

U.S. Department
of the Interior


NBC
National
Business
Center

National Business Center

Profile

Director's Corner

How many of you have watched and reflected on the way the government is being managed the past several years? Does it strike you as odd that one theme that pops up with increasing frequency is that of "competition?" Well, as the NBC has experienced first-hand, "competition" is where it's at right now. In the realm of competition, one thing that makes a tremendous difference is the commitment of an organization's employees. In this respect, the NBC is in a very good position. Consistently since I've been with the NBC, I have repeatedly witnessed example after example of dedicated employees going the extra mile in extremely difficult circumstances to meet the needs of our customers. These examples of dedication and outstanding service have been demonstrated in every single NBC Directorate. For this dedication to service excellence, I sincerely thank you and can only encourage you to continue striving to provide outstanding service, regardless of the challenges you face.

Even with such a positive force in our favor, we all know that dedicated and hard-working employees alone are not enough. Without question, the future of the NBC depends upon our ability to remain competitive over a sustained period of time. The long-term role and

It's About Competition

place of the NBC within the government-wide shared services marketplace is being determined *right now*. You might be tempted to assume that the NBC is currently positioned well within the marketplace. After all, we're all working very hard AND the NBC has recently been selected and approved to provide services to other government agencies in both financial management and human resources services through a highly competitive and thorough evaluation process. These positive accomplishments could lead you to conclude that the NBC's role and position as a service provider has been set. The stark reality is that the selection of the NBC as an approved shared service provider is only the basic prerequisite, much like a ticket for entry. The bottom line has become that our future depends on our ability to compete for business, head-on, with both government and private-sector organizations. So, I think it's appropriate that the theme of this article is, "It's About the Competition."

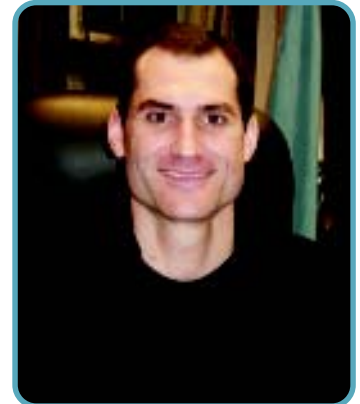
The future is now. When it comes to the NBC having to compete for

business – the time has already arrived. Recent solicitations from potential customers have gone directly to private sector organizations, as well as to the set of approved government shared service centers. Therefore, the ability of the NBC to win new business and solidify a leadership position in the marketplace depends upon our ability to compete with many shared service providers, and not just those in the government.

Fortunately, the NBC Leadership Team has been focused on the issue of competitiveness for months. Drawing on the vast experience of our senior executives from across all NBC Directorates, a strategy has been set and specific actions are already in motion.

First, the strategy. The NBC has taken the Office of Management and Budget's concept of a Center of Excellence and adapted it to an operational environment. The main aspects of an operational Center of Excellence are:

- **Customer Service Excellence** – Meeting customer expectations requires the NBC to work collaboratively with customers to



Douglas Bourgeois,
NBC Director

identify and meet their requirements. In addition, it requires that we regularly measure customer satisfaction and make adjustments, as necessary, to address customer concerns.

- **Operational Efficiency and Cost Competitiveness** – Operating in the most efficient and cost competitive manner is a critical element in a highly aggressive business environment. We all know that. But, the real challenge facing the NBC is making decisions that improve operational performance while simultaneously demonstrating the right trends in unit costs, production, and productivity. We need to demonstrate accountability for operational performance.

- **Quality Products and Services** – Clearly, the future of the NBC

(continued in the next page)

Centers of Excellence

The NBC is participating in the Office of Management and Budget's (OMB) and the Office of Personnel Management's (OPM) Centers of Excellence (CoE) Initiatives for Financial Management (FM) and Human Resources (HR). **(Page 3)**

FBMS Implementation

Since November 2004, the Solutions Coordination Office, the Budget and Finance Directorate and the IT Directorate have been working very hard to support the DOI in the implementation and production processing of the FBMS. **(Page 5)**

Payroll Business Grows

The cost curve is going in a favorable direction for the customers of the NBC's Payroll and Personnel Systems and Services. Our customers have seen their W-2 unit costs plummet to 25% less than indexed levels. **(Page 8)**

MIB Modernization

The 6th wing of the Main Interior Building (MIB), in Washington, D.C., has been completed and occupants have moved into the modernized space. The 5th wing is under construction with an occupant move-in date of Feb/Mar of 2006. **(Page 10)**

depends upon our ability to meet customer expectations for the delivery of high quality products and services. Since quality objectives can be difficult to identify and measure, it is imperative that we develop a strategy to accomplish this. The pursuit of quality objectives means that the NBC must identify, communicate, and meet service level commitments for the delivery of services. In addition, a continuous improvement approach to managing the business must be instilled across all Lines of Business. To objectively demonstrate performance in this area, the NBC will pursue an objective, third-party quality assessment along the lines of an ISO (International Standards Organization) or equivalent certification.

As certainly as our competition is increasing, so are the expectations and business savvy of our customers. To continue to compete in this maturing and more demanding environment, change is necessary. However, one point I want to make very clear is that while our business environment is changing, **our mission is constant. The NBC mission is to provide quality services and efficient solutions for our customers through our most important asset – our people.** Therefore, while I have been working with the NBC Senior Leadership Team to develop a strategic direction and plan that defines the roadmap for continued success for the NBC and all of its business lines, we have and will continue to maintain our commitment to this mission. Flowing from this mission, the NBC vision is to be the preferred provider of financial and business management services. To succeed in the

NBC mission and achieve the NBC vision, we must embrace change.

As most of you know, there are several important factors that have a significant impact on competitiveness. In today's world of rapidly shrinking agency budgets, one of the biggest factors is cost. Remaining competitive in today's business environment requires that we not only have **transparency** into accurate and timely management cost information, but also that we use this information to make business decisions that will ultimately **decrease our overall cost structure.** For this reason, we have focused a significant amount of attention on improving our cost accounting standards. In the upcoming months, these improvements will require modifications to our time and attendance system that will affect the categories to which you code your time. We will need your commitment for this change to be successful.

Another strategy to enhance our competitive position is enabling our customers to conduct their business on-line, including problem resolution and self-help capabilities. In today's business environment, customer self-service through electronic, web-based methods is the norm. **The NBC must keep pace with advancements and trends in on-line environments** including transaction processing, self-help, and problem resolution. Such capabilities are more convenient for customers and more cost effective than the alternative, inefficient manual based procedures.

Performance management is another area where we have opportunities to differentiate the NBC from competition. Adopting a robust approach to service level agreements

will enable the NBC to **clearly define and communicate our service commitments to our customers.** We have made the completion of service level agreements with all of our customers a priority across the organization. To further guarantee improvement in performance, our organizational and individual performance metrics will be tied as objectively and clearly as possible to our annual performance plans. By doing this, measurable performance metrics become an important factor in the determination of results and performance evaluations. NBC employees told us through the employee survey and focus group sessions that objectivity in determining performance was important to you. Your NBC Senior Leadership Team has taken the matter seriously. We recognize that our efforts are not yet complete in this area, but we are off to a solid start by clearly defining organizational performance indicators and beginning to implement the means to measure them.

As we set the course for the future of the NBC, we have balanced attention to meeting customer needs with focusing on the needs of our employees. As you know, we have completed the first survey of NBC employees and followed up with targeted focus group sessions. Using this feedback, we have established both short and long-term goals for improvements, and management actions are underway to develop and implement cost efficient, yet effective means of addressing your concerns. I have recently described these improvements in a memo to all NBC employees and there will be additional communications about these improvements in the future.

I hope this and other previous communications are help-

ing you to see how and why we have been organizing our efforts to achieve the NBC's strategic goals:

- Achieving customer service excellence by identifying and meeting customer requirements.
- Modernizing financial and business management practices.
- Optimizing operational performance by establishing centers of excellence for the delivery of services.
- Developing and sustaining a world class organization by investing in human capital.

Your Senior Leadership Team has put in tremendous effort over the past several months to develop a strategic plan that outlines the vision, objectives, and roadmap for the NBC to be as successful in the future as it has been in the past. As I travel to various NBC locations in the coming months to lay out this strategic plan, I look forward to meeting with you and engaging in ongoing dialog about it.

In closing, I want you to know that I appreciate your efforts on behalf of our customers. You are a talented and dedicated group, and I recognize and value the terrific efforts you make to meet the needs of our customers who can, let's face it, be pretty challenging at times. **The future of the NBC depends upon the successful achievement of our strategic business objectives, and the future is now.** The NBC Senior Leadership Team has trust and faith that you will, working within our leadership and guidance, set the standard for performance in this highly competitive environment. We have our work cut out for us. But, together we will succeed, and our customers will, too!

*Douglas Bourgeois,
NBC Director*

Summer 2005

Editor's note:

The National Business Center (NBC) is pleased to have the opportunity to participate in the Office of Management and Budget's (OMB) and the Office of Personnel Management's (OPM) Centers of Excellence (CoE) Initiatives for

Financial Management (FM) and Human Resources (HR). That participation has already culminated in the NBC's selection as a CoE for both FM and HR.

Customer service, innovation, and best value are the cornerstones of the NBC. Our client base con-

tinues to grow through word-of-mouth referrals from our current clients and through the NBC's participation in Federal government-wide consolidation initiatives. The combination of the NBC's diverse services and expanding client base brings economies-of-scale to all cli-

ents and puts the NBC in a good position to expand its product offerings. These elements are all being brought to bear as the NBC actively engages in these two CoE Initiatives. Descriptions of the NBC's engagement are provided in the two articles that follow.

Financial Management Line of Business

The NBC was selected last fall by the OMB as a CoE under the FM LoB. The NBC will provide a comprehensive Federal government-wide financial management solution that promotes the goals established by the FM LoB Working Group, responds to changing technology, and provides value to client organizations. The NBC, along with five other approved CoE's, will compete to provide standard financial services to Federal agencies under the overall direction of the FM LoB Project Management Office.

The NBC's business strategy is built around three components.

(1) Systems Strategy: The NBC will support a multiple line of Joint Financial Management Improvement Program (JFMIP)-certified core financial products, including CGI-AMS' Momentum, Oracle Federal Financials, and SAP. The NBC has positioned itself as a solutions provider, not solely a systems implementer. The NBC's years of Federal financial management experience, coupled with numerous implementations of various JFMIP-certified systems uniquely positions the NBC to assist agencies in identifying an approved solution that best matches their unique requirements. By supporting multiple approved systems, the NBC systems strategy offers several advantages. First, it

gives customers choices in selecting a financial management application that best meets their needs. Second, it leverages the NBC's core competency, Federal financial management expertise, across multiple JFMIP-certified systems. Lastly, it capitalizes on the NBC's years of experience as an innovative and competitive cross-servicing provider.

(2) Client Development Strategy: The NBC will support agencies of all sizes, and has developed specific approaches for each. Small agencies may take advantage of the NBC's *Shared Services Solution*, which offers an economical alternative to costly stand-alone implementations. By combining multiple clients in a single financial application, participating agencies share infrastructure and technical support costs while maintaining separate and distinct agency accounting information and identity. The *Shared Services Solution* is a proven methodology in use for a number of current NBC clients. Mid-level agencies might require standalone financial applications, but would benefit from common configuration and implementation methodologies, conversion strategies, and interface tools that ensure low-cost, low-risk implementations. Large agencies require unique strategies including substan-

tial planning and analysis, project management, and resource staffing plans. Coupled with the NBC's comprehensive service delivery strategy, the NBC offers reliable systems services to assist large agencies in planning, implementing, and maintaining major systems.

(3) Service Delivery Strategy: The NBC's service delivery team includes internal Federal government resources supported by partnerships with commercial software vendors and implementation service providers. The NBC has long recognized that its core competency is its unmatched expertise in Federal financial management. The NBC's government staff has extensive experience both implementing and maintaining various JFMIP-certified systems for a diverse client base. They have the ability and experience to apply that expertise across a range of financial management products. The NBC maintains contractual relationships with Small Business Administration-certified 8(a) firms, as well as small disadvantaged businesses, which provide product-specific expertise. Our small business partners contribute extensive product expertise and implementation experience to the service delivery team. The NBC has established rela-

tionships with large contracting organizations to meet the requirements of cabinet-level agencies. These firms possess the broad range of resources to support major, large-scale implementations.

Core Services

The NBC's core service offering supports each of the three JFMIP-certified systems - Oracle, SAP, and Momentum - included in our product line. The core services are:

- *Information Technology Hosting* - The NBC will provide state-of-the-art application hosting and related services at its Denver data center or through commercial hosting providers.
- *Application Management Services* - These activities include systems administration, database administration, and applications administration.
- *Systems Implementation Services* - These services include the following:
 - › Project management including project planning, issues management, and focused staff utilization
 - › Requirements Analysis/General Design including technical hardware configuration, application setup and configuration, application security, management reporting, interface development, and

(continued in the next page)

- data conversion strategy, design, and development
- › Integration Design
- › Setup and Configuration
- › User Acceptance Testing
- › Systems Migration

Change Management

- *Training* - including classroom, computer-based training, or train-the-trainer
- *Internal Verification and Validation*

- *Certification and Accreditation Testing*
- *Customer Support*
In addition to the core services, the NBC also provides the following optional, value-added services:
- *eTravel* - The NBC provides end-to-end eTravel services, including migration planning, acquisitions support, implementation services, comprehensive help desk

support, and user training. Currently, the NBC has entered into interagency agreements to provide eTravel support to 17 small agency clients.

- *Accounting Operations* - Through its team of operating accountants, CPA's, financial specialists, and accounting technicians, the NBC provides comprehensive accounting operations

support, including general ledger management, funds control, payments processing, receivables and collections processing, cost management, and regulatory reporting.

The NBC will continue to work closely with the managing partners of the FM LoB in further refining our business strategy and defining our competitive advantage.

Human Resources Line of Business

Centers of Excellence

The NBC has just been selected as one of five Federal HR Shared Service Centers (SSCs) by the OPM. The NBC has been a shared service center for Federal agencies for over 25 years and provides all of the initial "core" HR services required by the OPM, which include personnel action processing, payroll, benefits administration, time and attendance reporting options, and labor cost reporting. Therefore, the NBC is well positioned to meet the Administration's objectives for further consolidating HR functions in a timely, efficient, and cost-effective manner.

The yearlong selection process included a comprehensive review of the NBC's Strategic Business Plan, capabilities, experience, and customer service. In the spring of 2004, the OPM kicked off its HR LoB initiative. Its vision for this initiative is to achieve: ***Government-wide, modern, cost-effective, standardized, and interoperable HR solutions providing common, core functionality to support the strategic management of human capital.***

That spring, the OPM established the HR LoB Task Force to lead and manage the initiative and three working groups. These groups defined a target architec-

ture, a concept of operations for a common solution, and an FY 2006 Business Case. Through workshops held with agencies, the OPM validated the target business processes and published an HR LoB Business Reference Model.

The common solution developed by the task force took a phased approach to delivering HR services through SSCs that will be CoEs. The decision to establish HR CoEs was based on the results of a Request for Information the OPM submitted to both the private and public sectors, asking for input into future solutions for the HR LoB Enterprise Architecture. These CoEs will provide back-office HR services to multiple agencies. While the common solution ultimately envisions Federal and commercial centers, the initial set of SSCs were from among Federal agencies.

The competitive selection process for the CoEs began with an invitation for interested agencies to submit an FY 2006 Capital Planning Exhibit 300 for the resources needed to support the HR LoB initiative. This was to ensure that the candidates were qualified from a budget standpoint. The results of that validation process were announced as part of the submission of the President's FY 2006 Budget.

To make final selections, the OPM conducted a rigorous qualification and selection process with the assistance of employees from the agencies participating in the HR LoB Task Force. The finalists were invited in May 2005 to submit a response to a Request for Supplementation. These responses were evaluated by a technical panel and an advisory board. The technical panel evaluated the technical merits of each candidate agency and the advisory board evaluated the comparative strengths of each agency. The advisory board made recommendations to the director of the OPM, who made the final selections. The OPM announced these selections in August.

Last fall, the NBC initiated strategic and operational steps to better position it to satisfy the current and future requirements of its HR LoB. The NBC established an Executive Steering Committee to guide the NBC's participation in the HR LoB initiative. Its first step was to develop an HR LoB vision statement and supporting strategic goals, as follows:

Vision Statement

The NBC will be recognized as the world-class center of excellence and the preferred solution provider

of choice in the Federal HR marketplace.

Strategic Goals

- The NBC will be customer-oriented, innovative, agile, and flexible in its support of the HR LoB—able to rapidly respond to industry and governmental trends and to changing customer requirements.
- The NBC will provide modern, high-quality, cost-effective solutions that optimize Federal HR business processes and support the DOI's and the OPM's strategic HR goals.
- The NBC will expand its HR services and systems to provide the full range of HR functions, building on its world-class, high-quality payroll services.
- The NBC staff supporting the HR LoB will demonstrate expertise in both private and public HR sector trends and best practices.
- The NBC's HR solutions will allow customers the freedom to choose whichever combination of HR services and systems that best meets their needs.

The NBC staff, working with a major contractor, developed a Business Case for the HR LoB expansion that

(continued in the next page)

(continued from the previous page)

provided an analysis of how to best serve current and potential clients with its existing and new HR services and its information technology (IT) support for these services. This analysis included input from NBC customers and market studies, and it explored two alternative approaches to providing the IT support. These approaches are an Enterprise Resource Planning (ERP) strategy (i.e., a single-vendor software suite that supports all HR functions) or a Federated System of best-of-breed components that would be integrated into an overall system using enterprise integration software in a Service-Oriented Architecture. The Business Case recommended the Federated System approach.

The Business Case was presented in April 2005 to the NBC Executive Steering Committee, who agreed with the recommendation. The NBC prepared a Strategic Business Plan to accomplish the Committee's decision.

Through implementation of its Business Plan, the NBC will expand its HR offerings beyond the core currently provided. The expanded offerings will include recruitment and hiring, performance management, position classification management, as well as systems for other HR areas. These solutions will be integrated through an NBC portal and enterprise service bus.

The NBC looks forward to serving its customers by providing modern, cost-effective, standardized, and interoperable HR solutions that support these customers and the Strategic Management of Human Capital, which is one of the elements of the President's Management Agenda.

Financial and Business Management System Implementation

The Financial and Business Management System (FBMS) is a standard, Department of the Interior (DOI)-wide system that will provide an integrated management application suite to address the full range of business, financial, and administrative functions that are currently performed through a variety of applications and process. The FBMS is based upon the SAP Enterprise Resources Planning (ERP) tool, coupled with best-of-breed vendor solutions for supplemental capabilities not offered through SAP. The FBMS will provide the DOI with greatly expanded management and data accessibility capabilities over that available today, and its implementation will also establish more consistent business practices throughout the DOI.

In November 2004, the NBC was selected to provide hosting and applications management support to the FBMS. Since that time, the Solutions Coordination Office and the IT Directorate (ITD) have been working very hard to support the DOI in the implementation and production processing of the FBMS.

The first deployment—called Deployment 1—occurred in March 2005, delivering FBMS Grants management capabilities to the Minerals Management Service, the Office of Surface Mining, and the Fish and Wildlife Service. This deployment provided for an automated capability to track and manage Federal grants to a level that had not previously existed in the DOI. Following this deployment, three additional deploy-

ments—2 through 4—are tentatively scheduled for October 2006, 2007, and 2008. These deployments will implement the full FBMS capabilities to all DOI offices and bureaus. The NBC has been working closely with Bearing Point, the FBMS Integration Contractor, to meet these dates.

Hosting Support

SAP is the premier ERP product in the world today, and the extensive capabilities that it delivers come with a significant level of sophistication and

management capabilities. Adding to this complexity is the geographic separation of components of the overall environment. The FBMS Production and Training environments will be hosted in the NBC's Denver Data Center; and the FBMS Development, Deployment, and Quality Assurance environments will be hosted in the DOI's Enterprise Services Center in Herndon, VA.

Establishing the support infrastructure, therefore, required establishing processing support capabilities in both locations within a very short time



Fred Schneider, UNIX Technical Lead who works for the Denver office of NBC, stands next to some of the servers that have been installed to support FBMS production activities.

complexity. At full deployment, the FBMS environment will contain 137 servers and approximately 30 terabytes of storage capacity. The environment will also contain multiple security zones, load balancing across application servers, multiple database management systems, and a variety of automated monitoring and

frame. Servers, storage area networks, communications equipment, and software tools all had to be ordered, installed, configured, hardened, and tested. In addition, a number of integrated activities had to be accomplished with Bearing Point to support their applica-

(continued in the next page)

(continued from the previous page)

New Initiatives

tion installation and configuration activities.

By mid-January, the FBMS production support environments for Deployment 1 had been established, including installation and configuration of application and database servers, disk and tape storage systems, and network connectivity devices. In addition, automated systems monitoring and management systems were installed and configured to provide real-time, proactive health and well-being management within the environment. After establishing the environment, the NBC ITD actively supported the BearingPoint development team and the FBMS Project Management Office in the installation, configuration, and testing of the application. Following the March deployment, the ITD began providing production hosting support for the FBMS and, at the same time, establishing the development and testing environments for Deployment 2. These environments have now also been established, along with the Deployment 2 Production environment. There is still a great deal of work to do, but a great deal has been accomplished to date. The development and testing environments for all future releases have been built, and most of the technical complexities of the production support environments will be implemented with Deployment 2. The deployments in October 2007 and October 2008 will require additional processing and storage capacity, but will require very few other changes to the support environment.

Applications Management

Supporting the SAP product line is a new requirement for the NBC, requiring a set of knowledges and specialized skills that the NBC does not

currently have. In order to develop those skills while meeting the FBMS deployment time frames, the NBC has entered into a contract with BearingPoint for SAP application management support. BearingPoint is a large provider of these services for other customers and has the required skills readily available. The NBC engagement with BearingPoint is for 40+ months and provides not only for SAP application support over that period, but also for a knowledge transfer of those skills to NBC employees. The ultimate goal of the contract is to have a fully functional, internal SAP support staff by the end of full FBMS deployment.

The Application Management Team (AMT) and its BearingPoint partners have developed FBMS Help Desk support procedures and change management procedures to support Deployment 1. In March, the AMT completed eGrants applications training from the vendor, and participated in FBMS functional and technical knowledge transfer sessions from the FBMS deployment support contractor. The transfer was needed to gain further knowledge in the use and operation of the FBMS and a "user perspective" on the type of support calls that might be received.

The AMT is currently providing Help Desk and functional and technical support for the eGrants production environment. The team is also currently providing change management support for the FBMS production environment.

In preparation for Deployment 2, the AMT and its BearingPoint partners continue to modify existing Help Desk support and change management procedures. This team is also doing the planning and training required to provide support for the full FBMS product suite.

Aviation Management Directorate Receives Customer Service Excellence Award

In November 2004, Secretary of the Interior Gale A. Norton presented the Aviation Management Directorate (AMD) of the Department of the Interior's (DOI's) National Business Center (NBC), formerly called the Office of Aircraft Services (OAS), with the DOI's Customer Service Excellence Award.

The accompanying letter stated, "This award recognizes employees like those in your office – the heroes of citizen-centered service, the champions of government excellence, and the ambassadors of creative partnerships." The NBC nominated the AMD as its recipient in recognition

of its commitment to customer service while maintaining a focus on DOI aviation safety and efficiency. The AMD implemented four major service enhancements specifically aimed at assisting customers, including easily accessible on-line training modules and databases containing key information of interest to our customers.

Ms. Norton's letter further stated that, "It is through the efforts of teams of employees like yours that we are able to make a difference. Your customer focus reflects well on our Department and mirrors the dedication, innovation, and commitment of our employees."

For More Information:
Leslie Laraway
Leslie_Laraway@oas.gov
208-433-5003



Mike Martin, the recently retired Associate Director of AMD, in Boise, ID, holds the plaque presented to the AMD for DOI's Customer Service Excellence Award.

* Re-printed by permission of the author, Christine Griffiths, *The Nature Conservancy*

Specialized Training to Prepare Conservationists to Maximize Prescribed Burn Efforts*

Thomasville, GA – Conservation professionals from throughout the East learned how to conduct prescribed burns from helicopters with specialized ignition equipment at a training held July 11-13, 2005, at Greenwood Plantation in Thomasville, GA. Aviation Management, an office of the U.S. Department of the Interior, and The Nature Conservancy's Global Fire Initiative, in cooperation with numerous state and federal partners, organized the training.

Twenty-six students from federal, state and non-profit agencies underwent five days of intense classroom and helicopter field training, learning the tactical and logistical use of helicopters and ignition equipment to maximize prescribed fire efforts.

Georgia Forestry Commission and the U.S. Fish and Wildlife Service have each donated the use of a helicopter for the training. Students had an opportunity to put their

newly learned skills to the test during in-flight exercises.

"The partnerships among the federal, state and non-profit agencies have been the key to making this training possible," explained Megan Gallagher, program specialist with Aviation Management. "With students coming from Massachusetts, Kentucky, Florida, Georgia and North Carolina among other places, we are bringing together a wealth knowledge and experience from a number of prescribed burn programs, which makes the training a richer experience for all involved."

Partners who have contributed to organizing the training include Aviation Management, Georgia Department of Natural Resources, Georgia Forestry Commission, The Nature Conservancy, the U.S. Department of Defense, the



"Helicopters allow us to burn 1,000 acres an hour, whereas on foot, we can only burn 200 to 300 acres a day," said Kevin Hiers, the Georgia and Alabama fire program manager for The Nature Conservancy and one of the instructors for the training. **"This makes a big difference when we only have a small window of opportunity to burn large areas in a safe and effective way."** Helicopters also enable prescribed fire crewmembers to burn areas that are difficult to access on foot due to rough terrain, thereby avoiding potentially dangerous situations for the fire crew.

U.S. Fish and Wildlife Service, the U.S. Forest Service and the U.S. National Park Service,

Conservancy's state programs, strategies are being developed and implemented to safely return fire to the ground in ways that balance the needs of both the human and natural communities.

About Prescribed Fire

Historically, Native Americans, farmers and Mother Nature herself – in the form of frequent lightning strikes – burned the land to keep it fertile and healthy. However, today the role of fire in many adapted fire-dependent ecosystems, such as the longleaf pine forest, is drastically out of balance, threatening the loss of valuable forest land and plant and animal life. Prescribed fire is an essential land management tool that not only promotes a healthy environment, but also helps to suppress the sudden outbreak of wildfires.

Through The Nature Conservancy's Global Fire Initiative and the prescribed burn efforts of The Nature

The Nature Conservancy is a leading international, nonprofit organization that preserves plants, animals and natural communities representing the diversity of life on Earth by protecting the lands and waters they need to survive. To date, the Conservancy and its more than one million members have been responsible for the protection of more than 15 million acres in the United States and have helped preserve more than 102 million acres in Latin America, the Caribbean, Asia and the Pacific. In Georgia, working with local communities and partners, more than 220,000 acres have been protected. Visit us on the Web at nature.org/georgia.



In accordance with the standards set by the National Wildfire Coordinating Group, the training will include instruction on aviation safety, aircraft capabilities and limitations, helicopter operation, transport of hazardous materials, and aviation life support equipment. One day of the training was dedicated to the mechanics of operating the plastic sphere dispenser, a machine that fits into the helicopter and drops small balls (similar in size and appearance of ping-pong balls) filled with a mixture of chemicals designed to ignite prescribed fires.

NBC Payroll Increasing Functionality,

The cost curve is going in a favorable direction for the customers of the National Business Center's (NBC) Payroll and Personnel Systems and Services. While the general business trend seems to be one of ever rising costs, the charts below show that NBC payroll customers have seen their W-2 unit costs plummet to 25% less than indexed levels (\$185 versus \$246), while at the same time experiencing an amazing 520% increase in system functionality.

of the NBC's payroll business. External clients represent 55% of the total customer base, enabling the NBC to achieve economies-of-scale not possible without them.

The newest members of the NBC's payroll family have joined us as a part of the e-

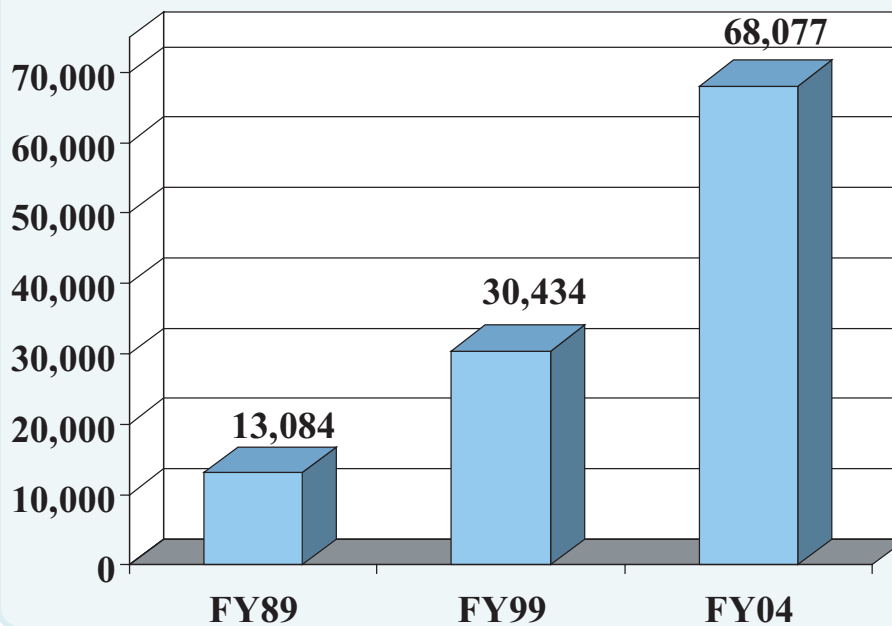
ment payroll operations by reducing the number of Federal civilian payroll providers from 26 down to only 4 providers. In January 2003, the DOI's NBC was selected as a provider and given an aggressive implementation schedule to migrate new e-Payroll clients.

dollars are saved by not maintaining and enhancing 26 separate systems.

NBC Successfully Migrates e-Payroll Clients

FPPS Functionality

■ Function Points



520% Functionality Increase

A customer-centric focus and a strong commitment to the NBC's mission to provide quality service and innovative solutions to meet customer needs, in conjunction with research and development of future technologies, have been the cornerstones of the success and expansion

Payroll Initiative. E-Payroll is one part of the e-Government element of the President's Management Agenda. Coordinated by the Office of Management and Budget and managed by the Office of Personnel Management (OPM), it is designed to save taxpayer dollars and to streamline govern-

When fully implemented, all customers will benefit from the e-Payroll Initiative through a reduction in their unit rate due to further economies-of-scale, as well as from enhanced system capabilities and expanded human resources products and services in the future. Additionally, taxpayer

The NBC has been extremely busy migrating e-Payroll clients to its Federal Personnel Payroll System (FPPS) and payroll operations services. Successful migrations under this initiative include the Nuclear Regulatory Commission and the Department of Transportation's (DOT) Surface Transportation Board in November 2003, the National Science Foundation in May 2004, and the DOT's Saint Lawrence Seaway Development Corporation in July 2004. In August 2004, the NBC implemented the National Aeronautics and Space Administration (NASA) without a glitch. The largest migration is currently underway, and in FY 2005, the NBC will bring on board the remainder of the DOT. The OPM has repeatedly recognized the NBC as being an e-Payroll leader based on the success of these migrations. In January 2005, the NBC discontinued using the system that has been paying emergency firefighters for many years and will begin paying all casual workers of both the U.S. Forest Service and the DOI from the FPPS. With this increase from the e-Payroll clients and emergency

Business Grows

Decreasing Costs

firefighters, the NBC is paying over 300,000 employees.

Migrating a new agency to the FPPS involves mapping of the client's existing personnel and payroll data to our system and then automating its actual transfer. It involves many system modifications to accommodate the agency's unique personnel and pay requirements based on regulatory, union, and business requirements. It also requires working with the agency to modify their internal business practices where applicable. Two complete pay periods of parallel

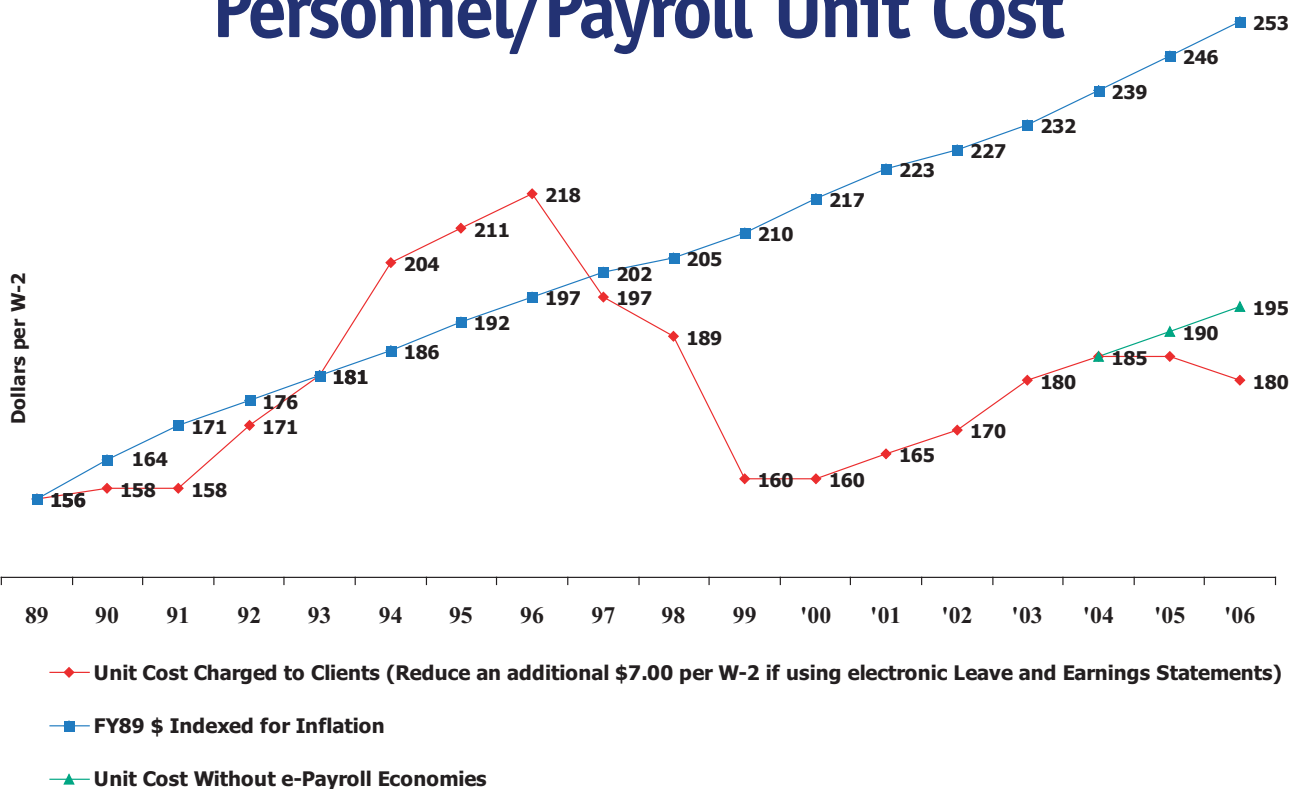
processing are accomplished as part of the migration, with a complete pay reconciliation performed. Migration requires establishment and/or validation of the client's telecommunications network, infrastructure, and security controls. Educating new clients on how to use the NBC's systems is another key piece of the migration process. The NBC training programs are tailored to the client's specific needs and schedules. The goal is to have all users fully competent to use the NBC's payroll products and services by

the time parallel processing begins. For most agencies, the migration process takes approximately one year.

During this busy time, the NBC's staff has shown great dedication and professionalism working with our new clients, identifying new requirements, making systems changes, ensuring the success of migrations, and reacting to emerging issues. Notwithstanding these migration efforts, the NBC's first priority has always been and continues to be providing premier customer service to our existing clients.

The NBC is extremely proud to have been chosen as one of the e-Payroll providers and to have successfully brought so many more clients on board in FY 2004. The NBC fully supports the goals of the e-Payroll Initiative and will continue to implement the best payroll business practices in order to provide Federal employees with the best payroll products and services. The NBC is strongly committed to continuing to provide all of its customers quality payroll services at a reduced cost, while increasing their access to human resource and payroll information.

Personnel/Payroll Unit Cost



FY06: \$180 per W-2 if all e-Payroll clients are fully implemented on schedule.

By Gay Bindocci

In past editions of the **NBC Profile** we earmarked seven categories that architects had to consider in arriving at the design solution for the modernization of the Main Interior Building. Previous articles addressed life safety, environmental safety, and sustainability. Of the remaining four categories, we have chosen to focus this article on historic architectural responses incorporated in the sixth wing and what the occupants can expect in upcoming phases.

The primary focus of the modernization project is the upgrading of mechanical, electrical, plumbing and life safety systems. Because the Main Interior Building is designated as a National Historic Landmark, it requires special attention during the modernization process to incorporate systems without disturbing the rich historic fabric. In the Standards for Rehabilitation, a section of the Secretary of the Interior's Standards for Historic Preservation, rehabilitation is defined as "the process of returning a property to a

state of utility through repair or alteration, which makes possible an efficient contemporary use while preserving those portions and features of the property which are significant to its historic, architectural, and cultural values." As a participant in the pilot of the Leadership in Energy and Environmental design for Existing Buildings (LEED-EB), a performance standard for upgrading existing buildings and operating them in a sustainable way on an ongoing basis, the modernization process faces additional challenges in upgrading systems to ensure sustainability while considering historic preservation.

In the modernization process, the restoration zone identifies areas of architectural or historic significance that, following the Secretary's guidelines, should be restored as nearly as possible to the origi-

Historic and the Modernization

nal form and condition. In the Main Interior Building these areas include: historic restrooms, main corridors, Assistant Secretary's suites, the Secretary of the Interior's Conference Room, museum, library, auditorium, and the North Penthouse. This article will focus on the areas within the 6th wing of the Main Interior Building and address the architectural response to many of the historic spaces including but not limited to: original wood windows, Assistant Secretary's Suites, North Lobby, and paint in the building.

Historic Restrooms

Located in the mist of the modernized 6th wing, at the E street entrance are two restrooms that appear to be somewhat outdated, but are actually representative of the 1939 era when the building was constructed. These two restrooms have been reconstructed to present a physical record of the time, place, and use. Historic components in the restrooms include: toilets, stalls and fixtures, solid walnut

stall doors, glass wall tiles (vitrolite), structural glass partitions, and bronze hallway doors. Each of these components was salvaged, evaluated for historical significance, repaired as needed, and replaced in the original context. Because the original restrooms did not comply with today's accessibility standards, additional accessible restrooms were constructed and located near the historic facilities.

Windows

Have you counted the windows in each wing of the Main Interior Building? All 778 windows in the 6th wing were restored, and reinstalled. The original glass was retained unless broken, chipped or cracked. Lead paint from the window frames and sashes was abated on site, and the sashes were sent off-site for repair and painted with low volatile organic compound (VOC's) paint. The original interior window hardware including the weights, chains, and pulleys was restored. The exterior window washing belt anchors and

Current Project Status

- The 6th wing has been completed and the occupants have moved in.
- The 5th wing is currently under construction with an occupant move-in date of February/March of 2006. Specialty spaces such as the gym, printing plant, computer room, and North Penthouse are operating on independent schedules and will move at a later date.
- The installation of stair towers reduces the number of available space, resulting in the need to relocate a number of occupants. Upper management is currently determining which groups will be moving out of the Main Interior Building.
- Remedial repairs are being conducted to "C" ramp and upon completion work will be performed at "A" ramp. Upon completion, "D" ramp will be closed for renovation.
- Submission of materials for LEED-EB certification scheduled for December 2005.
- Questions? Contact Gay Bindocci, Sustainability Coordinator, Modernization Program Office at 202-208-3919 or send email to Gay_M_Bindocci@nbc.gov



Paint analysis conducted on wall below Themes of the National Parks mural by David McCosh, on the third floor.

Preservation of the Main Interior Building

hardware were left in place, to enhance historic integrity.

Assistant Secretary's Suites

The Assistant Secretary Suites located at the further most ends of the 6th floors exhibit a number of historical architectural components including original cork flooring, Black Champlain marble base at foot of walls, raised wood panel wainscoting, pendant ceiling lighting fixtures, portal doors, and buffalo head door-knobs. In order to retrofit the space with the new technologies all of the exterior walls were removed and replaced, and all existing furnishings were restored using sustainable methods to preserve integrity, reduce damage, and to enhance indoor air quality. The suites also have private restrooms, also considered historic in nature, that were restored accordingly.

North Lobby

Located at the opposite end of the building from the C

Street entrance, and at the intersection of the 6th wing, the North lobby also received attention during the modernization process. Although well preserved, the acoustic plaster ceiling and the stencil designs were repainted and the bronze double doors were cleaned. In an effort to upgrade the life safety issues, fire alarms were added as inconspicuously as possible. Unlike the red fire alarms throughout the majority of the building, care was exercised to locate and install white alarms and strobes in the ceiling that would blend with and not detract from the historical nature of the lobby. Air supply grills were also inconspicuously placed in the floor so as not to detract from the overall effect.

Historic Paint Analysis

In an effort to insure that the paint in the areas designated as historic were correct, an historic paint analysis was conducted. The analysis conducted by a conservator, involved collecting samples, microscopic analysis, and matching the colors identified to the Munsell color system, an industry standard for colors. The Munsell system assigns numbers to colors that are then compared and matched to modern paint colors from various manufacturers. The process resulted in the identification of original paint colors of the Main Interior Build-

ing, and the identification of a rare 1930's era faux-marbled finish which would have complemented the architectural marble and was consistent with the painting trends of the time.

As the modernization progresses, future preservation issues to restore the building to the original design will include reincorporation of skylights in the cafeteria, preservation of the stone interior in the main and side corridors, development and installation of reproduction hallway lighting, and restoration of the Secretary's conference room that will include the removal of the existing wood paneling and replacement of missing marble columns.

For More Information:
Gay Bindocci
Gay_M_Bindocci@nbc.gov
202-208-3919

North Lobby at the Main Interior Building.



Air supply vent placed at base of column so as not to disrupt historic surroundings.



Fire alarm inconspicuously placed in ceiling. The stenciling was repainted during the modernization process.



Interior Museum

The Interior Museum showcases 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.

Current offerings include:

The Power of Context: National Park Service Museums at One Hundred Years February 3, 2005 through Early 2006

National park museum treasures tell remarkable stories about the history and prehistory of what is now the United States of America. The artifacts underscore the importance of these museums; the first park museum was established in 1904 at Yosemite National Park.

Eleanor Roosevelt and Val-Kill Industries March 25 through October 31, 2005

Furniture, textiles, and pewter objects made by employees at the handicraft business that Mrs. Roosevelt and two political associates founded in 1926 to address regional economic challenges in New York.

The Interior Museum is part of the Department of the Interior University's 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

Upcoming Events at the DOI Library

Below is a list of upcoming events and activities at the Department of the Interior Library. Dates and times may be subject to change. For the latest schedules and more information about each of these programs, please check the DOI Library's web site at <http://library.doi.gov>, or contact the Library's reference desk by phone at 202-208-5815 or e-mail at library@nbc.gov.

Park Ranger Speaker Series

The Department of the Interior Library hosts a monthly speaker series program focusing on the background and history of sites of interest in the National Mall area of Washington, DC. The 45-minute programs, presented by National Park Service Rangers, are held in the training room of the DOI Library (See the accompanying article about the Park Ranger Speaker Series on page 13).

DOI Library Training Sessions

The Department of the Interior Library hosts regular training sessions for U.S. Department of the Interior employees. Because of limited space, each training session is limited to a maximum of ten people. Please RSVP by e-mail at library@nbc.gov at least one week before the program if you are interested in attending any of the sessions listed below.

Introduction to LexisNexis Wednesday, September 28, 2005, 2:00 pm – 4:00 pm

For the beginner (or as a refresher), learn how to access the Lexis-Nexis online legal database via the World Wide Web. Researchers will be

taught basic search techniques used to obtain supporting caselaw, statutes, and administrative materials, as well as how to validate research using the Shepard's citator service. This program will be conducted by Lexis-Nexis trainers.

Federal Legislative History Research in Westlaw Wednesday, October 12, 2005, 10:00 am – 12:00 pm

Learn to use the Westlaw online legal database to track a legislative history, including determining the legislative intent, interpretation, and construction of a proposed bill or law. Attendees will learn how to use Westlaw to locate bills, session laws, statutes, current and pending regulations, and other documentation needed to piece together a full legislative history. This class will be conducted by Westlaw trainers.

Searching Through the Invisible Web Wednesday, October 26, 2005, 2:00 pm – 4:00 pm

The Internet offers a vast amount of information; however what the average user accesses is just a smidge of what is available! Information presented in this session will include trends in searching difficult-to-find information, plus hints and suggestions for improving search results for hidden and deep Web material. Discover information that most have been missing on the Web. This class will be presented by a DOI Librarian.

For More Information:
George Franchois
library@nbc.gov
202-208-5815

Speaker Series Brings Local Sites to Life at the DOI Library

By George Franchois

Did you know that a monument erected to honor the original signers of the Declaration of Independence exists just across Constitution Avenue from the Main Interior Building? Why were these signers willing to risk death on the charge of treason against the English crown during the summer of 1776? What was the only government building in Washington not burned to the ground by the British during the War of 1812? What role did the first lady at the time have in saving a valuable piece of artwork from the flames of destruction? The answers to these and other questions about monuments and other sites in the Washington area can be found by attending the Park Ranger Speaker Series, a monthly lecture series held in the Department of the Interior Library.

The Park Ranger Speaker Series is a joint venture between the National Park Service and the Department of the Interior Library. These popular monthly lectures are intended to provide and expand knowledge for both DOI employees and visitors. Attendees learn about some of the important structures located on the National Mall and in the Washington area, as well as the work the Park Service does to preserve these sites. Locally-based National Park Service Rangers deliver 45-minute presentations in the DOI Library's Training Room on the history and background of these important sites and ef-

forts that are used by the Park Service to maintain them for generations to come.

The Park Ranger Speaker Series has examined a number of interesting topics over the past several months. Park Ranger Lowell Fry presented a program entitled "Washington, DC and the Cold War" this past March. This program detailed how the Cold War effected the growth and development of Washington and its suburbs from the late 1940's through the 1980's, as well as how the threat of nuclear war impacted the psyche of all Washingtonians during that era.

On April 27, 1922, a grand parade of politicians, diplomats, and soldiers made their way from the White House to the reflecting pool at the west front of the Capitol Building to dedicate what was then Washington's newest monument, the Ulysses S. Grant Memorial. This past April in the Library, Ranger Kathryn Williams spoke about the life of the former President and Civil War hero, and the struggle to finance and build this majestic memorial in his honor.

The myths and legends surrounding the financing and construction of the Washington Monument were a major part of the May Ranger Series session. Park Ranger John Lockwood presented a program on the history of the Washington Monument, from its early planning stages at the beginning of the 19th century through its final completion and grand opening to the public in October of 1888.

In June, Park Ranger Carol Kelly delivered a presentation on the newest monument on the National Mall, the World War II Memorial. This program looked at the cultural and historical significance of features built into the new memorial, as well as the controversy behind its planning, construction, and eventual location.

The C&O Canal was the main topic of discussion during the July Park Ranger Speaker Series program. Ranger Rod Sauter presented a program detailing the role of the New Deal era's Civilian Conservation Corps in the revitalization of the canal and how the CCC employed young out-of-work African-Americans from Washington and other cities in this worthwhile project.

The Park Ranger Speaker Series is far from over. Future sessions scheduled at the DOI Library for the next couple of months are as follows:

- September 20, 2005 – 1:00 pm. – *The Burning of Washington (1814)* – The legacy, myths, and legends of August 24, 1814, the date that British troops invaded

Washington and set fire to the Capitol, White House, and most other federal buildings.

Continue your education on the history of the nation's capital by visiting the Library for the monthly Speaker Series and find out how the National Park Service plays an important role in preserving our nation's great heritage.

Visit our website, located at <http://library.doi.gov>, for more information about these upcoming Park Ranger Speaker Series programs and for additional programs to be scheduled soon. Also be sure to examine the Library collection, which contains a large number of books and journal articles dealing with the subject areas that are part of this lecture series.

If you have any questions, please contact the Library by phone at 202-208-5815, by e-mail at library@nbc.gov, or visit in person (Main Interior Building, Room 1151, off the C Street lobby). The DOI Library is part of the Department of the Interior University's Division of Cultural Resources and Events.



The DOI Library's reference staff.

DOI Public School Partnerships Making a Difference

NBC employees have an opportunity to make a difference in a child's life by volunteering to participate in the Department's public school partnership activities. The Department of the Interior University (DOIU) manages the public school partnerships for the Office of the Secretary and the National Business Center. The department's public school partners include Ross Elementary, Thaddeus Stevens Elementary and C. Melvin Sharpe Health School. NBC has partnered with the School for Education Evolution and Development (SEED) Public Charter School. Students served ranged from elementary to high school. In 2005 partnership activities have included tours of the DOI museum exhibits, attendance at speaker's book events, Special Emphasis Programs, NBC Annual Christmas Tree Decoration event and participation in the National Groundhog Job Shadow Day and Career Fair.

The National Business Center's Tutor Program with the School for Education Evolution and Development (SEED) Public Charter School is a great success. The SEED School is a college preparatory boarding school and the only inner city residential boarding school in the country. The school serves students in grades seven through twelve. One of the activities sponsored by NBC is a Tutor Program that was established earlier this year. The Tutor Program allows DOI employees to help students enhance their academic development. The first tutor session occurred on March 9, 2005 and ended the school year with nine tutors. Seventh grade students were tutored in subject areas ranging from math, english, history and science. The tutor sessions were held from 4:30 to 5:30 at the Main Interior Building. Volunteers included DOI employees from the Office of the Secretary Congressional Affairs, Solicitors Office and the National Business Center. "The Tutoring Program was a fantastic opportunity to spend quality time with students from one of our partner schools" was a quote from one of the tutors.

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.

DOIU Celebrates Speakers Forums

Executive Forums

For six years Executive Forums have explored topics ranging from the mysterious dynamics of fire, dispute resolution, ecology, nature-versus-nature, conservation and collaboration. The forum speakers are renowned authors, academics, and business leaders. Pulitzer Prize winner Richard Rhodes, author of *John James Audubon: The Making of an American* was the first speaker at the first event of the sixth year of the Executive Forums. One forum attendee described the best part of the event as, "The opportunity to listen to remarks from such an extraordinary and respected individual." The Executive Forums were created by Assistant Secretary Lynn Scarlett and managed by the Department of the Interior University in collaboration with bureau partners and in partnership with Politics and Prose Bookstore. The forums target audience is for Senior Executives and employees at the GS-14 and GS-15 levels. The Executive Forums provide opportunities for employees to participate in a four hour round table session with Interior's top leaders. Executives share lessons learned and discuss how new ideas apply to Interior situations. Remaining Executive Forums for 2005 include:

James Surowiecki

The Wisdom of Crowds

September 21, 2005 10:00 a.m.–2:00 p.m.
Rachel Carson Room MIB

Duane Blue Spruce

Spirit of a Native Place: Building the National Museum of the American Indian

November 9, 2005 8:30 a.m. – 10:30 a.m.
National Museum of the American Indian – Washington, DC

Career, Balance & Diversity

DOI University is celebrating its fifth year of Career, Balance and Diversity (CBD) Forums in Washington, DC. 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. In 2005, CBD attendees enjoyed book events featuring *I'm with Stupid*, *Reading Lolita in Tebran* and *Spend Well, Live Rich*. "With the insight gained, I can have more productive interactions with others" was a quote from an employee after attending the *I'm with Stupid* event.

Remaining CBD Forums in 2005 include:

James R. Gavin III, MD, PhD

Dr. Gavin's Health Guide for African Americans

October 11, 2005 9:00 a.m. – 11:00 a.m.
National Press Club – Washington, DC
Cliff Hakim

We Are All Self-Employed

November 3, 2005 9:00 a.m. – 11:00 a.m.
National Press Club – Washington, DC

Denver Book Forums

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 was created in partnership with the Tattered Cover Bookstore in Denver, CO. In 2005, Denver attendees have enjoyed book events featuring *You Are What You Say* and *How to Retire Rich in a Totally Changed World*. Some comments from 2005: "excellent – please sponsor more of these types of events" and "they are relevant to everyone." The remaining Denver Forum for 2005 is:

David Allen

Getting Things Done

October 19, 2005 10:00 a.m. – 12:30 p.m.
Tattered Cover LoDo – Downtown Denver, CO

NBC Develops Five-Year Strategic Plan

In order to succeed in the future and achieve the goals of both the Department and the NBC, it is crucial that a roadmap or strategic plan be produced with ambitious, but realistic goals and measurable performance targets.

By Joe Nassar

The NBC five-year strategic plan takes a comprehensive perspective, driven by LOB products and services and the cross-cutting initiatives that promise differentiation of service quality, in its goals and objectives. Equally important is that the focus of all activities is on results – with meaningful and measurable performance metrics.

The premise of the NBC Strategic Plan is that it is in concert and compliance with both the President's Management Agenda (PMA) and the strategic goals of the DOI. The PMA outlines five inter-related elements (or Scorecards) that cut across the entire Federal Government as the focus for necessary management improvements. These elements are: **1) Competitive Sourcing, 2) Improved Financial Performance, 3) Budget and Performance Integration, 4) Expanded eGov and 5) Strategic Management of Human Capital.**

The NBC has linked its strategic direction to the PMA by aligning its own mission, vision, and goals to the objectives of the PMA. The NBC's mission **To Provide Quality Services and Efficient Solutions to Meet Customer Business Needs Through**

its Most Important Asset – its People champions the PMA's vision by directly supporting its five inter-related elements.

In addition to an alignment with the PMA, the NBC's mission and strategic direction also links to and supports the DOI's mission – **To protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about those resources; and honor the responsibilities and commitments to American Indians, Alaska Natives, and affiliated island communities.** The NBC accomplishes this by providing customers with the most efficient support services so that public funds can best be used to enable the operational core mission. Specifically, two of the NBC's LOBs – Aviation Services and Appraisal Services – directly support the DOI's four mission areas. The remaining NBC LOBs – Financial Management, Human Resources, Training, Acquisitions, Other DOI Support Services, and Information Technology – directly support the DOI's **"Management Excellence"** pillar by adopting the same guiding business principles as the DOI – Integration, Accountability, Customer Value, and Modernization.

The vision of the NBC is To be the preferred Center of Excellence for Administrative Services; the four strategic goals that comprise the NBC's strategic framework are:

1. Achieve Customer Service Excellence by Anticipating and Responding to Customer Requirements.
2. Maintain Sound Financial Management and Integrity.
3. Optimize Operational Performance by Establishing Centers of Excellence.
4. Develop and Sustain a World Class Organization.

The NBC's four strategic goals support a fundamental direction of the Office of Management and Budget (OMB) to implement the PMA by establishing designated Centers of Excellence (COEs). A COE is an LOB widely recognized for outstanding performance and readily outperforms the competition. COEs are chartered with delivering high-quality services, at competitive prices, while striving to improve efficiency over time. The NBC, through its strategic plan, will establish each of its Core LOBs to operate as centers of excellence. The LOBs are identified below:

- Financial Management (FM) Services
- Human Resource (HR) Services
- Training Services

- Acquisition Services
- Appraisal Services
- Aviation Services
- Other DOI Support Services
- Information Technology (IT) Services

Several initiatives have been identified as critical to the success of the NBC that will have a positive impact to the LOB offerings and overall customer satisfaction. The following enabling initiatives will infuse a performance-oriented delivery structure and differentiate the NBC in the market as the provider of choice.

- Customer Service
- Strategic Management of Human Capital
- Internal Financial Management
- Quality and Performance Management.
- Enabling Business Infrastructure
- Customer Outreach

Each of the NBC's LOBs and Enabling Initiatives has identified execution roadmaps over a five-year horizon, beginning in FY06, to operate as centers of excellence and to achieve the goals of the PMA, the DOI, and the NBC.

For More Information:
 Joe Nassar
 Joe_Nassar@nbc.gov
 202-208-5617

Casual Workers' Pay Moves to Interior's Personnel/ Payroll System

The NBC is pleased to announce that payment processing for emergency firefighters (EFF) and other emergency workers (both groups collectively being referred to as Casual Workers) is now accomplished through the Department of the Interior's (DOI) Federal Personnel Payroll System (FPPS). These are payments in support of four DOI bureaus (the National Park Service, the Fish and Wildlife Service, the Bureau of Land Management, and the Bureau of Indian Affairs) and the Department of Agriculture's Forest Service. Starting January 3, 2005, payments to over 30,000 Casual Workers have been made by the FPPS, and payments to vendors that supported them at incidents have been made by their agency's finance system.

The fire community within both the DOI and the Forest Service, in conjunction with the NBC, was able to accomplish this project in approximately one year, to include defining user requirements, changing the software, and migrating historical records to the FPPS. This significant achievement is providing enhanced capabilities and better service to

the entire EFF community and will also result in efficiencies for the NBC. The FPPS needed to be modified to satisfy EFF requirements. These modifications included: new functionality to support EFF daily payment and deduction needs; adjustment capability; enhanced input screens with point-and-click navigation and drop-down capability; and other FPPS system changes to make processing EFF pay more efficient.

On January 3, 2005, the DOI "retired" the Emergency Firefighter/Vendor Pay (EFF/VP) system that had been used for years to pay these workers and vendors. The EFF/VP application was written over 20 years ago, and while it served its purpose well for years, its capabilities were limited and it had become difficult to maintain. The system environment could not support increased capacity, more stringent DOI security requirements, or meet the clients' future needs. It was determined that the system needed to be replaced; and at the recommendation of an independent contractor, the EFF Steering Committee chose the FPPS as the most cost effective and efficient solution to replace

the EFF/VP system. Also, given Office of Management and Budget's e-Payroll Initiative to reduce the number of Federal government payroll systems, the FPPS was the logical solution to avoid building or purchasing a new system. This decision also provides an opportunity for the NBC to provide its services to other agencies that pay non-Federal emergency workers and again achieve economies-of-scale on a Federal government-wide basis.

The fire community now has enhanced data input capability, additional system features available, and significantly more analysis and reporting capability through the FPPS DataMart than it had during the NBC's management of the EFF/VP system. At the fire site, a major process improvement under the FPPS is that hard-copy checks are no longer prepared directly by the payment teams. All EFF pay is now done exclusively by electronic fund transfer directly to the worker's financial institution or by other payment methods issued by the U.S. Treasury.

This conversion of EFF and vendor pay is a true success story based on a solid team effort involving a collection of organizations and individuals with the objective of improving the processing of pay for Casual Workers and providing enhanced security and reporting capability. The NBC is proud and excited that this effort has now come to fruition, as it provides benefits to all of those agencies that partnered in it.

NBC's ASD Manages OST Appraisal Program

By Jen Pfancuff

On October 1, 2004, the National Business Center's (NBC) Directorate, Appraisal Services (ASD) engaged in management responsibilities for the U.S. Department of the Interior's Office of the Special Trustee Office of Appraisal Services (OST).

Under ASD Associate Director Brian Holly's direction, ASD has been authorized to provide management services to OST in support of Indian land appraisals. The agreement supports the independence of the OST appraisers in that OST has retained control of its budget,

the OST appraisal staff remains within OST and in their current locations, and tribes will continue to be able to compact and contract with OST.

On October 26 & 27, 2004, NBC hosted the first ASD/OST regional appraiser meeting in Denver, Colorado. May 17-19, 2005, NBC hosted a second regional appraiser meeting (OST only) at the NBC facility in Reston, Virginia. During both meetings, key NBC and ASD staff met with OST regional supervisory appraisers and other key OST staff. The meetings have provided valuable insight into the OST regional workloads, staffing and space concerns, as well as criti-

cal information technology issues. They have also served as a constructive forum for discussion of future opportunities and objectives in FY2005, and made available the opportunity to offer feedback and possible solutions to expressed issues.

ASD will continue to work closely with OST to streamline policies and procedures, and maximize excellence and performance among regions. To promote continued training and certification amongst the OST appraisal staff, ASD facilitated an OST appraisal conference, in August 1-3, 2005, at the FWS National Conservation Training Center in Shepherdstown, West Virginia.

For More Information:
 Brian Holly
 Brian_M_Holly@nbc.gov
 202-208-6931

Customer Outreach Initiatives

The NBC spent a busy year taking part in customer outreach and networking activities by engaging in a variety of intra-governmental, industry and training conferences. These forums provide valuable opportunities to showcase products and services to the federal community, network with potential customers as well as industry leaders, present insight regarding the NBC as a center of excellence and its strategies for success, and up-to-date training in the various systems currently being supplied by the NBC. These gatherings include annual association conferences such as the Association of Government Accountants (AGA), the Government Information Technology Council (GITEC), as well as industry conferences and forums such as SAP Sapphire and Oracle's Federal Forum.

At the AGA's 54th Annual Professional Development

Conference & Exposition – held on July 10-13, 2005 in Orlando, FL – the NBC exhibited its financial management and accounting operations products and services to more than 1,600 attendees with financial and oversight responsibility. The conference entitled “Leadership: Preparing Tomorrow's Accountability Professionals” brought together professional participants from federal, state and local governments, the private sector and academia to discuss financial management issues of common concern. In addition, Edmund Crump, NBC's Managing Director, Solutions Coordination Office participated in a panel discussion with Robert Stevens, U.S. Department of Transportation, Program Manager, Enterprise Solutions to discuss their respective agencies as outsourcing entities and OMB Centers of Excellence.

The NBC also exhibited at

GITEC's annual Information Processing Interagency Conference (IPIC) – held February 2005 in Orlando, FL. The conference was attended by 500 government and industry executives who enjoyed an informative and comfortable networking environment that allowed for sharing and collaboration on information technology ideas, challenges and successes. The conference theme was “Results through Information Sharing” and displayed an impressive line up of speakers and panelists from the federal government, industry, academia and politics to discuss successful practices, changing technology and leadership challenges.

NBC Director, Doug Bourgeois, participated in Oracle's Federal Forum held April 2005 in Washington, DC. He was joined by Larry Neff, Director of Financial Management, Department of Transportation and Matt Miller,

Manager Accounting Services Branch, Bureau of Public Debt in a panel session discussing their respective agencies' product offerings as an OMB approved financial management Center of Excellence. The forum was attended by more than 100 federal representatives involved in cross-servicing options in the financial management arena.

NBC also took part in SAP's annual conference, SAPPHIRE '05, held May 2005 in Boston, MA. SAPPHIRE '05 educated thousands of conference participants in the insight and innovation of SAP's business management tools. SAP is the Department of the Interior's chosen FBMS, FM COTS system. This venue allowed NBC staff to attend keynote addresses, panel sessions and product demonstrations displaying the benefits and lessons learned of the various business solutions offered by SAP.

Bourgeois Speaks at the AGA Conference in Sacramento

Doug Bourgeois, Director, National Business Center (NBC), Department of the Interior, was a guest speaker at the Association of Government Accountants' (AGA) 10th Annual Northern California conference held in Sacramento, California, on January 25, 2005. The topic of Doug's speech was “Leveraging Technology to Improve Performance.”

Doug focused on three areas where judicious application of technology can result in significant business benefits to any organization, private or

public. These three benefits are: competitive advantage, operational efficiency, and improved quality. For each of these three benefits, Doug presented a brief benefit statement as background information. He then gave examples from his personal experience of how technology was prudently applied, or is being applied, to provide business benefits.

He drew on his private sector experience at FedEx and his public sector experience at the U.S. Patent and Trademark Office (USPTO) and now at

NBC for examples on how the wise use of technology has been, and is being, used to improve business practices to the benefit of customers.

Doug concluded his speech by sharing lessons learned about how best to safeguard and maximize technology investments. The first lesson is that there is no such thing as a “technology initiative” ...only a business initiative that involves the use of technology. The second lesson learned is, “governance is key.” Here governance refers to the



process, structure, and business rules that provide a framework for an organization to make effective IT investment decisions.

The third lesson learned is “form follows function,” or

(continued in the next page)

(continued from the previous page)

define the business process and practices in advance of selecting the approach. This can be done by following three steps. First, answer the question, “How does it work now?”, or the “as-is” model.

Second, ask, “How do you want it to work?”, or the “to be” model. The third question to ask is “What do you need from a technology standpoint to make it all happen?” By taking this approach, we can greatly reinforce the likelihood that the chosen solution will effectively meet the

organization’s business needs. The fourth and final lesson that Doug shared was “manage the change.” He pointed out that most all successful technology initiatives incorporate a change management process in their planning and execution. Effective change management is the key to

building confidence, gaining cultural acceptance of new ideas, and ensuring the ultimate success of a project.

Based on these insights, there can be no doubt that Doug will ensure that the NBC applies judicious application of technology to benefit our valued customers.

NBC’s New CFO

Sandra L. Weisman - Associate Director,
Budget and Finance Directorate



On April 26, 2005, Sandra Weisman became the Associate Director of the Budget and Finance Directorate at the National Business Center (NBC), Department of Interior. In this capacity, she is responsible for all aspects of the NBC’s budget and financial management programs. She serves as the financial advisor for the NBC, representing the Center on financial policy matters.

Ms. Weisman came to NBC from the Department of Transportation, Federal Highway Administration (FHWA). At FHWA, Ms. Weisman was the Chief Financial Officer and Director, Office of Budget and Fi-

nance. She directed a multi-level staff, responsible for agency financial policies and the financial operations, including budget, finance, innovative financing, and the transportation infrastructure loan program. She was responsible for ensuring the distribution, accounting, reporting and financial statement production for approximately \$30 billion annually appropriated from the Highway Trust Fund to state Departments of Transportation, research programs, and the Federal Lands Highway program.

Before FHWA, Ms. Weisman worked at the U.S. Patent and Trademark Office

where she served as the Comptroller and Deputy Chief Financial Officer responsible for the corporate budget, strategic plan, financial accounting, and procurement programs. She also held positions as Deputy Assistant Secretary for Financial Systems, Department of Veterans Affairs; Deputy Assistant Commissioner for Administration, Department of the Treasury, Bureau of Public Debt; Deputy Administrator for Management, USDA Farmers Home Administration; in addition to various administrative and program managerial positions.

Sandra came to the Federal Government in 1978 as a Presidential Management Intern during the first year of the program.

Sandra received a Bachelor of Science degree in Criminal Justice and a Masters of Public Administration from Arizona State University.

She has also received the Senior Executive Service’s Distinguished Presidential Rank Award in 1999.



David Sutfin, GovWorks Division Chief.

GovWorks Realigned into the NBC

In October of 2005, the Minerals Management Service’s GovWorks Division will be realigned into the National Business Center. This is the first step in ultimately integrating the Interior Franchise Fund into the NBC. David Sutfin, GovWorks Division Chief, was appointed as Project Lead by NBC Director Doug Bourgeois. David will lead a joint project team to establish a single integrated NBC Acquisition Line of Business. The Team will work collaboratively with NBC acquisition managers to design and implement an integration plan to create an Acquisition Center of Excellence that will be unique in the acquisition marketplace. We look forward to working together to combine the best of our talents, experience and business procedures.

IT Directorate Bringing New Opportunities

by *Bob Haycock*

This has been a very interesting 15 months for me. After spending 20 years with the Bureau of Reclamation (BOR) in Denver, I thought I knew a lot about the NBC. However, since I have been here, I have had my eyes opened to what a unique organization I now belong to and what great people work here.

Having worked for the BOR for many years, I know many of the people now working at the NBC. I was with the BOR when the Management Operations Center was created in the 1980's and watched as the Denver Administrative Service Center (DASC) evolved. The DASC was one of three service centers that were merged to form the NBC. Many of the people that I worked with at the BOR moved to the DASC and became very successful. I watched and was involved from a bureau level in the initial discussions and work on Pay/Pers Future State, and then watched that evolve into the Federal Personnel Payroll System (FPPS). I was peripherally involved in the implementation of the Federal Financial System (FFS) within the BOR, and had staff involved in developing custom reporting for the BOR. I managed a project to develop a data warehouse and implement an early business intelligence tool to provide consistent financial reporting for the BOR. As part of this effort, we worked closely with the DASC to access FPPS and

FFS data. Finally, as the Deputy CIO for the BOR, I worked in partnership with DASC staff and management to retire the CDC Cyber mainframe environment that had supported the PayPers application for many years.

In all of these activities, my experiences with the NBC staff and management was a pleasure and created a respect and admiration for the work done by this organization.

In 2002, I had the unique opportunity to join Mark Forman, then Associate Director of the OMB for Information Technology (IT) and e-Government as he kicked off the current e-Government (e-Gov) Initiative with the Quicksilver Task Force. I was a member of that task force for three months in the summer of 2002; and I had the opportunity to work closely with the initial group working on the Enterprise Human Resources Integration (EHRI), e-Records, and e-Authentication e-Gov Initiatives. That work led to being offered the opportunity to be the first Chief Architect of the Federal government. That role was principally engaged in development of the Federal Enterprise Architecture (FEA). In this regard, I

had the opportunity to work with most Federal agencies on Enterprise Architecture and IT management issues. This was a great learning experience; and it also opened my eyes to the possibilities and opportunities for cross-agency sharing of IT capabilities. This is an area where the NBC shines throughout the Federal government. I heard from many agencies a very positive reaction when it became known that I was coming to the NBC.

When I started with the NBC IT Directorate in April of 2004, there were already many Department of the Interior (DOI) and Federal government-wide activities underway: the e-Payroll implementation of NASA; the projected e-Payroll implementation of the Department of Transportation; and the Line of Business (LoB) opportunities in Human Resources and Financial Management, among others. The NBC was already a respected cross-agency provider of FPPS, FFS and IDEAS-PD applica-

tion support, as well as IT hosting. The IT Directorate was already engaged with the DOI in helping to "stand up" the Enterprise Services Network (ESN), which will ul-

timately become the DOI enterprise network, as well as Enterprise Directory Services (EDS). The IT Directorate is also the major support entity for IT services within the Main Interior building in Washington, D.C., and for the Aircraft Services Directorate, as well as the Appraisal Services Directorate nationwide. We had already become a premier service provider to the DOI and many agencies in the Federal government.

And, there was more to come. In May 2004, the NBC was given the opportunity to compete for the hosting environment for the Financial Budget and Management System (FBMS). Through two significant efforts, the NBC was awarded that job, along with responsibility for application management of the FBMS in November 2004. The NBC IT community successfully installed, tested and now supports the infrastructure supporting the first deployment on schedule in early March of this year. The IT Directorate staff and contractors are now substantially engaged in laying down the infrastructure to support further deployments of the FBMS both in Denver and in Herndon at the DOI Enterprise Services Center.

In November, the IT Directorate was given the opportunity to submit a proposal to provide Enterprise Messaging services to all of the DOI. We are also engaged in development of a proposal to support the Enterprise Directory Services initiative of the DOI. In fact, we are closely involved with the DOI in discussions potentially leading to on-going operational support for all of the DOI Enterprise Initia-

(continued in the next page)



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

(continued from the previous page)

CIO's Corner

tives. In the past, the NBC submitted proposals to the LoB task forces for Human Resources and Financial Management to become Federal government-wide Centers of Excellence for delivery of application and functional services. In both cases, the NBC has been selected to participate in these initiatives. The opportunities for the NBC and for the IT Directorate to play a substantial role in the fundamental change occurring within the Federal government through these initiatives are significant.

Looking at the past few years, both in terms of where the NBC has come from but also where I have come from, it occurs to me that we have arrived at the same place at an opportune time. I feel extremely fortunate to have the opportunity now to work for an exceptional organization, with exceptional people, at an exceptional time, not only in our evolution as an organization, but also in terms of where the Federal government is going. While the opportunities are great, the challenges are also great. Change is occurring rapidly, and expectations are aggressive, not only by the DOI, but also Federal government-wide. I feel that the NBC, and more specifically the IT Directorate, are more than up to the challenge.

NBC Welcomes New Employees

From October 1, 2004 to July 1, 2005, the following employees came on board:

Administrative Operations

- Bell, Samuel Lee
- Dinkins, Louise
- Emig, Glenn T.
- Fowlkes, Donnita C.
- Gamble-Webbe, Bonita Loui
- Haskin, Dean R.
- Hill, Shannon E.
- Jackson, Karen
- Johnson, Milton
- Kelly, Randall K.
- McAdams, Sandra
- Mccann, Brinkley D.
- O'Connor, Kevin M.
- Peine, Anna G.
- Soladay, Cynthia C.
- Williams, Judy O.

Appraisal Services

- Warren, Mark W.

Aviation

Management

- Aanensen, Jennifer L.
- Howell, Gilbert
- Russell, Rodney D.
- Williamson, Daniel J.

Budget and Finance

- Armstrong, Jeanine M.
- Butler, Crystal D.
- Davis, Anissa D.
- Flot, Pamela I.
- Holland, Michael S.
- Huether, Christine L.
- Kapping, Vicki L.
- Maes, Christine Y.
- Millen, Roberta M.
- Pickett, Myra A.
- Sanborn, Connie M.
- Simpson, Darcee R.
- Weisman, Sandra L.
- Welch, Susan K.

Federal

Personnel Payroll Systems Services

- Bishop, Harold A.
- Cardarelle, Betty J.
- Congdon, Natalja
- Doddemeade, Penny R.
- Dominguez, Delma
- Garcia, Mary Helen
- Hall, Barbara A.
- Harris, Angela J.
- Hoong, Wah A.
- Jenkins, Eddie R.
- Jennings, Candaisy
- Krisel, Gloria J.
- Marler, Virginia S.

- McCall, Sheri
- Mccolloch, Amber L.
- Mcguire, Gregory P.
- Oliver, Benita L.
- Reeder, Lokelani P.
- Sims, Patricia H.
- Stovall, Peter S.
- Vila-Caballero, Ivan E.
- Wait, Chrystanna
- Williams, Carolyn L.

Information Technology

- Schneider, Fred L.

Office of the Director

- Bourgeois, Douglas
- Crump, Edmund M.
- Freilich, Myra H.
- Nassar, Joseph W.
- Raines, Terri R.
- Spencer, Bessette W.
- Stockwell, Mel

Strategic

Management of Human Capital

- Coate, Sandra L.
- Cook, Lisa J.
- Cox, Tamiaka E.
- Dietz, Kirk P.
- Michel, Patricia M.
- Salazar, Denelle L.

A Special Farewell to the Employees Leaving the NBC

From October 1, 2004 to July 1, 2005, the following employees moved into new challenges and experiences:

Administrative Operations

- Bell, Samuel Lee
- Blankenship, Julie A.
- Brown, Cleveland
- Citino, Adrian M.
- Clark, Richard M.
- Fitzgerald, Paulette E.

- Flowers, Sonny J.
- Gaston, Dale H.
- Graves, Gary M.
- Kunz, Geoffrey M.
- McWhite, Gwendolyn F.
- Moss, Gerard R.
- Olivas, Gilbert
- Park, Soo J.
- Pierce, Lunda S.
- Pyle, Roger D.
- Russell, Fae J.
- Shafer, Ronald M.
- Smith, Juanda D.
- Spencer, Dawne L.

- Stackhouse Jr., Charles R.
- Stivison, Samuel R.
- Warford, Victoria
- Weller, Patricia A.
- Weston, Debra J.

Appraisal Services

- Carr, David H.
- Greer, Timothy A.
- Halvorson, Robert A.
- Johnson, Richard H.
- Mancuso, Brian J.
- Nowell, Daniel H.

Charles Nethaway Retires after 36 Years of Service

Charles Nethaway, former Chief Architect, National Business Center (NBC) and the Office of the Secretary, retired on June 3 with more than 36 years of Federal service. After six years in the Army in the 1960's, Nethaway joined the Department of the Interior in 1974, in the USGS Water Resources Division (WRD).

Nethaway was WRD's first Regional Computer Specialist

and became Chief, Distributed Information System (DIS), implementing DIS-II, a nationwide set of applications, computers, servers, and a telecommunications network for all 5,000 WRD personnel. He became chief of the USGS Office of Computer and Communications Services and managed the USGS General Purpose Data Center and the national USGS network.

In 1996, Nethaway became

the Washington Administrative Service Center (WASC) Deputy Director. When WASC merged into the NBC, he led web initiatives and developed one of Interior's first electronic commerce applications, "EC-21."

In early 2004, Nethaway became NBC's Chief Architect. At the time of his retirement, he was using OMB's Federal architectural reference models to develop an NBC modernization blueprint. He was named the cochair of the Departmental Enterprise Architecture Repository (DEAR) Integrated Project Team where he organized change management for the DOI enterprise architecture.

Nethaway plans to keep involved in technology standards bodies as a volunteer. He has accepted the chairmanship of the StratML Community of Practice, a new Extensible Markup Language (XML) group whose purpose is to develop a standard XML schema for strategic plans, including both private- and public-sector strategic plans.

Charles volunteered for many assignments. He was the publisher of this newsletter, NBC Profile, and worked

with the NBC Profile Editorial Board to provide leads for articles and supervise production and distribution. He served for more than ten years as the USGS Fine Arts Committee Show Chairman at the USGS National Center. Nethaway plans to continue to be active in drawing, poetry, and photography.

As a multiple myeloma cancer survivor since 2002, Charles plans to help other survivors and caregivers by means of his membership in the Association of Cancer Online Resources.



A "farewell" lunch to celebrate Nethaway's retirement was held on June 15th, at Maggiano's in Vienna, VA.



"Charles Nethaway speaks on June 1 at the Web-Enabled Government Conference and Exhibition at the Ronald Reagan Building in Washington, providing information on NBC's plans for Lines of Business and a Services Oriented Architecture."

- Shepard, Donald E.
- Thomas, Joseph J.
- Tresidder, Kent C.
- Wagner Jr, Albert

Aviation Management

- Berus, Rudolph S.
- Martin, Michael A.
- Passmore, Brenda D.

Budget and Finance

- Baay, Charlotte L.
- Hanley, Timothy P.
- Joe, William E.
- Johnson, Andre
- Magruder, John R.

- Manzi, Anthony Guy
- Morrisette, Sharon Lee
- Osmond, Veronica
- Schlager, Jodene E.
- Stephens, Sharon S.
- Sullivan, Rosemarie T.

Federal Personnel Payroll Systems and Services

- Bohanon, Kathleen
- Bohanon, Lisa L.
- Case, Elizabeth J.
- Ehler, Jennifer L.
- Fries, Jonathan A.
- Fuller, Carol S.

- Gallegos, Zina M.
- Gregory, Sandra L.
- Hickman, Jennifer G.
- King, Eileen M.
- Kneisley, Richard O.
- Litz, Wendy L.
- Pyle, Katherine
- Quick, Charlene O.
- Stair, Kay
- Vila-Caballero, Ivan E.
- Zarate, Arturo

Information Technology

- Castro, Eileen H.
- Jimenez, Bette L.
- Mahone, Chris L.
- Martin, Daniel J.

- Nethaway Jr, Charles D.
- Scheibel, Robert L.
- Sullivan, Richard L.

Strategic Management of Human Capital

- Bauman, Barbara A.
- Brown, Sarah E.
- Hoffmann, Susan T.
- Leonard, Susan E.
- Marucci, Anthony
- Narick-Ebrey, Margaret M.
- Varallo, Susan H.

NBC's Washington Metro Area Appreciation Day

Over 250 staff and contract employees and family members from NBC's Washington Metro Area offices participated in our Fifth Annual Employee Appreciation and Awards Day on Thursday, June 23, at the Knights of Columbus in Arlington, Virginia. The weather was beautiful. The food included barbeque chicken and ribs, hamburgers, hotdogs, corn on the cob, baked beans, coleslaw, potato salad, chips and watermelon. We also had the

NBC's Director, Doug Bourgeois, welcomed all employees and contractors to the Appreciation Day and thanked everyone for their dedication and outstanding work performed throughout the year.

Listed below are 18 group awards, nominated from various Directorates. Doug, along with each nominating Director presented the group awards to the following recipients:

Group Awards

- Management Control and Audit Follow-up Council
- Integrated Project Team
- FOIA Team
- Records Team
- Acquisition and Property Management Team
- Combined Federal Campaign Team
- Strategic Management of Human Capital Leadership Team
- Management Control Engagement Team
- Appraisal Request Review Tracking System Interface Project Team
- DOI Website Project Team
- Electronic FOIA Tracking System Project Team
- Activity Based Costing Management System Project Team
- Records Inventory Project Team
- Customer Agreement System Project Team
- IDEAS/EC Team

- Financial Application Management Team
- Momentum Implementation Group
- Hyperion Team

In addition to the Group Awards, Doug presented five Director Awards to the following recipients:

Director Awards

- FBMS
- Human Capital Directorate
- Division of Facilities Management, Administrative Operations
- Information Technology Directorate
- Appraisal Services Directorate

The award ceremony lasted about one hour...soon after that employees enjoyed the grounds by playing basketball, tennis, volleyball and the swimming pool. The day was a success and employees enjoyed themselves. Looking forward to next year!!



Outstanding Customer Service

Doug Garcia was recently commended for his outstanding customer service in the training arena. This commendation comes from the Federal Aviation Administration, which is currently migrating to the NBC's payroll system and services environment under the OMB's e-Payroll Initiative. The commendation reads in part: "Your knowledge and expertise, flexibility and professionalism were exemplary... You are a definite asset to the NBC and to the FAA..."



The Fifth Annual Employee Appreciation and Awards Day for the Reston and Washington DC NBC employees was held on Thursday, June 23, at the Knights of Columbus in Arlington, Virginia.

The Strategic Management of Human Capital Directorate was one of the recipients of the Director Awards.

National Business Center

Profile

Published by
U.S. Department of the Interior
National Business Center
<http://www.nbc.gov>

Editorial Board
Andrea Antunes
Karen Burke
Vivian Clark
Ted Fernandez
Leslie Laraway
Dawn McGowan
Jen Pfancuff
Roberta Richardson
Kathy Shauvin
Terry Teed

Publisher
Ted Fernandez

Production Editor - East
Andrea Antunes

Production Editor - West
Terry Teed

Graphic Design
Andrea Antunes

Photography
Andrea Antunes
Tami Heilemann

Printing Consultant
Marvin Savoy

Contributors
Gay Bindocci
Vickie Borden
Karen Burke
Doug Bourgeois
David C. Bullock
Michael Colburn
Marilynn Eckhardt
Mishell English
George Francois
Mariane Gately
Bob Haycock
Felicia Hodge
Leslie Laraway
Mary Ann Loeser
Tony Manzi
Dawn McGowan
David McKinney
Joe Nassar
Charles Nethaway
Jen Pfancuff
Karl Schneider
Marna Skalla
Denise Swingler-Sweet
Terry Teed
Sharon Williams

If you have any questions, comments, suggestions, or if you want to submit an article for the **NBC Profile**, please send an e-mail message to NBC_Newsletter@nbc.gov

NBC Denver 2005 Employee Appreciation Day

May 10 was a beautiful, sunny day, auspiciously sandwiched between the spring thunderstorms of the week. It was Employee Appreciation Day 2005 for the employees at the National Business Center in Denver, Colorado.

Doug Bourgeois kicked off the celebration by gathering employees indoors where he spoke about the NBC's future direction. Afterwards, everyone assembled outside in the courtyard, and Doug complimented the employees on a year of hard work and accomplishments.

Immediately following the remarks, barbecued beef and vegetarian sandwiches were served, along with chips and beverages. After lunch, the apron-clad senior NBC managers were "up to their

elbows" in assorted flavors of ice cream, which they scooped and served in their show of thanks to the hard-working employees. Music was provided by the NBC's own Al Foster.

No event just happens without planning, preparation, and staging. Many thanks are extended to this year's committee members: Jarrott Sorenson, Jim Douglas, Scott Girouard, Jane Salas, Sheila Castro, David J. Bullock, Debbie Donaldson, Tim McStraw, Lisa Elliott, Maria Martinez, Jackie Haney, Christine Sadler, Carol Holman, Joann Smith, LeAnn Potts, Maria Romero, Sharron Helmerick, Therese Keeler, Val Reed, Wayne Schulz, Audrey McCray, Pat Anderson, Joleen Macek, and Marna Skalla.



A tradition in Denver: NBC management serving ice cream for dessert.

National Business Center

Profile

Lunch with a King

by Denise Swingler-Sweet

During the course of another Federal holiday run, the Martin Luther King Jr. holiday passes like the rest, only if you want it to. For the Denver-area Federal government employees, celebrating Dr. King's legacy always resumes at the Denver Federal Executive Board's (DFEB)

Annual Diversity Training Program. Now in its 12th year, this year's program and lunch was held at the Denver Marriott Tech Center on January 21, 2005. Those in attendance awaited, with much anticipation, the guest speaker, Mrs. Coretta Scott King, the wife of the late Dr. King.

As we reflected on Dr. King's humanitarian and civil rights efforts, Mrs. King

was welcomed with song from the Colorado Children's Chorale, introductions by local government officials, and a visual presentation from the DFEB. Mrs. King continued the program by presenting Dr. King's principles of non-violence. Injustice, unconditional love, and understanding were just a few words used to describe the philosophy using a plan for action.

With over 900 in attendance, which included 35 NBC Denver employees, the theme of unity was evident and inspirational. For more information, visit www.denver.feb.gov.



Front Row: Pat Nelson, Veronica Osmond, Rebecca Osmond, Gloria Rucker, Shanta Harrison, Deanne Wilson, Lori Salazar, Melody Jameson, Valerie Quintana, Becky Tate, Lynette Murray. Last Row: Pat Nelson, Don Garcia, Tom Larson, Rick Koebert, Jodie Jenik, Stephanie Robbs, Angela Ericson, David Sanders, Audrey McCray, Maurice McDonald, Julie Bednar, Paula Lucey, Ken Fligg, Denise Swingler-Sweet, Amanda Hardesty, June Hartley, Linda Rihel, Gloria Roberts.

The Union Includes Information in the On-Line Employee Handbook

Reston and Denver employees: Have you read your Employee Handbook?

The NBC Web site for Employees includes two Employee Handbooks, one for Denver and one for Reston. These Handbooks contain valuable information for all NBC employees. If you have not yet accessed these Handbooks, please browse the contents of the one that applies to you.

AFGE Local 1114 recently

added information to the Denver one. The Union's information is included under the Handbook tab called "Employee Information." All Labor Bargaining Unit Employees are encouraged to browse the topics to learn about your rights and to learn about the Union. Topics included are:

- AFGE Local 1114 Mission
- Who is the AFGE?
- Who's currently in the NBC Labor Bargaining Unit?

- What's the difference between a Labor Bargaining Unit Employee and a Union Member?
- Why should you be a Member of the Union?
- How Local 1114 represents you
- Your Rights in Formal Discussions, Investigations, and Disciplinary Actions
- Here's how to join
- History of the AFGE at NBC Denver

Those who are not included in the Labor Bargaining Unit are encouraged to browse these topics to learn about Local 1114, about the benefits of having local Union representation, and about AFGE National, whose work benefits all Federal employees.

For More Information:
Local 1114
NBCDENVER_Union@nbc.gov
303-969-5465