

U.S. Department
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Business
Center

National Business Center

Profile

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From Planning to Action Achieving Competitive Advantage

In the Director's Corner article "It's About Competition" that appeared in the Summer 2005 edition of **NBC Profile**, I demonstrated that the NBC now operates in a competitive marketplace, driven by the President's Management Agenda and the increasing migration towards government-wide shared-services centers. I also pointed out that because the competition includes both government shared-services centers and private-sector businesses, the future of the NBC depends upon our ability to compete for business. In this edition of the Director's Corner, I extend a "call to action" to all NBC employees and contractors with one purpose and one purpose alone – to take deliberate and focused action in support of the implementation of our NBC Strategic Plan.

Why would I ask for such a thing? It's quite simple and it goes like this. The NBC operates in a changing, increasingly competitive environment. Our competition includes both government and private-sector organizations. Our performance (e.g., sustainability) depends on our ability to compete against other

shared-services centers to keep the customers we now have and to earn the business of potential customers. How do we do that? By leveraging our competitive advantages to beat the competition.

What is a competitive advantage? Another good question and I offer another simple answer. A competitive advantage is *something that an organization does better than the competition and that is meaningful to customers*. Fortunately, the NBC Senior Leadership Team (SLT) has already utilized an industry best-practice called SWOT analysis to identify the potential competitive advantages that the NBC has to offer our customers both overall and within each Line of Business (LOB). SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities, and Threats. During the formulation of the NBC Strategic Plan, the SLT leveraged the SWOT analysis technique to determine the strategic direction and priorities for the NBC on the whole and for each LOB. Thus, the NBC Strategic Plan describes the path to success by first creating and then leveraging various sources of competitive advantage to deliver superior service for our

customers. In essence, this is the vision of success for the NBC that our Strategic Plan describes.

Recall that the NBC Strategic Plan includes elements of both strategy and goals. The key strategies include: Customer Service Excellence, Operational Efficiency and Cost Competitiveness, and Quality Products and Services provided to our customers by our most important asset – our people. The strategic goals are:

1. Achieving customer service excellence by identifying and meeting customer requirements.
2. Modernizing financial and

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Douglas Bourgeois, NBC Director

Director's Corner

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business management practices.

3. Optimizing operational performance by establishing centers of excellence for the delivery of services.
4. Developing and sustaining a world class organization by investing in human capital.

Actions are underway to implement more specific projects designed to move the NBC forward with this strategy, instill the desired competitive advantages, and thereby enable the NBC to set the standard for government-wide shared services. For example, expanded use of customer users groups and forums has already begun to improve dialog and understanding with customers. In addition, plans are in progress to overhaul the NBC's customer problem resolution capabilities. In addition, new financial management policies and procedures are already being established as we ready the NBC for the migration into the Interior Franchise Fund, a critical piece of our business strategy to level the playing field in comparison to the other government shared-services centers. Operating as a franchise fund provides us with additional options and incentives that are not currently available to us. This includes the ability to operate more like a private sector business by retaining a certain level of fees that can be used to invest in new systems, processes or technology. In the area of operational performance, much progress has been made in establishing a baseline of performance objectives that are included within our Service Level Agreements (SLAs) we reach with each customer. As the founder and Chair-

man of the Board of FedEx used to say "you can't manage what you don't measure" and the NBC is taking this aspect of performance management quite seriously. Moreover, the NBC has established a Quality Management Program and is developing detailed implementation plans for the achievement of an ISO-9001 certification. ISO-9001 is an internationally recognized program that provides direction, leadership and resources for the creation, operation, and improvement of a quality management system that focuses on the customer and enhances customer satisfaction by meeting customer requirements. We're serious about being the best quality service provider in the business. Yes, that includes all of our competition! Finally, we've also committed to updating our workforce management plans during this fiscal year, which will assist in the allocation of our scarce training resources to those employee development needs that are consistent with our strategic direction and objectives.

Even though the NBC is clearly positioned to execute on this plan and further develop our sources of competitive advantage, I would be remiss if I did not mention a few of our more challenging obstacles we face. First, our vision for operational effectiveness requires an attention to cost efficiency. In some of our Lines of Business, we have not been as efficient as we could have been with the use and configuration of technology assets. This will require some belt-tightening as we determine and implement more efficient configurations that more appropriately leverage shared technology assets in a more effective manner to achieve economies of scale. Some additional belt-tightening may be required to address

some long-standing challenges and ensure that staffing levels are optimally allocated among various technology support areas and services. Finally, the feedback we received from our employees during last year's employee survey indicated we face some challenges with the training of our management team and the consistent use of management tools such as the new five (5) tier performance management system. These are all very difficult challenges that will be extremely arduous to overcome. However, you may rest assured that the NBC Senior Leadership Team is committed to addressing them and corrective actions have already begun. You can expect more communications addressing our status and plans for addressing these challenges in the future.

And so, I close this edition of the Director's Corner with a more specific call to action for NBC employees and contractors. I strongly encourage each of you to take the following actions and participate in making the NBC the best it can be:

1. Download and read the NBC Strategic Plan. If you don't have time to read the entire plan, read only those sections relevant to your organization or service area(s).
2. Help make the regular staff meeting for your organization more productive for all who attend by coming prepared to discuss the status of strategic initiatives or tactical problems that effect your organization or services you support. Actually ask questions to initiate discussion.
3. Consider volunteering to participate as a member of one of the project teams carrying out the initiatives described in the NBC Strategic Plan.
4. If you are unable to do any of the items listed above,

then do this one thing. Step up your efforts to provide exemplary services for our customers. No matter what your responsibilities are, working for the NBC means that you have customers. Whether you simply redouble your efforts to provide quality services or you help to resolve a problem for a customer, we must all always remember that in the end we have to keep our customers satisfied. So, go make a customer happy!

5. Offer new ways to do things better, faster and at a lower cost (or something like that which supports ongoing improvements).

Once again, I thank each and every one of you for your continued efforts on behalf of our customers. I sincerely appreciate all that you do – day in and day out – to meet the needs of our customers. You should be proud of what you have achieved, but not rest on your laurels. Your Senior Leadership Team has raised the bar of expectations with our vision of service excellence and we know you are up to the significant challenges before us. Remember, together we will succeed and our customers will too!

In closing, I offer the following quote from a highly successful business leader, Mr. Jack Welch, former CEO, General Electric Company: *"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."* I believe that this quote succinctly states what the NBC must do to be successful in our highly competitive environment. I very much look forward to working with as many NBC employees and contractors as possible to achieve our vision for service excellence.

Douglas Bourgeois,
NBC Director

U.S. Capitol Police Gains Momentum®

In FY2005 the National Business Center Finance and Procurement System Division began an arduous task of transitioning the U.S. Capitol Police from the Federal Financial System (FFS) to Momentum® Plus version 6.x. The NBC, in partnership with Delta Solutions & Technologies, Inc. and CGI-AMS implemented the system on time and within budget. The USCP went live on Momentum® on October 1, 2005. Prior to the transition, USCP was cross-serviced by the General Accountability Office (GAO). The NBC team was led by Emily Bikofsky, Marvin Velasquez, and the NBC technical staff.

As with all major implementations, the USCP project

encountered pivotal and critical issues (telecommunication problems, software issues, and configuration hurdles); however, under the disciplined direction of the USCP project lead, Mr. Alan DiGuardia, these issues were resolved in a timely and proficient manner. USCP is *only* the third federal agency to use Momentum® Plus 6.x, and it was questionable as to whether or not the transition would be successful. With outstanding contractor support from Tim Spadafore and staff from Delta and Leonard Ciccarello and staff from CGI-AMS, the project was a success. NBC is currently providing USCP post-implementation functional, technical, and hosting support services.

USCP is using all core Momentum® Plus modules except for project cost accounting and is awaiting integration of the Maximo property system with Momentum® Plus for the next phase of their planned financial integration. NBC and CGI-AMS will be coordinating the Maximo and Momentum® Plus integration efforts over the next few years. USCP is also the first Momentum client to implement Treasury's Secure Payment System (SPS). SPS is a replacement for the Electronic Certification System (ECS), and provides a mechanism by which government agencies

can review and certify payment schedules and/or create and modify payment schedules securely over a browser/web interface.

USCP joins the NBC Momentum® family: the Architect of the Capitol (AoC), the National Labor Relations Board (NRLB), Federal Communications Commission (FCC), and the Corporation for National and Community Services (CNS). As a member of the Momentum family, USCP is provided comprehensive support including maintenance of appropriate environments to support SAS 70 audits and certification and accreditation (C&A) for Momentum®.

NBC welcomes the U.S. Capitol Police to the NBC family and enthusiastically anticipates a long and successful working relationship with this high-profile and valued customer.

For More Information:
Marvin Velasquez
Marvin_P_Velasquez@nbc.gov
703-390-6654

FBMS Update

The Department of the Interior's (DOI) Financial and Business Management System (FBMS) initiative is an integrated suite of software applications that is being implemented throughout DOI and DOI Bureaus. FBMS will provide DOI with standard business practices that are supported by a single integrated business system for all Bureaus.

FBMS will help DOI manage a variety of administrative functions, including budget formulation and execution, personnel, real and fleet property, core financials, acquisitions, travel,

financial assistance (grants processing) and enterprise management information.

Key objectives of FBMS are to create the most effective organization, including economies of scale, to enhance mission delivery; to improve customer service (both internal and external); and to achieve the most functionality for the cost.

The deployment of FBMS is using a phased approach. The first phase of the project was the implementation of the financial assistance module (FBMS-FA) on April 5,

2005. FBMS-FA was implemented at three Bureaus and is designed to make it easier for users of the system to manage all aspects of the federal financial assistance process. The NBC is hosting the financial assistance module and also operates a help desk for system users.

Future FBMS deployments are organized by Bureau with the Office of the Secretary (including NBC) currently scheduled for October 2007. This deployment will include core financials, property, acquisitions and travel. The budget formulation module will be implemented separately.

A series of requirements

documents has been distributed covering each of the functional areas. These documents have been disseminated to the Directorates within the NBC for review and comment on whether the NBC's unique needs are being met by the system design.

As the NBC gets more deeply involved in implementation activities we will need to participate in role mapping exercises to correlate our current duties/functions with new functionality contained in FBMS. A crosswalk of current terms to FBMS terms will be provided to assist in this effort.

For More Information:
Vickie Borden
Vickie_L_Borden@nbc.gov
303-969-7180

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Each of the Bureaus has a Bureau Lead and a Change Management Lead who works with the Project Management Office (PMO) to promote as smooth transition. Vickie Borden, Budget and Finance Directorate, is serving as the Bureau and Change Management Lead for the NBC. A team with NBC employees from each of the Directorates has been formed to raise FBMS awareness within the NBC. The team members are: Lynn

Melena, Nancy Ann (KT) Tinnell, and Sandra Tomsan from Administrative Operations; Maggie Torres-Wilking from Appraisal Services; Erin Horsburgh and Rick Mills from Aviation Management; Barb Eaton, Chris Richey, Connie Sanborn, and Lonalee Picardo from Budget and Finance; Jeanne Davis from Federal Personnel Payroll Systems and Services; Kevin McWhinney from Information Technology; Lynn McPheeters from Strategic Management of Human Capital; Becky Moore and Rich Stegall of Gov Works. The Union and Human Re-

sources also participate on the team.

Currently the biggest FBMS news is that DOI severed its relationship with the systems integrator, Bearing Point, Inc. on September 29, 2005. Despite this change, the FBMS project is continuing to move forward with the following tasks:

- Developing a project plan for the transition.
- Procuring a new contractor for system integration.
- Seeking DOI staff to participate on the team to evaluate bids for the new system integrator.
- Functional Leads and sub-

ject matter experts working on remaining issues and reviewing requirements.

What can you do? Learn as much about FBMS as possible; e.g., access the website at www.doi.gov/fbms. Clean up data in the current systems, e.g., deobligate funds where appropriate. Share your ideas and concerns with the Bureau Lead. Embrace FBMS training when it becomes available.

For more information about FBMS please contact Vickie Borden, NBC Bureau Lead at (303) 969-7180.

The Selective Service System Implements Oracle®

In FY2005 the National Business Center Finance and Procurement Systems Division began the task of transitioning the Selective Service System (SSS) from their legacy Federal Financial System to Oracle® Federal Financials (OFF) version 11.5.10. The NBC, in partnership with OMS and Softec Solutions, achieved a successful implementation. The SSS went live on Oracle® Federal Financials on October 10, 2005 thanks to the efforts of the entire NBC Oracle® team.

As with any new implementation, close collaboration between the SSS and NBC staff was critical to the success of the project. Under the direction of the SSS Chief Financial

Officer, Mr. William Reese, and the NBC Project Lead, Todd Tiffan, client issues were well coordinated and appropriately resolved.

SSS utilizes the core Oracle® financial modules, as well as the integrated suite of Oracle® Procurement products – iProcurement and Procurement contracts. iProcurement provides a self-service, “Amazon.com” like user interface for SSS employees to enter requisitions. Procurement Contracts provides contract authoring and deliverables management tools to the SSS acquisitions staff. The SSS plans to implement Oracle’s Sourcing module in the next few months. Oracle’s Procurement suite is fully integrated with Financials, including automatic funds control and general ledger accounting in the core financial application.

This was the NBC’s first

implementation of the Oracle® Procurement suite. With outstanding contractor support under the lead of Girish Balani from Softec Solutions, the procurement implementation was a genuine success. Several enhancements to automatically populate FAR clauses and generate Federal procurement forms were implemented by Mr. Balani. The SSS Chief Acquisitions Officer, Mr. Calvin Montgomery, provided client liaison and coordination efforts to ensure a smooth transition for SSS staff.

The transition from FFS to OFF was accompanied by changes in the SSS business practices. As a complement to the new procedures, the SSS implemented Oracle’s workflow to automate forwarding and approval processes throughout the agency. The combination of a new system and updated procedures, required extensive

collaboration between SSS headquarters, their regional offices and the NBC. Both SSS headquarters and regional offices were trained by the NBC to allow distributed processing of requisitions and purchase orders. Training delivery was provided by the Finance and Procurement Systems Division and the NBC Program Support Office and was very well received the agency.

The implementation of the SSS makes the sixth Oracle® client supported by the Financial Services Division. The SSS is one of several clients utilizing the NBC’s shared services model which provides the opportunity for smaller Federal agencies to implement a premiere ERP application at a much more affordable price than a stand-alone implementation.

For More Information:
Michael Sciortino
Michael_D_Sciortino@nbc.gov
703-390-6656

NBC's Human Resources Line of Business Innovative Future Direction

On August 23, 2005, the Office of Personnel Management (OPM) issued a press release announcing the National Business Center (NBC) as one of five Federal Human Resources (HR) Shared Service Centers (SSC). Now that the NBC has been chosen by the OPM to continue as an HR Line of Business (LoB) SSC, the NBC's

vision is to offer not only the NBC's world-class integrated core HR and payroll solutions, but the full range of HR functions envisioned by the OPM. What this means for the NBC's customers, is seamless coupling of streamlined HR processes and state-of-the-art technology to support the full employee life-cycle, along with the NBC's time-honored commitment to

excellence.

For 30 years, by delivering "core" HR systems and services, the NBC has partnered with Federal agencies enabling them to focus on their agency's mission. Currently, a large number of Federal agencies enjoy this benefit.

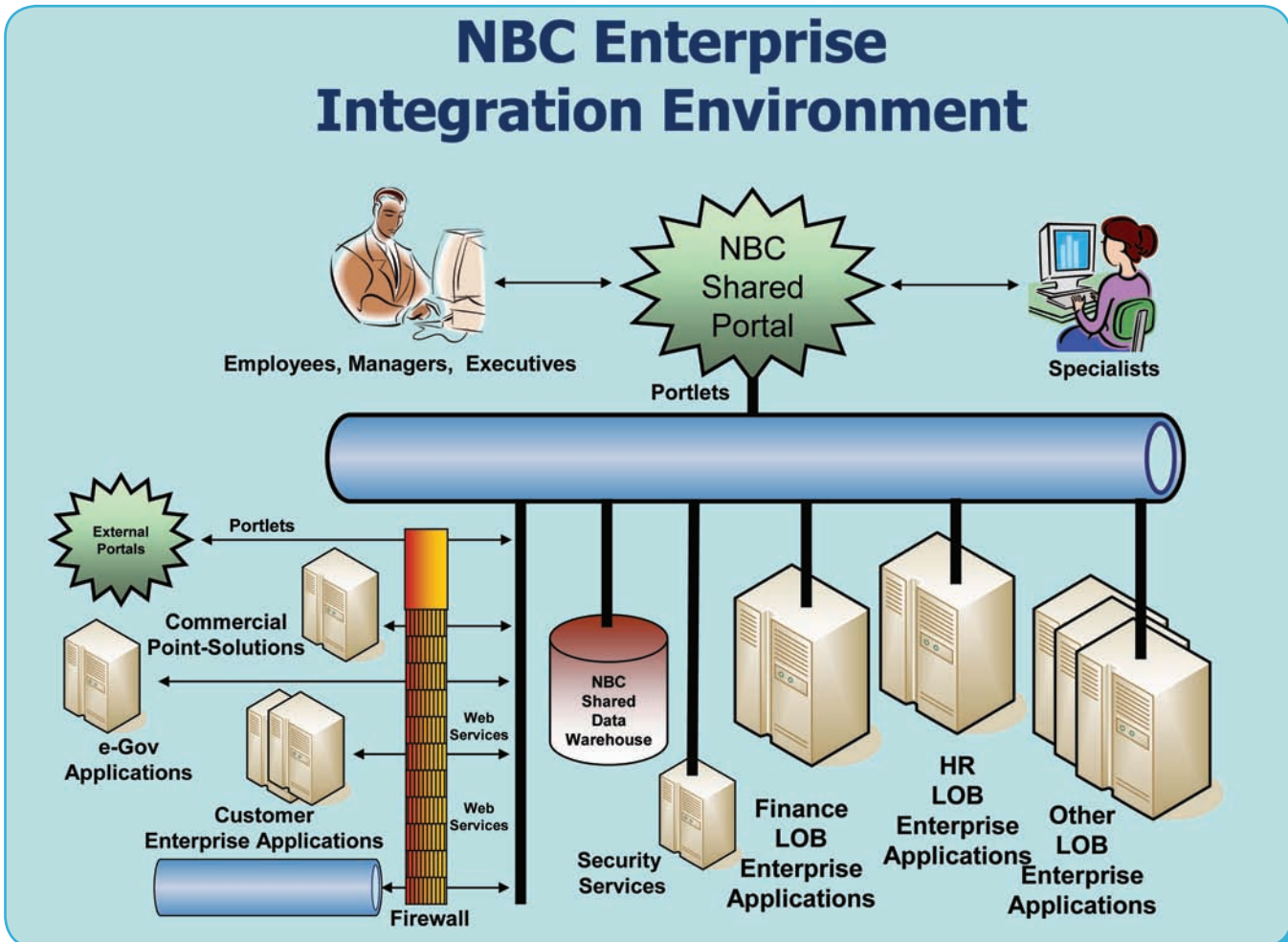
The NBC's current core offerings include:

- HR operations, such as per-

sonnel action processing, position management, and benefits processing

- Payroll processing
- Time and attendance reporting
- Labor cost reporting
- Corporate Datamart environment
- Drug and alcohol testing

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The NBC is currently designing modern, end-to-end, optimized business processes covering the full employee life-cycle, including recruitment, hiring, applicant intake, benefits enrollment, personnel actions, position classification, performance management, employee and labor relations, and others. These processes will reflect best practices from both the private and public sectors. Today, an agency typically employs HR generalists. Through the NBC's economies of scale, the NBC will provide true specialists for each HR function, as well as cost-effective and timely processing of HR transactions, freeing the agency's HR staff to focus on policy and strategic human capital planning.

The NBC's HR back-office solutions will be supported

through new Information Technology (IT) solutions that leverage and integrate with the NBC's proven core offerings. If an agency chooses to not use the NBC's HR back-office solutions, they can choose to have their own HR staff access the same systems that the NBC's HR staff uses: the Federal Personnel Payroll System (FPPS), the Quicktime Time and Attendance System, a recruitment IT solution (FY 2006), employee benefits self-service (FY 2006), and in the FY 2007-2009 timeframe, IT solutions for position classification, performance management, employee/labor relations management, and others.

The NBC is developing the technical infrastructure required to support and fully integrate the NBC's IT solutions to provide seamless, faster, and more secure processes. The most visible feature of this

environment to be designed this fiscal year will be a portal with the following features:

- Single sign-on for all HR applications
- Integration of the NBC HR solutions
- Enhanced employee and manager self-service
- Enhanced user experience
- New interface for the FPPS

Behind the portal, processing and integration efficiencies will be gained through implementation of several technical enhancements. These include an automated workflow solution; Web services for real-time, system-to-system interoperability; and an enterprise service bus deployed in a services-oriented architecture. These enhancements will allow the NBC to mix-and-match best-of-breed solutions for each HR function and to interoperate with the NBC's other offerings, such as finance and accounting.

The NBC client base continues to grow through word-of-mouth referrals from the NBC's current clients and through the NBC's participation in Federal government-wide consolidation initiatives.

To enhance customer rapport, the NBC will hold one-on-one meetings with senior customer managers and will establish an NBC HR User Group. Also, the NBC will partner with clients and vendors to provide additional functionality and technical capabilities.

Customer service, innovation, and best value are the cornerstones of the NBC. With the combination of the NBC's diverse-yet-integrated solutions and expanding client base, the NBC is enhancing its ability and commitment to pass along the economies associated with scale and state-of-the-art technology.

The NBC Rises to Hurricane Katrina's Challenge

Hurricane Katrina was a disaster for many people, and it was compounded for numerous Federal employees because it occurred on their payday. The National Business Center's (NBC) Payroll Operations Division (POD) was called upon to offer assistance and advice to employees to get access to their money and, when necessary, reissue payments. Employees receiving electronic payments were informed how to reach their banks to access their funds. The

POD worked closely with the Department of Treasury and the Federal Reserve Board in determining which banks were open and which ones had branches that employees could use. When necessary, check mailing destinations were changed to agency-designated agents, allowing employees to pick up their paychecks at their employing agency. In one instance, an employee had called in via her cell phone to have her funds deposited into a different account because her ATM card had

been stolen while she was in a shelter.

The POD assisted timekeepers in coding Time and Attendance reports, as well as provided instructions for requesting advance salary payments, for those eligible employees affected by Hurricane Katrina. The POD also participated in many conference calls with agencies that had employees in the New Orleans area and offered assistance to ensure employees would continue to get paid. In addition, the POD aided the Human Re-

source Office of the NBC to issue guidance on the Emergency Leave Transfer Program on behalf of the Department of the Interior, and the POD continues to participate in the operation of the program.

The POD has been called on during several emergency situations in the past few years and always rises to the occasion to make sure people get paid. Their motto is, "Do whatever it takes"—and they have proven their commitment yet again.

First Annual National Business Center Customer Forum

Representatives from more than 24 customer agencies attended the First Annual National Business Center (NBC) Customer Forum, held on Thursday, October 27, 2005 on the Rooftop Terrace of the Department of the Interior's, Main Interior Building. While the focus of this informational event was to allow clients to meet the NBC Director and senior staff in the financial management and human resources lines of business, it also served as an open forum to learn more about the NBC's vision, value proposition as shared service provider and

its product and services road map.

Doug Bourgeois served as Master of Ceremony and Keynote Speaker discussing the NBC's Business Model as a Shared Service Provider, dedication to operating like a business and commitment to listening to the voices and needs of its customers. Discussion points included the future direction of the Department of the Interior's Financial Business Management System (FBMS) implementation and the NBC's strategy for transitioning from the Federal Financial System (FFS). There was also an enlightening panel discussion on the NBC's

Financial Management and Human Resources Centers of Excellence, participated by Rick Koebert (Associate Director, Federal Personnel and Payroll Systems and Services), Sandra Weisman (NBC, Chief Financial Officer), Michael Colburn (Program Manager, Human Resources Line of Business) and June Hartley (Chief, Finance and Procurement Systems Division).

Ed Crump, Managing Director of the NBC Solutions Coordination Office stated "Our goal in bringing this

group together was to provide customers with useful information and valuable insight on the business goals and initiatives of the NBC and to find out what their needs are and how we can better assist them in meeting and managing their business goals". Forum participants expressed enthusiasm and approval at this opportunity to participate in active dialogue with key decision makers within the NBC on key initiatives that impact their agencies' business. The NBC will continue to host and participate in events that reach further into the customer community. For additional information on the Customer Forum, or upcoming outreach activities please contact Dawn McGowan at dawn_mcgowan@nbc.gov or 202-208-7247.

For More Information:
Dawn McGowan
Dawn_McGowan@nbc.gov
202-208-7247



Editor's Note:

The Customer Highlight is a new feature with this issue of the NBC PROFILE Newsletter. This feature is designed to highlight an NBC customer by, initially, underscoring that customer's business; and then; finally, bringing to light how the NBC services the customer.

NBC Supporting the National Park Service



Back in 1872, with the Yellowstone National Park Act, public lands were preserved “for the benefit and enjoyment of the people” to be administered by the Federal Government. Then, in 1916, with the National Park Service Organic Act, a “...service to be called the National Park Service, which shall be under the charge of a director...” was created within the U. S. Department of the Interior. This was the beginning of the NPS, as we know it today. The NPS oversees the restoration, preservation, and maintenance of historic and special places and its wildlife for all Americans and foreign visitors to enjoy and for America’s future generations to visit.

Most Americans, at one time or another, have visited a national park – stopping for elk crossing the road while driving into Rocky Mountain National Park in Estes Park, Colorado – looking into the faces of stainless steel statues

while the park ranger with his Smokey Bear hat explains how the sculptor revealed the ethnic cross section of American serviceman in those faces at the Korean War Veterans Memorial in Washington, DC – contemplating the meaning of freedom while staring at the Minute Man Statue and thinking about the “shot heard around the world” from the Old North Bridge in the Minute Man National Historical Park in Concord, Massachusetts – looking at the

photographs of people seeking out a new homeland at the Ellis Immigration Museum in the New York Harbor. America’s national parks provide Americans and foreign visitors with many opportunities to learn about the history of America

as well as exquisite landscapes for exploration, recreation, and relaxation.

These parks, and many others, throughout the U.S. are maintained by the NPS. This is a very large job, and the NPS employs many people, 20,000+, in all types of occupations

(park rangers, historians, biologists, forest aids and technicians, naturalists) to help in maintaining and preserving America’s national parks and its cultural resources. In the late 1980’s, the NPS began

partnering with the National Business Center’s (NBC) predecessor – the Denver Administrative Service Center (DASC) – to get help with its many administrative functions. Over the years, the DASC and now the NBC have supported

the NPS by providing business solutions for automated personnel management, payroll, financial management, quarters management, and drug and alcohol testing.

Barry Gronenberg, NPS spokesperson located in Oakland, California, commented that “*The National Park Service is an extremely large and diverse organization that brings with it many unique pay categories and specifications. The NBC has ensured that all of our employees are paid correctly and in a timely manner. All in all, considering the size and complexity of our organization, there have been relatively very few problems in this regard and we are very pleased with their service and assistance.*”

With this administrative support from the NBC, the NPS can focus on its core mission of maintaining and preserving our national parks and the invaluable natural resources within them for all generations of Americans.

“The National Park Service is an extremely large and diverse organization...” and “The NBC has ensured that all of our employees are paid correctly and in a timely manner...”

Quicktime Implementations

The Quicktime implementation team, under the guidance of NBC’s Tim McStaw, has successfully implemented three agencies in 2005. The Office of the Inspector General, which has 292 employees, was the first to be fully implemented on February 20. The International Trade Commission, with 422 employees, went live on May 29, and the National Transportation Safety Board, with 480 employees, was implemented on July 24. The Quicktime team is in the process of implementing the Bureau of Land Management’s 10,500 employees.

e-Payroll Successfully Accomplished

On October 16, 2005, the Federal Aviation Administration (FAA) went live on the National Business Center's (NBC) Federal Personnel Payroll System (FPPS) and began to be serviced by the NBC's Payroll Operations Division. This implementation not only completed the phased migration of the Department of Transportation (DOT), but also brought to a close the 3-year-long planning and implementation portion of the e-Payroll Initiative, a component of President Bush's Management Agenda.

Under e-Payroll, four agencies were assigned by the Office of Personnel Management (OPM) to the NBC for migration to its payroll environment.

With the successful implementation of the FAA, all four agencies have been migrated to that environment, making the NBC the first major payroll provider to complete the e-Payroll Initiative. In November 2003, the Nuclear Regulatory Commission was the first to be migrated, followed by the National Science Foundation in May 2004. In August of 2004, the National Aeronautics and Space Administration's nearly 20,000 employees were migrated. The DOT, the largest organization with close to 54,000 employees, was split into two parts: the FAA and non-FAA. The agencies that comprised the non-FAA component were implemented between November 2003 and

April 2005, and now FAA is complete, as well.

Despite the disparate payroll systems of the implemented agencies, the NBC migrated all clients on schedule, while maintaining a 99.9 percent payroll accuracy rate. Dennis Locke, former Chief of the Client Liaison and Product Development Division, firmly believes the accomplishment of the e-Payroll Initiative is attributable to three things: the trust of the client, the commitment of NBC employees throughout the organization, and unwavering government-wide support. The e-Payroll Initiative has resulted in economies of scale for the NBC's client base.

Currently, the NBC is working to convert 30 years of DOT

legacy personnel data and 10 years of payroll information to Datamart, the NBC's data warehouse. Originally, this service was not part of the e-Payroll Initiative, but the NBC wanted to accommodate the needs of the DOT. The conversion to Datamart is projected to be accomplished in April 2006. The NBC will continue to report their "lessons learned" to the OPM, as had happened throughout the initiative. Additionally, the NBC is aggressively working to implement multiple clients who were initially assigned by the OPM to other providers. According to Barb McCuskey, Manager of the Client Conversion Program Management Branch, the team responsible for quickly and efficiently migrating clients, the clients of other providers are coming to the NBC because of the NBC's reputation for customer service excellence.

Although the migration responsibilities under the e-Payroll Initiative are complete, the NBC will continue their efforts to find new and better ways to support the administrative needs of Federal clients.

Future of the NBC Datamart

The National Business Center (NBC) seeks to expand the value of our business intelligence offering, the NBC Datamart, by enhancing its capabilities to better support business decision making. Like many businesses, most government agencies become overwhelmed with daily operations and fit strategic planning into the time

between fires. Agencies need efficient solutions to help plan for the future and make well-informed decisions. To learn how we can best improve the NBC Datamart to meet this need, we have secured the services of a well-respected Human Resources strategic planning company, DoubleStar, who will assess the current capabilities and give us advice

on future enhancements.

DoubleStar began its assessment activities the week of September 12, 2005. In the subsequent three weeks, DoubleStar conducted interviews with nearly 60 stakeholders in 12 agencies. These agencies provided their take on how the Datamart currently operates and gave recommendations on how it can add even

more value to their operations. DoubleStar's research also included business and technology surveys provided in advance to key interviewees and assessment stakeholders, along with readings in various documents and a number of relevant Web sites.

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The results of the assessment showed that the Datamart is well respected, well designed, and provides good customer service. It also revealed that the current reports within the Datamart are operational, transactional, and detail oriented. It is considered relatively difficult to use, and the current usage is limited to report writers, not key decision makers. DoubleStar provided several recommendations to help us improve. The NBC can enable wider usage and self-service by adopting a consolidated, high-impact, interactive presentation of workforce information. Security can be

enhanced by implementing a security architecture that aligns more closely with client business needs. Expanding the scope of the NBC's information delivery by including additional subject areas and data elements requested by clients will enhance our value proposition. Workforce planning and strategic management of human capital can be enhanced by implementing a process to integrate client-stored strategic and tactical target values within the Datamart. Finally, agencies identified an interest in having the NBC provide a workforce analytics consulting and education service.

Again, the NBC is well positioned for each of these recommendations. The NBC already

support agency-managed data in the Datamart, bringing in data from the National Aeronautics Space Administration, the Securities Exchange Commission, and the Department of Transportation. Development of the Human Resources Line of Business will present more opportunities to support data from additional sources. The infrastructure is already in place to support the integration of these sources. The NBC is currently analyzing options to improve our library of reports and to begin supporting more interactive, easier to use reports. Finally, our security model is being analyzed for options to enable easier access to statistical data about the workforce without violating the

Privacy Act security sourced from the FPPS.

There is much work to be done, but the NBC is confident that, working with our FPPS community, we can build an easy-to-use business intelligence environment that will support the information needed to enable the agencies to make well-informed business decisions. This improved Datamart will support human capital strategic management decisions based on business best practices, identify the information needed to support these decisions, and provide an easy-to-use tool to help make these decisions.

New Solution for Equal Employment Opportunity Reporting

The National Business Center (NBC) is upgrading our support for Equal Employment Opportunity (EEO) reporting through the implementation of a commercial-off-the-shelf (COTS) package, Visual Powerfiles for EEO (VPEEO) from TechSolutions. This solution meets all of our business requirements of providing an easy-to-use and powerful reporting environment for the Civil Rights/EEO community, including supporting the Equal Employment Opportunity Commission Management Directive 715 (MD-715). TechSolutions is a dedicated EEO company, keeping up

with all EEO regulations and requirements and providing a high level of understanding of EEO best practices. The NBC is excited about bringing this opportunity to our Federal Personnel Payroll System (FPPS) clients. This solution was presented and demonstrated to the FPPS User Group on September 28, 2005 and again in an open forum on October 14, 2005. The NBC expects to continue to have conversations with the Civil Rights/EEO community concerning this reporting capability.

This system enables the EEO community to be self-sufficient in their reporting

needs, reducing the burden that has typically been carried by the Human Resources community. This solution will replace the Equal Employment Opportunity Reporting (EEOR) Subsystem and EEOR-specific reports within the NBC Datamart. Agencies that choose not to participate in VPEEO can continue to produce EEO reports using the EEO views of the employee snapshot data and SF-50 Personnel Transactions within the NBC Datamart.

TechSolutions is working closely with the NBC to host VPEEO within the NBC Datamart infrastructure. This

re-use of this established, known, secure environment enables the FPPS community to control costs and speed time to production. The alternative of each agency separately purchasing, installing, and maintaining the application saves the government thousands of dollars, months of development time, and ensures a higher level of security of this sensitive data. The NBC will re-apply the FPPS and all required Information Technology security, ensuring consistency of this security across these applications.

This type of cooperation between government and private enterprise is consistent with Office of Personnel Management and Office of Management and Budget guidance. It is an exciting opportunity for the NBC to bring best business practices, supported by an easy-to-use system, to our community.

NBC's Drug Testing Program

By Jim Chase

It's hard to talk about NBC's successful drug-testing program without cracking a joke or two. But the success of this program is no joking matter. Born in 1989 as a result of a Presidential order to institute drug testing in the federal employment system, the operation has grown from five full-time employees to 20, and in addition to Interior, it now serves approximately 90 other federal offices. These include the White House, the Department of Defense, the

Secret Service, and others. Recently, the program has added the Navy, Alcohol, Tobacco, and Firearms, and the U. S. Marshal's Service.

Jokes aside, it takes a very high level of care and professionalism to provide credible and unassailable testing services to some of the most sensitive areas of the Federal government. To do proper drug testing, samples must be tracked fastidiously; fraud must be avoided, and false positive results must be eliminated as much as possible.

Drug testing also has ele-

ments of a traveling show. What do Great Smoky Mountains National Park and Denali National Park have in common, besides mountains? Their employees are drug tested by NBC. This must be done on-site.

Drug testing czar Richard Hipkins is serious when he explains the program's growth. "Our success has been in large part due to the hard work of the drug program staff employees," he explains.

"People like Alice Currie, Russell Ching; Louise Dinkins, Gary

Dixon, Rob Ekstrom, Bonita Gamble-Webb, Kim Green, Shannon Hill, Etyce James, Faye Jensen, Milton Johnson, Sandra McAdams, Brinkley McCann, Kevin Morgan, Marie Faitague, and Valerie Wright. [He insisted on naming them all.] We look forward to continuing to earn support from each and every customer."

As unromantic as it sounds, NBC's drug testing program is one of its most successful services. This growing branch stands as an example of the NBC mission: to provide quality service and innovative solutions to meet customer business needs. As the largest provider of drug testing services in government today, they appear to be doing just that.

For More Information:
Richard Hipkins
Richard_E.Hipkins@nbc.gov
202-208-5638

eOPF Implementation

The eOPF is an Office of Personnel Management (OPM) e-Gov initiative for the electronic storage and retrieval of data and documents associated with a Federal employee's Official Personnel Folder (OPF). Each Federal Government employee has an OPF. The OPF is the repository of human resource (HR) documents related to the employee (e.g., personnel actions, promotions, reassignments, etc.). In some agencies, the OPF can also be used to store job-related or agency management data, such as parking permits, firearm permits, etc. Currently, in most agencies, this data is stored as hard-copy printouts in folders located in various HR servicing offices.

When an employee, supervisor, or HR staff needs to refer to information contained within the OPF, they must arrange with the HR servicing office to view the documents. In some cases, this means retrieval of the file from a geographically remote location which can be awkward and time consuming.

The OPM eOPF system is a replacement alternative for the hard-copy printout-based OPF. The eOPF stores the information in electronic database records and images for ready retrieval and on-line viewing. The database records are entered into the eOPF from the personnel systems that generate them. For instance, the annual cost of living pay adjustments (COLAs) are processed within

the employee's personnel and payroll system. One of the outputs of this process is the Request for Personnel Action (SF-52). For hard-copy OPFs, a printed copy of the SF-52 for each employee is sent to the servicing HR office where it is subsequently filed into the employee's OPF. The OPM's system would receive the data electronically and incorporate it as a database record of the action, thereby eliminating a great deal of manual activity and the accompanying delays and potential misfilings, etc.

Of course, this part of the system only deals with new actions (i.e., those that take place after an agency implements the eOPF). Historical data residing in the current OPF

and data which is not generated and transferred from the HR systems (e.g., parking permits) are also incorporated into the eOPF system by scanning the current hard-copy documents and storing them as images that can be retrieved and viewed as required. Depending on agency implementation, the eOPF can provide the employee, the HR servicing office, and the supervisor access to the OPFs via the Internet in an on-line, real-time basis.

The National Business Center (NBC) Information Technology Directorate (ITD) has signed an agreement with the OPM to be the hosting and

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operations support facility for the eOPF system. As a part of that support, the NBC has established an agreement with the National Finance Center (NFC) for the NFC to provide the eOPF help desk support. The first eOPF client is the Department of Homeland Security's Custom and Border Patrol (CBP). The orientation and training region for the CBP became operational in October 2005, followed by the production regions in November 2005. This accomplishment is a significant event for the system, since it is the initial implementation of a highly visible and widely applicable e-

Gov initiative that is anticipated to result in significant savings to Federal agencies.

The initial support environment consists of 25 servers, 3 terra bytes (TB) of data storage, and an array of hardware and software management, monitoring, and reporting tools. While it is still early in the process, the OPM has been very active in signing new customers and is very anxious for the NBC to add to its capabilities to support them. The OPM would like to bring eleven additional clients into production over the next several months. These clients include: the Pension Benefit Guaranty Corporation, the Environmental Protection Agency, the Department of Education,

the Consumer Product Safety Commission, the Library of Congress, portions of the Department of Energy, the Federal Aviation Administration, and the Department of Agriculture, among others. Overall, the OPM has projections of employee counts of over one million Federal employees with the potential for significantly more. The eOPF is also related to a separate OPM e-Gov initiative, the Electronic Human Resources Initiative (EHRI), which will provide on-line access to an even wider range of personnel and payroll information. The ITD has begun preliminary discussions with the OPM about providing a similar service for that initiative as well.

The NBC's ITD is excited to be an integral part of this e-Gov initiative. It has been very active in establishing the support environments as well as developing the long term relationships with the NFC and the OPM to make this a successful and productive relationship for all. There have been a great deal of positive cooperative accomplishments to date, and many more will be required in the future as the application moves from a single client to virtually Government-wide. The foundations being established during this period will be critical to the longer term OPM and NBC goals and are an area of emphasis for the ITD.

GovWorks Integration

GovWorks Federal Acquisition Center recently moved under the Department of Interior's National Business Center (NBC). GovWorks and the former NBC Acquisitions Services organization will be merged into the new NBC Acquisition Services Line of Business.

GovWorks began operating almost ten years ago with the intent of offering Federal managers superior, regulation compliant acquisition services in a responsive, timely and efficient manner. The organization has grown and is still guided by this straightforward principle.

GovWorks operates as a non-appropriated Franchise Fund under the congressional authority of the Government Management Reform Act (GMRA) that relies on the

service charge they earn from their clients. As a Franchise Fund, GovWorks' guiding principles are anchored in the foundation of GMRA objectives. These principles provide a constant motivation for GovWorks to operate more efficiently and effectively, while offering its clients accurate, courteous, responsive, and quality service.

GovWorks provides comprehensive acquisition fee-based services to other Federal agencies. The Franchise Fund structure is ideal as it allows GovWorks to serve clients throughout the duration of a contract. It provides the ability to perform start-to-finish procurement services. Once the procurement task has been formally designated to GovWorks, the client's funds necessary to administer the contract can remain with GovWorks until

expended. Clients do not lose their investment and a higher level and duration of service can be provided.

Due in great part to its ability to attract and retain customers, plus provide quality acquisition services with responsiveness and expertise, GovWorks has grown rapidly: from \$74 million in contract dollars awarded in 1998 to over a billion in 2005. The organization has also been recognized for its innovative approach to generating buzz about its capabilities. Creating a consistent image in the marketplace has been a vital component of GovWorks' accomplishments. Using strategies that parallel successful private sector brands, such as print and online advertising, GovWorks has taken a professional approach to branding and creating awareness about their services.

As GovWorks has grown, documenting the business process has been the cornerstone to maintaining and developing best practices. Training has also been a primary investment, especially in the area of compliance. Employing best practices to provide the best value for their clients and ensuring the highly-experienced staff remain current on all aspects of procurement is the number one priority.

With an entrepreneurial spirit and strategic focus, GovWorks attributes most of its achievements to continuously delivering a valuable benefit to its customers. By minimizing the burdens of time and expense for their clients and for government as a whole, they've helped to improve how government works. That's Government working with Government.

The AMD Welcomes New Associate Director

Mark L. Bathrick was appointed to the Senior Executive Service and became Associate Director, Aviation Management Directorate (AMD) for the National Business Center (NBC) in the Department of the Interior (DOI) on November 1, 2005. The NBC provides business services to government agencies in the areas of financial management, human resources management, training, acquisitions, information technology hosting, aviation services, appraisal services, and other administrative areas. The AMD is responsible for the safe, efficient, and economical operation of aircraft activities in support of all DOI organizations, and, through individual agreements, to other Federal and state entities.

Prior to joining the NBC, Mr. Bathrick completed a distinguished career with the United States Navy, retiring as a Captain. A decorated Naval Aviator and Test Pilot, Mr. Bathrick has logged over 3,700 flight hours and more than 800 arrested landings aboard ten different aircraft carriers during numerous overseas deployments. A graduate of the prestigious Naval Fighter Weapons School (TOPGUN) and the British Empire Test Pilots' School, he has flown 31 different types of military and civilian fixed-wing and rotary-wing aircraft, having qualified as pilot-in-command in 12 different models. Mr. Bathrick is a member of the Society of Experimental Test Pilots.

In Navy staff assignments ashore, Mr. Bathrick served in financial management and aviation acquisition positions with the Naval Air Systems Command, the Chief of Naval Operations, and the Joint Chiefs of Staff, receiving subspecialty designations in financial management and test and evaluation. While serving in the Pentagon, he was responsible for programming the Navy's \$4.0B weapons budget.

Mr. Bathrick's prior executive leadership experience includes command of a 275-member, carrier-based F-14 TOMCAT squadron; a 300-member Navy composite flight test squadron; and the Lakehurst Naval Air Engineering Station, a major Department of Defense acquisition, test, and training installation. Lakehurst is also home to over 20 separate joint service and interagency organizations, 3,500 employees, and was responsible for a \$780M economic impact.

Through his visionary customer- and business-focused leadership, Mr. Bathrick and the many organizations he has stewarded have received numerous service level and national awards, including the Commander-in-Chief Installation Excellence Award, the Naval Air Warfare Center Equal Employment Opportunity Leadership Award, the Secretary of the Navy Achievement in Safety Award, the Navy Meritorious Unit Commendations, the Chief of Naval Operations Environmental Award, the White House Closing the Circle



Environmental Award, the New Jersey Department of Environmental Protection Leadership Award, and the Dale Carnegie Leadership Award—the first time this award was bestowed on an executive in the public sector.

Mr. Bathrick earned a Bachelors of Science degree in Aerospace Engineering from the United States Naval Academy in 1980. He is a member of the Naval Academy Engineering Honor Society and the National Engineering Honor Society, Tau Beta Pi.

Mr. Bathrick is married to his high school sweetheart, the former Marybeth Hennessy of Whitesboro, NY. Their son Mark is currently a freshman at George Washington University in Washington, DC.

Alaska Region Welcomes New Regional Director

Harry J. Kieling, Jr. became the new Alaska Regional Director for the National Business Center's (NBC) Aviation Management Directorate (AMD) on October 2, 2005. Harry comes to the AMD with extensive experience in management and aviation operations. He

retired from the United States Air Force after flying combat missions in Vietnam and serving in various command positions, including Wing Commander at Elmendorf Air Force Base, Alaska. He has been flying as a commercial and private pilot in Alaska since 1989 and is a rated



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Airline Transport Pilot and Certified Flight Instructor. Harry has also been an adjunct professor at the University of Alaska Anchorage, teaching Instrument Flying and Aviation Safety, and has considerable

management and leadership experience from both his military and civilian careers. He served from 2000 – 2003 as the City Manager for the Municipality of Anchorage. Harry comes to the AMD from the Federal Emergency Management Agency (FEMA) where he was the Response and Recovery Director for the Northwest Re-

gion. He has also served on the Boards of Directors of United Way, Combined Federal Campaign, Alaska Native Heritage Center, Alaska Aviation Safety Foundation, and is past president of the Anchorage Rotary Club. Harry has been married to his wife Pat for thirty-three years and they have two sons and two grandchildren.

NBC Director & CFO Receive Orientation Flight

On September 22, 2005, the National Business Center (NBC) Director, Douglas Bourgeois, and Sandra Weisman, the NBC's Chief Financial Officer, enjoyed an orientation flight by Aviation Management Directorate (AMD) personnel.

Arriving at the Boise, Idaho airport in the early afternoon, the mandatory preflight and personal protective equipment briefings were provided prior to boarding the Department of the Interior (DOI)-owned

helicopter. Dan Williamson, AMD Aviation Safety Compliance Specialist, and Arlyn Miller, AMD Helicopter Specialist, piloted the aircraft and provided the passengers an overview of similar operations flown by the DOI and vendor pilots during various natural resource missions in this type of terrain.

The short duration flight traversed up the Middle Fork of the Boise River, over the Sawtooth Wilderness Area, and back to Boise. Along the



From left to right: Dan Williamson, Sandra Weisman, Doug Bourgeois, and Arlyn Miller.

way, an off-airport landing was made to demonstrate a typical unprepared landing site maneuver. The flight then returned to Boise for debrief-

ing. Doug and Sandy were presented with their DOI Aviation nametags as a reminder of their flight.



Bureau Aviation Evaluation Program

In an effort to “...raise the safety standards and increase the efficiency...” of aircraft activities with the Department of the Interior (DOI), the Aviation Management Directorate (AMD), National Business Center (NBC), conducts aviation program evaluations to assess the health of aviation programs within the DOI via regular monitoring of key “vital signs.”

Since April 2005, the AMD has conducted eight Bureau aviation program evaluations in cooperation with aviation program managers representing each of those organizations. The evaluations are conducted by an evaluation team that uses a systematic process for analyzing various aspects of each aviation program within the DOI and for the subsequent reporting of the status of those programs to senior management. The aviation program evaluation system is a proactive process for gathering and analyzing data associated with the process, execution, and outcomes of aviation programs with a primary objective of program enhancement. This quality assurance system assesses the safety of aviation services provided, ensures efficiency in management of complex resources, and provides a means for sharing best practices.

The DOI’s aviation program evaluations are conducted in each of the Bureau’s geographic units (region/state) that use aviation resources on a five-year interval. The AMD

Aviation Program Evaluation Specialist coordinates with the Bureau Aviation Program Manager and, depending upon the area where the evaluation will take place, with the AMD Regional Director for evaluation scheduling, team membership, and itinerary. The AMD Associate Director provides initial correspondence for evaluation/scheduling to the Bureau Regional Director or State Director in the geographical area where the aviation evaluation will be conducted, with a courtesy copy provided to the Bureau Director.

Prior to and after completion of the field evaluations, Bureau Regional Directors or State

Directors and staff are briefed in person, by telephone, or via e-mail. The evaluation team visits Bureau field offices (national park, wildlife refuge, etc.) and aviation support facilities (helibases, airports, retardant bases, dispatch centers), as time permits, to include cooperating or interagency facilities.

General areas of aviation program assessment are:

- *Administration* – Assessing the efficiency and effectiveness of management practices, controls, and organizational structure, determining the need for aviation resources, evaluating program expenditures and outcomes, completing cost comparisons

between available procurement alternatives (government-owned, contract, or rental), and assessing bureau customer satisfaction with aviation services provided by the AMD.

- *Operations* – Assessing whether operations are functioning as intended by management and evaluating procedures used to comply with Federal Aviation Regulations (FARs) and Departmental Manuals (DMs). This may be conducted as a short-term response to safety concerns,

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Following the recent Aviation Program Evaluation of the Bureau of Land Management (BLM) National Aviation Office, Les Herman (on the left), the AMD Aviation Program Evaluation Specialist, compares notes with Kevin Hamilton, the BLM National Aviation Operations Officer at the National Interagency Fire Center, Boise, ID.

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as an operational risk assessment, or to review procedural issues of an immediate concern.

- **Safety** – Analyzing bureau accident prevention activities, accident history, and participation in the DOI Aviation Mishap Information System, as well as identifying trends in the program that may precipitate mishaps.
- **Training** – Determining the level of participation in aviation management and safety training for initial competency and for the maintenance of skills.
- **Security** – Assessment of aircraft and aviation facility security to determine compliance with security policies and procedures designed to safeguard the DOI-owned or controlled aircraft against

theft and associated misuse by terrorists or individuals engaging in other criminal activity.

When aviation program evaluations are completed, findings are identified and are accompanied by recommendations for aviation program enhancement, with suggested assignments to bureau or AMD offices. Bureaus are responsible for the assignment of their personnel for the development or completion of corrective action in response to recommendations. The final report is

developed by the Aviation Program Evaluation

Specialist in coordination with the Bureau Aviation Program Manager and forwarded from the AMD Associate Director to the Bureau Director. Following the completion and delivery of the evaluation report, the Aviation Program Evaluation Specialist continues to coordinate with the Bureau Aviation Program Manager to track evaluation recommendations

For More Information:
Robert Galloway
Bob_Galloway@oas.gov
208-433-5071

and target dates for subsequent follow-up for

each geographic area evaluation. Program evaluations will conclude with the Aviation Program Evaluation Specialist documenting enhancements that have been made to the DOI's aviation programs.

The evaluation schedule for FY 2006 includes ten aviation program evaluations, with the first evaluation completed December 2005.



Mike Hinkes (left), Refuge Officer/Pilot from the Togiak National Wildlife Refuge, discusses aviation safety issues with Mike Jefferies (center), the Acting Aviation Program Manager, U.S. Fish and Wildlife Service (FWS), and Ken Barnes (right), the Regional Aviation Program Manager, AK, for the National Park Service (NPS), during the recent combined FWS and NPS aviation program evaluation in Alaska.

The Interior Museum

The Interior Museum highlights the history, ongoing work, and resources of the Department of the Interior. The Museum blends 1930s-era dioramas and displays of natural history specimens, original art and changing exhibitions to illustrate the rich heritage and diverse activities of the Department. Tours of New Deal murals located in the Department's historic headquarters building are available by reservation. Upcoming highlights of exhibitions and programs include:

**Lewis and Clark Revisited:
 A Trail in Modern Day
 Sep 30, 2005-Feb 28, 2006**

Forty contemporary, black-and-white photographs by Greg MacGregor of the historic route that Lewis and Clark and the Corps of Discovery followed 200 years ago. On November 16 at noon, the photographer presented a special lecture.

**America's Beautiful National Parks
 Nov 8, 2005-Feb 10, 2006**

Large scale photographs celebrating

the diverse flora of our National Parks. On November 8 at 4:00 pm, an opening program will be presented followed by a gallery talk by Curator Amy Lamb.

The Interior Museum is part of the National Business Center (NBC) Department of the Interior University's (DOIU) Division of Cultural Resources and Events. For further information, please call (202) 208-4659.

For More Information:
David McKinney
David_D_McKinney@nbc.gov
202-208-4659

DOIU's Cultural Resources and Events' Upcoming Activities

The National Business Center (NBC) DOIU Cultural Resources and Event Division provides a wide variety of programs and activities designed to educate the general public, DOI staff, and other Government employees. From providing training on issues related to home and work-life to illustrating the history and work of the Department of the Interior, these exhibitions and programs advance mission critical goals and support the President's Management Agenda. Examples of the diverse offerings of the Division are listed below.

Speakers Forums

In 2006, DOI University will celebrate its seventh year of the Executive Forums and Government Wide Forums. The forum speakers will include renowned authors, academics and business leaders.

Executive Forums

The Executive Forums provide opportunities for Senior Executives and employees at the GS-14 and GS-15 levels to participate in a 4-hour round table session. Executives share lessons learned and discuss how new ideas apply to Interior situations. The Executive Forums were created by the Assistant Secretary, Policy, Management, and Budget, and managed by the Department of the Interior

University in collaboration with bureau partners and in partnership with Politics and Prose Bookstore. For more information, contact Brenda Woods at (202) 208-3617 or e-mail Brenda_f_woods@nbc.gov.

Upcoming Executive Forums in 2006 include:

Russell Linden

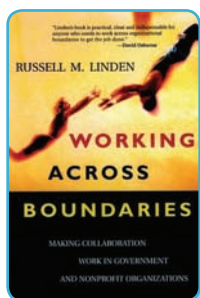
Working Across Boundaries: Making Collaboration Work in Government and Non-profit Organizations

March 7, 2006

10:00 a.m. – 2:00 p.m.

Rachel Carson Room

Main Interior Building



Simon Winchester

A Crack in the Edge of the World: America and the Great California Earthquake

April 25, 2006

10:00 a.m. – 2:00 p.m.

US Geological Survey

Reston, VA

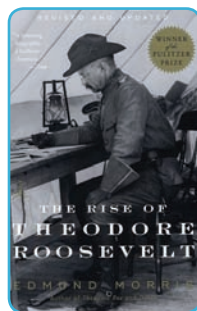
Edmund Morris
The Rise of Theodore Roosevelt

May 17, 2006

10:00 a.m. – 2:00 p.m.

Rachel Carson Room

Main Interior Building



Alan Burdick

Out of Eden: An Odyssey of Ecological Invasion

September 21, 2006

10:00 a.m. – 2:00 p.m.

Rachel Carson Room

Main Interior Building

Joel Garreau

Radical Evolution: The Promise and Peril of Enhancing Our Minds, Our Bodies and What it Means

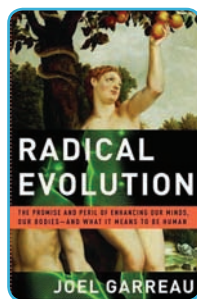
to be Human

November 22, 2006

10:00 a.m. – 2:00 p.m.

Rachel Carson Room

Main Interior Building



Government Wide Forums

DOI University will be celebrating its sixth year of Career,

Balance and Diversity (CBD) Forums in Washington, DC in 2006. This special forum series is designed to help government employees balance career, family and diversity in the work place. Each CBD Forum includes an interactive workshop with a featured author and book signing. The forums are open to a limited number of employees from the participating government agencies. The series was created in partnership with the Politics and Prose Bookstore in Washington, DC. All CBD forums in 2006 will be held at the Carnegie Institute Auditorium, located at 1530 P Street, NW, Washington, DC. For more information, contact Shari Hanscomb at (202) 208-5796 or shari_a_hanscomb@nbc.gov.

Upcoming CBD Forums in 2006 include:

Ron Suskind

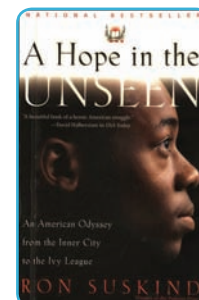
A Hope in the Unseen

February 8, 2006

9:00 a.m. – 11:30 a.m.

Carnegie Institute Auditorium

Washington, DC

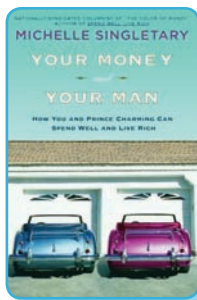


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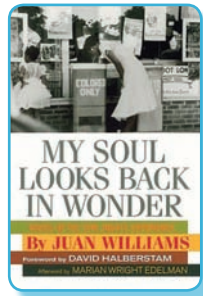
Delores Ambrose
Leadership: The Journey Inward
 March 14, 2006
 9:00 a.m. – 11:30 a.m.
 Carnegie Institute Auditorium
 Washington, DC

Michelle Singletary
Your Money and Your Man: How You and Prince Charming Can Spend Well and Live Rich
 April 16, 2006
 9:00 a.m. – 11:30 a.m.
 Carnegie Institute Auditorium
 Washington, DC



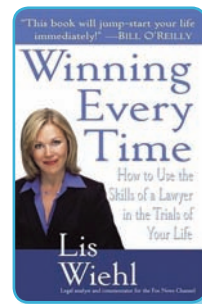
For More Information:
 Brenda Woods
 Brenda_F_Woods@nbc.gov
 202-208-3617

Juan Williams
My Soul Looks Back in Wonder
 September 12, 2006
 9:00 a.m. – 11:30 a.m.
 Carnegie Institute Auditorium
 Washington, DC



Ron Shapiro
Bullies, Tyrants & Impossible People: How to Beat Them without Joining Them
 October 10, 2006
 9:00 a.m. – 11:30 a.m.
 Carnegie Institute Auditorium
 Washington, DC

Lis Wiehl
Winning Every Time: How to Use the Skills of a Lawyer in the Trials of Your Life
 November 14, 2006
 9:00 a.m. – 11:30 a.m.
 Carnegie Institute Auditorium
 Washington, DC



DOI University also holds government-wide forums in Denver designed to help government employees broaden their knowledge of leadership, finances and quality of life issues. Each Denver Forum includes an interactive workshop with a featured author and book signing. The forums are open to a limited number of employees from the participating government agencies. The series has been created with the Tattered Cover Bookstore in Denver, CO. For more information, contact Shari Hanscomb at (202) 208-5796 or shari_a_hanscomb@nbc.gov.

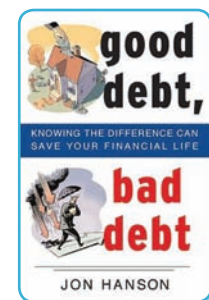
Upcoming Denver Forums in 2006 include:

David Baron
The Beast in the Garden
 February 1, 2006
 9:30 a.m. – 12:30 p.m.
 Denver Federal Center *
 Building 810

US Geological Survey
Rocky Mountain Mapping
Auditorium
Lakewood, CO

Gene Weingarten & Gina Barreca
I'm with Stupid
 May 2, 2006
 9:30 a.m. – 12:30 p.m.
 Arvada Center * Ballroom A
 6901 Wadsworth Boulevard
 Arvada, CO

Jon Hanson
Good Debt, Bad Debt
 October 26, 2006
 9:30 a.m. – 12:30 p.m.
 Lakewood Cultural Center
 Theater
 470 South Allison Parkway
 Lakewood, CO



DOIU Publication Wins National Award

The National Business Center (NBC) Department of the Interior University (DOIU) received recognition from the National Association of Government Communicators (NAGC) Blue Pencil Awards. NAGC (www.nagc.com) is a national not-for-profit professional network of federal, state, and local government employees who disseminate information

within and outside government. Its members are editors, writers, graphic artists, video professionals, broadcasters, photographers, information specialists, and agency spokespersons. NAGC awards underscore the association's high standards of professionalism in public service. Blue Pencil and Gold Screen Awards recognize government agencies

or individuals for significant achievement. This year's list of winners included communications projects from a wide variety of high-profile government agencies, including the National Aeronautics and Space Administration (NASA), Smithsonian Institute, and U.S. Postal Service. Aspen and DOI University earned an award for the Executive Forums

marketing brochure. Aspen and DOI University were able to create an outreach piece that delivered essential information about the forums in a professional and elegant manner befitting the high-level events, including an artistic, sophisticated layout; a dramatic color palette and design elements; and compelling, yet concise, marketing copy.

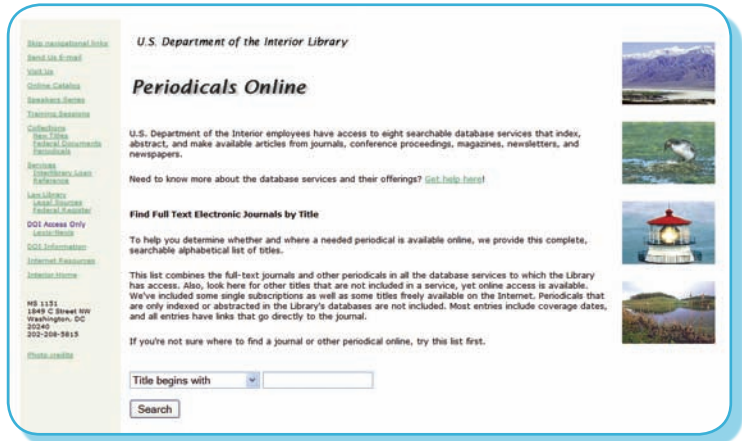
Library Adds Electronic Access to the U.S. Congressional Serial Set

The Interior Library brings an essential resource online with its subscription to the *U.S. Congressional Serial Set*. The *U.S. Congressional Serial Set* is a collection of over 14,500 bound volumes containing all the reports, documents, and journals of the U.S. Senate and House of Representatives from the 15th Congress in 1817 to date. Early pre-Civil War volumes of the Serial Set include materials not only originating in the halls of Congress, but also key Executive Department publications such as early annual reports of the Department of the Interior.

Despite the fact that the print volumes are available in the Library stacks, the online subscription allows for easy searching of its contents and provides access to Departmental employees not located in the Washington area. Due to the massive size of the collection, the serial set is being released in phases. When the digitization project is complete, the *U.S. Congressional Serial Set - Digital Edition* will contain digitized copies of about 13,800 volumes and more than 12 million pages from 350,000 publications, including 52,000 maps, illustrations, and statistical tables.

The *Congressional Serial Set—Digital Edition* is just one of a number of online databases available to Departmental employees via the Library's homepage. Other databases of note include

HeinOnline, a database featuring digital access to all volumes of the *Federal Register*, articles from hundreds of law reviews, and Supreme Court Opinions from 1790 to date; *InfoTrac OneFile*, offering users abstract and/or full-text access to 16 million articles from over 6000 journals dating back to 1980; and *EBSCO Online*, providing access to tables of contents, citations, and abstracts for several thousand scholarly, trade, and general interest journals. These online databases are currently available



Periodicals Online" page of the Library's web site.

For More Information:
DOI Library
library@doi.gov
202-208-5815

DOI Public School Partnerships

The National Business Center (NBC) Department of the Interior University (DOIU) manages the public school partnerships for the Office of the Secretary and the National Business Center. The public school partners include Ross Elementary, Thaddeus Stevens Elementary, C. Melvin Sharpe Health School and the School for Educational Evolution and Development (SEED) Public Charter

School. Students served ranged from elementary to high school.

Upcoming Educational Partnership activities include:

Student Book Forum and National Groundhog Job Shadow Day
Sandy Burk, Let the River Run Silver Again
February 2, 2006
10:00 a.m.–2:00 p.m.
Main Interior Building
Ongoing Educational Part-

nership activities include:

- DOI/SEED Public Charter School Tutor Program
- Literacy (Reading) Program with C. Melvin Sharpe Health School
- DOI Museum Tours
- Student Book Forums
- DOI Professionals participation in classroom curriculum related presentations.
- National Park Service tour for students and

teachers

If you would like to serve as a volunteer for one of our school partnerships activities or would like more information regarding the public school partnerships program please contact Brenda Woods at (202) 208-3617 or e-mail brenda_f_woods@nbc.gov.

For More Information:
Brenda Woods
Brenda_F_Woods@nbc.gov
202-208-3617

DOI LEARN

Our New Learning Management System

The National Business Center's (NBC) DOI University staff members have been working with a Departmental team that is implementing a Department-wide learning management system (LMS) at Interior. NBC employees will join employees from throughout the Department in accessing training resources through the new LMS, DOI LEARN.

What will the new LMS provide?

- Information on all Interior training opportunities.
- An automated procedure for employees to request training and for supervisors to review and approve or deny training requests.
- Systems to track, measure and report on human capital training and development expenditures and accomplishments.

- Competency management systems that can be used to help manage human capital to meet organizational goals and needs, as well as to match individuals' competencies and training needs to developmental opportunities.
- Systems to manage training facilities and resources across the Department.

How will the new LMS affect employees in their work?

- Employees will have one source to review and request training, rather than having to search through numerous online and paper catalogs.
- Automatic e-mails will notify supervisors that training requests are awaiting their review. Supervisors will be required to approve or deny requests and pay for the training through the LMS.
- The new LMS will assist

employees and their supervisors in establishing developmental goals and planning for training, creating individual development plans, locating and arranging for training and other developmental activities, and tracking progress toward established developmental goals.

- Although the LMS automates the process for requesting, approving and tracking training, it will not replace the need for both formal and informal meetings and discussions between employees and supervisors needed to effectively manage training activities.

What is the schedule of activities for the migration to the new LMS?

Upcoming Mandatory Online Training

Two new mandatory online courses are planned for release to NBC employees in January, 2006. These new courses will be provided through the new Departmentwide learning management system (LMS), DOI LEARN. (See related article on the new LMS.) The two new courses make up a new Information Management Curriculum.

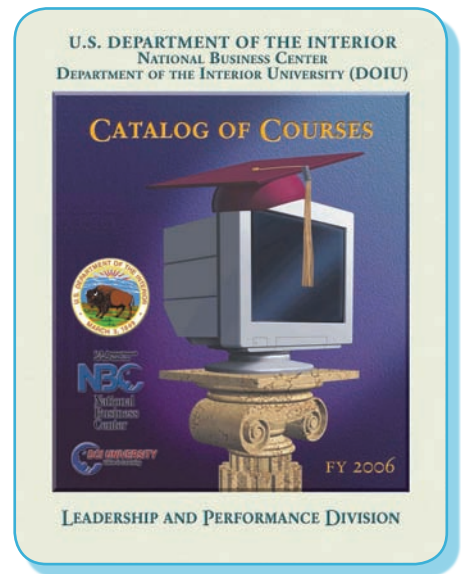
Records Management

It is a Federal requirement that all employees and Federal contractors at Interior document their official actions and keep accurate and complete records to protect legal and/or financial rights and to preserve valuable historical or scientific information. Federal law requires that Interior organizations establish and maintain an active, continuing records

management program for the economical and efficient management of their records. This course will improve your understanding of what is required of you in the management of Federal records.

Orientation to the Privacy Act

Departmental employees are entrusted with the responsibility to protect the personal information they maintain on employees and individual members of the public. In order to protect this information, you must become aware of the requirements that apply to that information. The objective of this course is to familiarize you with the general requirements of the Privacy Act and to help you understand your part in protecting personal information.



- It is expected that Departmentwide mandatory training on records management and privacy will be made available to NBC employees through DOI LEARN beginning in January.
- DOI University is currently planning to migrate its LMS activities from the DOI University LMS to DOI LEARN in January or February of 2006.
- Decisions on migrating online training not provided through DOI University (such as credit card, ethics, FPPS, and FFS training) to DOI LEARN have not been made at this point and will continue to be provided as they are now.

How will employees learn about the new LMS?

- A web site is being developed to provide general information for everyone with access to the Internet.
- The new LMS will provide a five minute training video for end users that will teach them the basics of using the new LMS.
- DOI University is exploring methods for providing just-in-time training for NBC users.
- GeoLearning will be providing a 24 hour a day help desk to assist users.

Federal Government's Premier SSC

By **Bob Haycock**

Sitting here in Denver looking out my window as fall approaches, almost a year after being asked to take on the National Business Center (NBC) Chief Information Officer (CIO) role, I am reflecting on how much has happened over that period and its impacts on me and the organization. This reflection has also led me to look forward at the significant and exciting work ahead of us.

This has been an eventful year in many ways. The NBC, and in particular the Information Technology Directorate (ITD), performed remarkably in the implementation of the first deployment of the Department of the Interior (DOI) Financial and Business Management System (FBMS) that went live this past March. This was a significant achievement for everyone in the NBC who participated. The NBC was brought into this process late in the schedule and was asked to rapidly procure, implement, configure, and support a very large Sun UNIX infrastructure to support the FBMS. The first application deployed was e-Grants Plus, which is used by three DOI bureaus, as well as the public. The NBC was also asked to put processes and software into place to support the application once it went live. Despite the short time to accomplish this, the NBC was instrumental in helping the FBMS team to meet its key deployment date.

Since March, the NBC staff has been working diligently to stand up and prepare for the second deployment of the FBMS, which includes all of the SAP financial management functions. Despite the fact that this deployment has

been delayed by the DOI, the infrastructure to support this and future deployments, as well as the key application management functions, were ready in advance of the scheduled date.

The NBC was selected in July by the Office of Personnel Management (OPM) to host its government-wide Electronic Official Personnel File application. This application will ultimately electronically store the digital images of every Federal civilian employee's Official Personnel Folder. Currently, the OPM and the NBC are implementing a large portion of the Department of Homeland Security (DHS). We anticipate rapid growth of this application throughout DHS and beyond within the next year. This selection may also lead to the NBC being selected to host the OPM's larger, and more complex, Enterprise Human Resources Integration e-Government initiative.

The NBC is rapidly becoming the preferred support provider for implementation of the DOI's enterprise infrastructure initiatives. The NBC staff is in leadership roles for the implementation of the DOI's Enterprise Messaging Initiative, as well as the support of the Enterprise Directory Services Initiative. In October, NBC Director Doug Bourgeois and DOI CIO Hord Tipton signed a broad Memorandum of Agreement focused on creating a partnership between the NBC and the Office of the CIO for the long-term support of enterprise infrastructure initiatives. The NBC staff is closely involved with the DOI's Enterprise Services Network implementation; the DOI's implementation of HSPD-12, which directs how agencies

will implement and manage identity management; and pilot efforts to establish an Office of the Secretary standard Portal.

The future looks exciting and challenging. Doug Bourgeois has set forth an aggressive and dynamic direction for this organization through our new Strategic Plan. It is focused on becoming the Federal Government's premier Shared Service Center (SSC) for administrative and management services. To reach this lofty goal, we will be required to change many of the ways we do business and implement commercial-grade processes and best practices. This applies to Information Technology (IT) as much, or more, than it does to any other Line of Business (LoB) within the NBC. We must drive down the costs of IT at the same time we drive up the value provided by technology that enables the provision of business services. We must implement processes, practices, structures, and technology that helps the product LoBs to effectively compete with other Federal SSCs, and now commercial firms, for this work.

The NBC is rapidly becoming a powerful player in the Federal government-wide movement toward consolidating major administrative and management services into large SSCs. In fact, after a long period of competition within the government, the NBC has been selected as both a Human Resources SSC and a Financial Management SSC. These selections are significant events for the NBC and for IT as a key enabler of the business services that are and will be core to the products that we will deliver to our customers.

IT will play a critical role in this direction by providing both a flexible and agile IT infrastructure that can adapt rapidly to the business requirements of our key product LoBs and by implementation of a Service Oriented Architecture that will provide an integration environment for the LoBs to develop and deploy discreet, but customized, business services to our customers. Together, these capabilities will begin to create an environment where our LoBs can leverage common infrastructure and integration services that will drive down costs, while providing tremendous flexibility for developing and providing business services.

Looking back, this has been a busy, challenging, and exciting year. We have accomplished remarkable things and are continuing to build our reputation, both within the DOI and across the Federal Government, as an organization that delivers quality and value. Looking ahead, the challenges are even greater, but the potential rewards are significant. We have the opportunity to reach Doug Bourgeois' goal of becoming the Federal Government's premier SSC. Let's get after it.

For More Information:
Bob Haycock - NBC's CIO
Bob_D_Haycock@nbc.gov
303-969-7205



Dennis Locke

Retired in January 2006

After 42 years of Federal Government service, Dennis Locke, Chief of the Client Liaison and Product Development Division, retired on January 3, 2006. In a recent Distinguished Service Award citation, Dennis was named “one of the single-most influential persons associated with personnel and payroll systems in the Federal Government over the last 30 years.”

His 42-year Federal career began in 1963 when a Bureau of Reclamation (BOR) recruiter visited Michigan’s Wayne State University campus, where Dennis achieved a Masters degree in Structural Engineering. After employing his engineering degree at the BOR for 14 years, Dennis moved into BOR’s Informa-

tion Technology department. In 1980, Dennis was asked by the BOR’s Assistant Commissioner of Administration to manage Pay/Pers, a payroll and personnel system, until a permanent replacement was found. “I went in there just on a detail for a while and never left,” Dennis said. After a formal study was conducted by the Department of the Interior (DOI) in the mid-Eighties, the various payroll and personnel systems of the Bureaus were discontinued and the Bureaus were migrated to the Pay/Pers system. This was followed by the consolidation of the ten separate Bureau payroll operations offices into a single office in what is now the National Business Center (NBC). In 1990, Dennis then began spearheading an effort

to replace Pay/Pers with a modern, integrated personnel and payroll system, which was named the Federal Personnel Payroll System, or FPPS. That system was implemented in the fall of 1997 and, with subsequent enhancements, is still the best personnel and payroll system in the Federal Government today—“thanks to the efforts of a very committed team of dedicated individuals,” Dennis insists.

In 1998, Dennis was instrumental in the transfer of 65,000 Social Security Administration (SSA) accounts onto the FPPS, essentially doubling the number of accounts. “It was the largest successful Federal payroll migration ever accomplished in a single weekend,” touted the award citation. Of the SSA migration, Dennis said, “That’s what took us beyond just DOI...Social Security put us on the map.” Ever resolute in giving credit where it’s due, Dennis asserted, “Again, a very committed team of dedicated individuals made it happen.”

From the start, Dennis has advocated exceptional customer service, payroll accuracy, and configuration flexibility. His passion for customer service excellence is evident. “You’re dealing with people’s pay; you’re dealing with some employees who are living from one check to

another; you’re dealing with single parents who are supporting kids—and it’s important to get their pay to them.” Under Dennis’s guidance and management, the NBC e-Payroll Initiative, a component of President Bush’s Management Agenda, is one of the most successful e-Gov initiatives. All NBC e-Payroll migrations were accomplished on schedule, despite the fact the agencies had very disparate payroll systems, while maintaining a 99.9 percent operational payroll accuracy rate. Although Dennis is attributed with e-Payroll’s success, he insists these types of initiatives cannot be accomplished without the commitment of the employees to get the job done and unwavering, government-wide management support. “The entire NBC Federal Personnel and Payroll Systems and Services Directorate pulled together to meet our e-Payroll commitments, which increased the number of accounts serviced by the NBC by nearly 50 percent and resulted in economies of scale to all of the NBC clients,” Dennis affirmed.

Dennis anticipates spending his retirement days playing first base in a Senior’s slow-pitch softball league that plays locally and nationally. When he’s not on the softball field, he plans to enjoy life with his wife, children, and grandkids.



Rick Koebert Retired

Rick Koebert retired on January 3, 2006. Rick was the National Business Center's (NBC) Associate Director of the Federal Personnel Payroll Systems and Services Directorate located in Denver, Colorado.

Rick has served the public sector for over 38 years. He began his Federal civilian career working for the U.S. General Accounting Office (now the Government Accountability Office) in Los Angeles in 1967. In 1968, his civilian career was interrupted for a tour with the U.S. Army, which included a year in Vietnam. In 1970, he returned to the GAO. His career then moved on to the Department of Energy, the U.S. Air Force, and the Defense Finance and Accounting Service (DFAS). Since 1998, Rick has been with the Department of the Interior (DOI). As a Certified Public Accountant, Rick brought to each position he held an exceptional level of knowledge and professionalism. In 1999, Rick was instrumental in the merger of the Washington Administrative Service Center, the Interior Service Center, and the Denver Administrative Service Center to form the NBC. This accomplishment adds to a long list of Rick's achievements, including Director of Accounting in support of the U.S. Air Force, Director of Security Assistance Accounting, Division Chief for Military Pay Operations

for the U.S. Air Force, and Resource Manager for the DFAS Denver Center during establishment of the Defense Accounting and Finance Service.

During the past few years, Rick successfully led the DOI's efforts to support one of the President's Management Agenda's critical e-Gov efforts. With Rick's positive guidance and direction, he ensured that the DOI's participation in the e-Payroll Initiative was successful. From a field of over 26 Federal agencies, the NBC was selected by the Office of Personnel Management (OPM) to be one of four e-Payroll providers. Then, under Rick's precise headship, the NBC successfully migrated four agencies onto the NBC's Federal Personnel Payroll System (FPPS). The successful migration of these agencies onto the FPPS was a large technical achievement, as well as a significant business process and cultural transformation.

Most recently, with Rick's leadership and focus, the NBC was selected as one of five Human Resources Line of Business (HR LoB) Shared Service Centers (SSC) for the Federal Government. The selection process was a competition held by the Human Resource Managing Partner and the OPM, with support from the

Office of Management and Budget. Operating as an SSC, the NBC will continue to grow and to provide quality services. Because of the NBC's continued growth, the NBC's customers will benefit from the aggregated economies of scale, streamlined HR services, and state-of-the-art technology.

Additionally, Rick has volunteered over the years and served in many capacities to include chapter president for the Association of Government Accountants and the American Society of Military Comptrollers, Treasurer of a chapter of the Air Force Association, Chairman of the Board of a Federal Credit Union, member of the Denver Federal Executive Board,

member of the Denver Combined Federal Campaign Council, and as a Boy Scouts of America Troop Committee Chairman.

With his upcoming retirement, Rick is looking forward to spending time traveling for pleasure to all of those places he has yet to visit, such as Alaska, Italy, and Bora Bora; having time to once again take up the water color paint brush; learning to frame paintings; enjoying his new home; and most important, having more time to spend with friends, his three children and his bride, Gerry.

The NBC family wishes Rick and his family many happy, fun, and exciting years ahead!



Profile

NBC Welcomes New Employees

From June 1 to September 30, 2005, the following employees came on board:

Director's Office

- Fraser, Julia A.
- Michel, Patricia M.

Strategic Management of Human Capital

- Dorey, Laura A. B.
- Mashburn, Natalie J.
- Dash, Angela J
- Converse, Cathleen V.
- Dowman, Kenneth M.
- Huff, Kevin E.
- Kozak, Kendra L.
- Lucena, Rebecca
- Makua, Temujene H.
- Korn, Matthew A.
- Henney, Sarah E.
- Van Buskirk, Jared F.
- Williams, Alexis N.
- Pinkham, Amanda J.
- Kunze, Lauren C.
- Allen, Melissa M.
- Chiang, Kathleen M.

- Joseph, Emily A.
- Kilcrease, Emily C.
- Walkowiak, Jaclyn K.
- Hall, Daniel M.
- Skillings, Joanne P.
- Steele, Jonathan Charles

Information Technology

- Brown, Joel E.
- Rutherford, Christopher B.

Federal Personnel Payroll Systems & Services

- Williams, L.C.
- Angelopoulos, Valerie D.
- Brown Jr, Victor M.
- Wimbush, Sheryl L.
- Lockley, Deidre T.
- Robinson, Johnetta D.
- Ritchie, Rosalyn L.
- Dixon, Kimberly Y.
- Meyer, Nathan L.
- Reeder, Lokelani P.

Administrative Operations Directorate

- Williams Jr, Lawrence A.
- Peine, Anna G.
- Vesloski Jr, Andrew W.
- Wright, Carol L.
- Williams, Tuana A.
- Truax, Roberta J.
- O'connor, Kevin M.
- Fitzgerald, Paulette E.

Budget & Finance Directorate

- Pollard, Deborah M.
- Weisman, Sandra L.
- Vickery, Bryn M.
- Walters, Laura A.

Aviation Management Directorate

- Alley, John B.
- Aanensen, Jennifer L.

Appraisal Services Directorate

- Thorson, Raymond Grant
- Lukosky, Sandra K.
- Bourbonnais, Gerold A.
- Curran, Debra L.
- Jones, Richard C.
- Matragrano, Karen E.

A Special Farewell to the Employees leaving the NBC

From June 1 to September 30, 2005, the following employees moved into new challenges and experiences:

Strategic Management of Human Capital

- Hodge, Felicia T.
- Hamlet, Jonathan C.
- Parish, Carrie A.
- Merriweather, Pearllette M.
- Beck, Kristy M.
- Calvert, Gene H.
- Redmon-Johnson, Iris F.

Information Technology Directorate

- Boling, Barry L.

Federal Personnel Payroll Systems & Services

- Helmerick, Sharron E.
- Vila-Caballero, Ivan E.
- Gall, Thomas G.
- Case, Elizabeth J.
- Elgin, Rae M.
- Viridin, Wendy L.

Administrative Operations Directorate

- Warford, Victoria
- Girouard, Scott D.
- Carpenter, Moore
- Jones Jr., Robert S.
- Geisler, Margaret L.

Budget & Finance Directorate

- Davis, Candace L.

- Williams, Demetriss U.
- Baay, Charlotte L
- Macellaro, Robert A.
- Haines, Donald K.
- Marvin, G. Sheela
- Szmul, David

Aviation Management Directorate

- Mccorkle, Phillip E.
- Berus, Rudolph S.
- Aanensen, Jennifer L.

Appraisal Services Directorate

- Chiapponi, Eric F.
- Greer, Timothy A.
- Lee, Ryan P.
- Shepard, Donald E.
- Halvorson, Robert A.
- Smrcka, Roderick K.

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