compliance & Vulnerability Management	█	█	█	█	█
	• Develop & Refine SOPs to Position NBC Security to Compete as a LOB		█	█	█	█

5.2 Next Steps

Once the NBC's FY08 - FY12 Strategic Plan has been reviewed, received, and approved by the Executive Sponsorship within the NBC and the DOI, a series of customer outreach activities will commence. These activities will focus on publicizing the strategic plan, incorporating updates to the NBC website, and development of NBC product and service materials for existing and prospective customers. The initiatives outlined in this strategic plan and depicted in the strategic roadmaps will be further analyzed and prioritized through the creation of formal business cases and detailed business plans. Additionally, a performance measurement procedure will be initiated to ensure that performance metrics and reporting are integrated within the NBC framework immediately. This is a critical task for the NBC in that it promotes accountability as well as adherence to governmental guidelines such as A-123.

Initiatives kicked off in FY06 and FY07, as well as those completed in the same time frame, provides proof the NBC is well underway to achieving its mission, vision, and strategic goals and objectives identified in this plan and as depicted in Figure 5 – 3..

Figure 5 – 3: Achievement of the NBC's Strategic Direction and Framework



Appendix A –

The NBC’s Performance Indicators by Strategic Goal

During the development of the NBC’s strategic plan, a number of performance indicators were identified by each strategic goal area. Section 2 – The NBC’s Goals and Objectives – identifies only the high-level, cross-cutting indicators for the LOBs, whereas this table indicates all the performance indicators (more specific to individual LOBs) that were identified during strategic planning sessions. These performance indicators, along with other performance management areas are monitored to assure continued quality and compliance throughout the NBC.

Figure Appendix A-1: NBC’s Performance Indicators by Strategic Goal

Strategic Goal #1	Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements
Objective 1.1	Achievement of Service Level Agreement Objectives
Objective 1.2	Customer Satisfaction Level
Objective 1.3	Problem Resolution Rate
Objective 1.4	Problem Response Rate
Strategic Goal #2	Maintain & Modernize Financial and Business Management Practices
Objective 2.1	Receipt of Clean Financial Audit Opinions
Objective 2.2	Assurance that Correction Actions are on Plan
Objective 2.3	Full Compliance with ISA
Objective 2.4	Customer Agreements Prepared and Signed – Recurring
Objective 2.5	Customer Agreements Prepared and Signed – Non-Recurring
Objective 2.6	A-123 Reviews and Testing on Plan
Objective 2.7	Revenue Covers Costs
Strategic Goal #3	Optimize Operational Performance by Establishing Centers of Excellence to Deliver Services
Objective 3.1	Contain Unit Costs
Objective 3.2	Increase Productivity
Objective 3.3	Meet Cycle Time Constraint Commitment (Acquisitions and Appraisals)
Strategic Goal #4	Develop and Sustain World-Class Organization by Investing in Human Capital
Objective 4.1	Employee Survey % - Leadership Satisfaction
Objective 4.2	Employee Survey % - Performance Culture Satisfaction
Objective 4.3	Employee Survey % - Learning Satisfaction
Objective 4.4	Employee Survey % - Job Satisfaction
Objective 4.5	Progress Against Human Capital Plan Objectives

