

U.S. Department  
of the Interior



National  
Business  
Center

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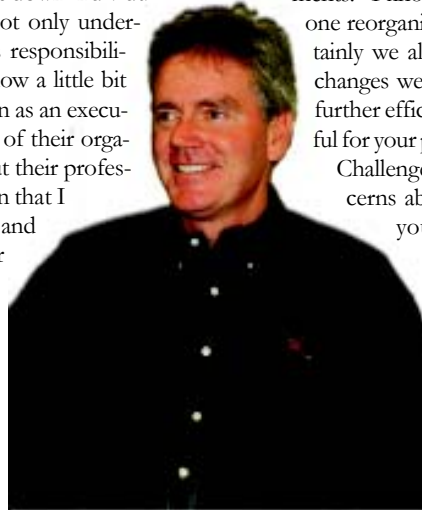
National Business Center

# Profile

## Director's Corner

I can hardly believe seven years have passed since my arrival at the Department of the Interior in June of 1997. There are many reasons for this warp speed passage of time, but I believe the main reason is because of the endless success stories generated by our NBC employees.

When I came here, the first order of business was to meet the employees of what was then called the Interior Service Center. With the exception of maybe a handful of people, I sat down individually with all 180 employees to not only understand the scope of each person's responsibilities, but also to start and get to know a little bit about each person. I learned early on as an executive that most people want the head of their organization to show he or she cares about their professional lives and careers. I knew early on that I was going to ask people to perform and deliver in a manner they likely had never seen before. Well, something must have worked because virtually everyone elevated their individual performance. Results quickly translated into a level of customer satisfaction never seen before by the tenants of the Interior complex. Next came the merger of the U.S. Geological Survey's Washington Administrative Service Center and the Bureau of Reclamation's Denver Administrative Service Center. A short time later we added the Office of Aircraft Services, the Ft. Huachuca Procurement Office and the Inspector General's Indirect Cost Team. Again, all were challenged to produce at the highest



Timothy G. Vigotsky, NBC Director

levels and the results were the same. . . . world class performance.

### Challenges

There have been many challenges along the way... who said this would be easy? But you know these challenges, along with obstacles and even roadblocks, are some of the reasons the NBC has ascended so far. One of the many amazing traits of this organization has been the desire to constantly improve. And isn't that a big part of life itself... life-long learning and constant improvements? I know it seemed that as soon as we were done with one reorganization another one was right on its heels. Certainly we all strive for stability, but all of these structural changes were based on efforts to re-engineer ourselves to further efficiency and productivity. I was always very thankful for your patience during those seemingly endless changes. Challenges... where do I begin? Fires, asbestos and concerns about anthrax in the Main Interior building. As you know, the MIB is considered one of the Department's critical infrastructures, and for obvious reasons. Standing in front of the Washington media and explaining why the Interior complex (MIB and SIB) would be closed is not something necessarily you train for – but we all get through it and at the end of the day the Interior leaders grew more and more confident that the NBC would consistently rise to the occasion... especially during the most difficult of times. Another challenge was the internet shutdown. The NBC's Denver data center is the nerve center for the Department. The data center also provides critical support for business operations to dozens of non-Interior agencies. Incredibly, there was no interruption in processing payroll or providing critical financial infor-

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In this Issue

### NBC Milestones & Accomplishments

History and progression of the National Business Center (NBC) from beginning in September 1998 through now, September 2004. (Page 3)

### E-Payroll Initiative

On January 15, 2003, the Director of the Office of Personnel Management (OPM), Kay Cole James, announced that the National Business Center (NBC) was one of the four e-Payroll competition winners. (Page 17)

### MIB Renovation

The National Business Center (NBC) is responsible for providing site staff support to assure the orderly development and execution of the design and construction with minimal disturbance to tenants. (Page 19)

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mation. NBC employees in Denver worked countless hours during nights and weekends to make certain operations were still at a high level for our customers. The sense of pride, passion, loyalty and commitment to the job and to the Government by NBC employees has always amazed me. Then the worst disaster we have ever witnessed occurred with 9/11. Once again, NBC was at the forefront to see that our operations were running smoothly and most importantly, securely and there was no compromise in any of our critical financial data. In addition, the many physical security requirements instituted were put in place by the NBC. The general evacuation and shelter in place drills and overall emergency preparedness have proven to be the model for the rest of the Federal government. Once again, the true fabric and character of our employees was put on display during the most tense, stressful and difficult of times and the NBC rose to the challenge as impressively as ever. No one has ever shied away from these trying circumstances when it would have been easy to do so.

### Accomplishments

The accomplishments I have watched everyone achieve are seemingly endless... what a nice problem it is having to try to remember them all! Before I mention some of them, I believe it is important to point out that one of the things the NBC Leadership Team has always tried to do is remain mindful of constantly linking the goals we established for the NBC with the high overarching goals the Department and this Administration. Our on-going efforts to: strengthen fiscal accountability; tighten internal controls and reporting; introduce enterprise architecture; make certain IT security is understood as everyone's responsibility; and, accomplish all these goals while performing in our agile, nimble and entrepreneurial environment presented additional challenges and even at times conflicted with one another. Nevertheless, because of your willingness and my encouragement (it didn't take much) to be innovative and creative, we were able to improve significantly in each of these areas

while adding more customers than ever before. You also did this while we linked budget and performance, improved financial performance, lead the Department in competitive sourcing, and improved human resources and quality of life for all employees and lead all cross service providers throughout the federal government in e-gov. Amazingly, while doing all these things, our commitment to customer service remains unparalleled. How did you all do it? There are a few milestones in no particular order but as they come to mind.

- Established DOIU
  - Established HR Office
  - Established Southwest Procurement Office (Ft. Huachuca)
  - Established Appraisal Services Directorate
  - Established Planning, Performance, and Oversight Office
  - Established Accessibility Technology Center
  - Created our own NBC campus in Lakewood
  - Implemented support for two new financial systems business lines – Momentum and Oracle Financials
  - Added over 50 new customers in the last five years
  - Web Development – redesigned the DOI web site, U.S. Coral Reef, Lewis & Clark, and numerous Web-based training web sites
  - Enhanced FPPS with FPPS datamart and web FPPS
  - DOIU awarded Governmentwide Acquisition intern program
  - Data Center Consolidation – USGS data center migrated to NBC
  - Completed physical security enhancements throughout Interior complex
  - Aviation Management Directorate enhanced safety while providing support during heaviest fire season ever
  - Completed Phase I of the \$200 million MIB modernization
  - Server relocation to Enterprise Service Center
  - Top DOI completion rate by NBC FOIA staff
  - Achieving unqualified audit opinion for Departmental offices
  - Developed and implemented Activity-Based Cost Management
  - Selected by OMB/OPM as one of four e-payroll providers for the Federal Government
- There are certainly many other accom-

## Director's Corner

plishments that I have had the pleasure to witness you achieve with each passing day.

### Memories

The many challenges you have faced and overcome are perhaps the single most impressive trait of this organization. I watched how folks in Denver rallied around each other after the tragic Columbine incident (which directly impacted some of our employees and was so close to the NBC campus). I also watched the NBC family in Denver put together a Support the Troops program that again demonstrated the caring and selfless nature of our employees and exemplifies public service at its very best. NBC employees in all locations have contributed time and personal involvement with local charities and schools. The NBC adopted school, the School for Educational and Evolutionary Development in Washington, D.C., is another great example of giving back to the community. The NBC provides mentoring, park and science tours and other educational opportunities for these young adults. This is a great partnership that we hope will last for many years to come.

Looking back to 1997 and where the NBC stands today is almost unbelievable. You have been innovative and creative thinkers. You have been the first to volunteer. You are the first to arrive at work and the last to leave. You lead by example and set the tone for the rest of the Department. I want to thank the NBC Leadership Team for your unwavering support each day. Your Directorates are self-sustaining businesses in themselves – you, in effect, are CEO's in your positions. I wish you continued success.

And, of course, the engine of the National Business Center is our employees. I am thankful and grateful for your tremendous efforts over the years. The personal sacrifices you have made in performing your duties at the very highest level are so admirable... almost too difficult to put into words. It has been an honor to serve you, to learn from you; although I have chosen to move on to a new phase in my life, I will forever cherish my seven years as Director of the National Business Center.

*Timothy G. Vigotsky,  
NBC Director*

# The Progression of the NBC

## FY 1999

### The NBC is Established

**T**he National Business Center (NBC) was formed by merging the Department of the Interior's (DOI) three administrative service centers: Bureau of Reclamation's Denver Administrative Service Center, U.S. Geological Survey's Washington Administrative Service Center, and the Office of the Secretary's (OS) Interior Service Center. The effort to consolidate these three centers into one began in early 1998 at the direction of John Berry, then Assistant Secretary for Policy, Management and Budget. The purpose for the mergers was fourfold: 1) to provide a more unified approach to delivering services, 2) to improve administrative operations, 3) to reduce administrative costs through economies of scale, and 4) to expand the customer base by attracting other Federal customers. Another advantage to the merger was the outstanding reputation each service center had for providing high-quality service to its customers. The merger of talent and resources put the NBC in an enviable position with the federal government to provide unparalleled service to all customers—both within the DOI and without. Tim Vigotsky became the Director of the NBC, which resides within the Office of the Secretary. Additionally, 1999 saw DOI University become a part of the NBC.

### Payroll Operations

A notable accomplishment of NBC's Federal Personnel Payroll Systems and Services Directorate (formerly Products and Services) group in Denver is its ability to consistently process payroll with an accuracy of over 99 percent—a rate incomparable anywhere in the federal government.

### Federal Personnel Payroll System (FPPS)

- **The FPPS Era Begins**

The twenty-year era of the PAY/PERS System ended in December 1998

with the conversion of the last three clients to the Federal Personnel Payroll System (FPPS) and the retirement of the PAY/PERS System.

- **New Clients**

The NBC welcomed three new FPPS and Payroll Operations clients: the Securities and Exchange Commission, the Presidio Trust, and the Harry S. Truman Scholarship Foundation.

- **FPPS 2000**

The NBC began working with the DOI Office of Personnel Policy to establish a strategic direction for FPPS. The basis for this direction was input from clients, recommendations made by a contractor in an independent study for the DOI, and NBC's own knowledge of the Federal personnel/payroll marketplace. This new strategic direction was named FPPS 2000 and involved a technologically updated foundation for FPPS and planned to make better use of commercial products already available in the marketplace.

Adding a DataMart capability to FPPS using a modern database management system with a user-friendly query, report retrieval, and data analysis capability was one of the first priorities of FPPS 2000. A Web-based version of FPPS, new commercial human resources functionality and an open FPPS server were also planned.

- **Quicktime**

The FPPS staff began making enhancements and modifications to the Quicktime Time and Attendance (T&A) system. Quicktime is a complete, secure, high-performing and cost-effective T&A system. This application complies with all Government Accounting Office T&A regulations and standards with an optional National Institute of Science and Technology-compliant electronic signature capability. The system interfaces with both the DOI's FPPS and the National Finance Center payroll system.

- **FPPS Awards**

The Personnel Payroll Systems Divi-

sion (formerly the FPPS Program Management Division) was awarded the Denver Federal Executive Board's (DFEB) 1999 Excellence in Government Awards Program in the area of "Outstanding Productivity or Process Improvement" for the development and successful deployment of FPPS.

The NBC also received the DOI's Unit Award for Excellence in recognition of outstanding teamwork in developing and implementing FPPS, the cross-servicing of other government agencies, and for the exceptional high quality of pay service achieved through FPPS.

### NBC Single Accounting System

With the merger of three DOI administrative service centers into one organization within the Office of the Secretary, the accounting functions needed to be merged into a single accounting system. Consequently, all three moved their accounting data into the Federal Financial System (FFS).

### Interior Department Electronic Acquisition System-Procurement Desktop (IDEAS-PD)

The NBC successfully converted all DOI bureaus to the Interior Department Electronic Acquisition System-Procurement Desktop (IDEAS-PD). IDEAS-PD is a commercial off-the-shelf, Windows-based acquisition software package used to support and facilitate the processing of acquisition transactions. The software has full functionality, beginning with Web-based requisitioning, followed up by simplified acquisition, contracting, and contract administration and has an on-line interface to FFS. The NBC negotiated the ability to franchise the acquisition software to other Government clients.

### Electronic Commerce for the Twenty-First Century (EC21)

The NBC began developing and implementing EC21, an application that receives invoice and payment information, submits elec-

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electronic invoices, guarantees on-time payments, and conducts analysis of activities paid through electronic commerce. The front end of EC21, dubbed "Invoice-21," is a module being developed to receive vendor invoices over the Web via electronic data interchange, process them for payment, and upload those electronic invoices into each participating agency's finance system for payment processing.

**Y2K Preparation and Validation**

One of the big issues facing the entire world in 1999 was the preparation of computer systems for the electronic "turn of the century" on January 1, 2000, commonly referred to as "Y2K." The Y2K problem resulted from computer systems historically using only two digits to denote the year. The organizations that became the NBC actually started preparing for Y2K in 1996, with activity reaching its peak in 1999. Although some major NBC systems such as FPPS were Y2K compliant by design, they still had to have extensive testing in conjunction with all of their interfaces. All hardware, software, and telecommunications environments were validated to be compliant before the end of FY 1999.

**DOI University (DOIU)**

The DOIU became a part of the NBC in FY 1999. It is made up of three divisions: Leadership and Performance, Online Learning, and Cultural Resources and Events. The four Leadership and

Performance Centers have the capability to customize training and deliver it at the customer's site. The online learning services make it possible for customers to acquire skills needed to do their work and accomplish DOI missions whenever and wherever needed through the Internet. Literary, cultural, and historic programs are offered in the form of author-led forums, museum exhibits, and DOI's library. Through quality training, intern, and career development programs, DOIU is committed to designing and implementing effective training and development programs that emphasize career management throughout DOI.

• **Procurement Intern Program**

DOIU was chosen as the organization to handle the Procurement Intern Program for the civilian sector of the entire Federal Government.

• **Online Learning Center**

DOIU established the Online Learning Center to provide online training courses that are available to all DOI employees 24 hours a day through the Internet. Technology and other workplace skills are included.

**NBC Web Site**

The NBC was selected as one of 1999's "Best Feds on the Web" by GovExec.com, the web site of Government Executive magazine. Tom Shoop, "Government Executive" editor, in-

formed the NBC its site was one of 16 winners chosen from the 120 nominations for the 1999 awards.

**DOI Quarters Management Information System (QMIS)**

QMIS continued to be one of NBC's success stories. QMIS is a DOI rental rate setting system used to compute rental rates for 21,000 government-furnished quarters owned by 20 agencies. Services provided by the Quarters Operations Office include: establishing market-based rental rates for government-furnished quarters and utilities, conducting regional rental survey and software training, developing and maintaining PC-based rental rate setting software, providing "help desk" support to hundreds of the rate setting software, maintaining a centralized interagency quarters database, and providing special housing management reports.

**FY 2000**

In the NBC's second fiscal year of existence, it saw its organizational structure become complete. It undertook numerous initiatives and continued to expand its customer base.

**Y2K**

The NBC Y2K Project was a huge success. In fact, the much planned and anticipated New Year rolled in and acted like a "ship passing in the night." Culminating literally years of preparation, an NBC Command Center was activated at 4:00 p.m., Friday, December 31, 1999. Its purpose was to monitor the conditions and status of Denver's mission-essential facility along with its mission-critical and mission-essential systems. After midnight, and already assured that system backup capabilities executed properly, functional groups used quality assurance checklists to verify correct operation of the mainframe, other mid-range systems, systems software, communications network, LAN/PC systems, and the facilities. The Year 2000 rollover ended up being a non-event.



*The DOI University staff.*

Very few nuances were encountered and these were quickly rectified. All along, the goal was to resume normal operations on Monday morning, January 3. That was easily accomplished with the added exclamation: "We had no surprises!"

## Federal Personnel Payroll System (FPPS)

- **FPPS DataMart Implemented**

The first component of the FPPS DataMart was successfully implemented in production. Software licenses for the query tools Brio Insight and Brio Quick View were acquired for most clients. Reception of the DataMart and query tools was extremely good. Feedback from users was very positive toward the ease of performing queries and the quality of the output.

- **Web FPPS**

The Web-enabled Federal Personnel/Payroll System (Web FPPS) is a Web-based version of the FPPS and offers a point-and-click capability for FPPS users. The proof-of-concept project was completed and put two deliverables into the hands of a test group: A Web version of the FPPS Time and Attendance System (Web T&A), and a Web version of the EHVW (View Employee History) command.

- **New Clients**

NBC welcomed two new FPPS and Payroll Operations clients: The Library of Congress Inspector General's Office and the Environmental Protection Agency Inspector General's Office. Both of these organizations are in the Washington D.C. area.

- **FPPS Online Help System**

The Personnel Payroll Systems Division (formerly the FPPS Program Management Division) deployed an Internet-based help system with current information as of the last FPPS system release. The new help system provides general information about all FPPS processes, as well as step-by-step directions on how to use each system command. Since this

Web-based system is easily updated, system information is always current with each release of the FPPS software. There is no need to copy and distribute all of those hard-copy documents. With the Table of Contents, Index, and Search features, there are extensive links to all the subject matter in the system.

## Emergency Firefighter (EFF) Payroll

- **Relocation of EFF Payroll**

The Emergency Firefighter (EFF) project relocated the EFF payroll system (EFF-PAY) from the BLM Alaska Fire Service (AFS) to the NBC. This project brought the mission-critical casual hires under the configuration management of the NBC and incorporated the program into the DOI's total financial management system. Emergency firefighters are deployed to participate in incidents such as forest fires, floods, or other emergency situations. Each firefighter must be certified in their specialized area and take physical stress tests in order to be qualified to perform duties at an incident. Due to the uncertain and arduous working conditions, it is becoming more difficult to recruit emergency firefighters, and it is imperative the emergency firefighter program provide quick response to their needs. The emergency firefighters are paid "on the spot." This means when a fire or incident is complete, or when a fire crew is demobilized, the payments are usually processed within a few hours by payment teams from various agencies who handle firefighters.

## Budget and Finance Directorate (BFD)

- **Bureau of Indian Affairs (BIA) Travel Documents**

The BFD's (formerly the Financial Systems Division) Accounting Operations Division began processing the BIA travel documents. The addition of BIA to the branch significantly increased the amount of payments processed. The staff did an excellent job absorbing the additional workload. From February 14 through April 21, 2000, they processed

6,348 BIA travel documents. The staff processed an additional 14,198 travel documents for other clients, as listed: U.S. Fish and Wildlife Service - 13,466; Federal Trade Commission - 455; Federal Labor Relations Authority - 277.

- **FCC Data Warehouse**

The BFD designed a data warehouse for the Federal Communications Commission (FCC). The data warehouse was developed with an efficient design that meets the FCC's specific analytical and reporting requirements. The FCC is no longer strictly dependent on month-end reports to obtain important financial and budgetary information. As more individuals use the data warehouse, additional datamarts are being identified and developed to provide the FCC with a comprehensive solution.

## DOI University (DOIU)

- **Executive Forums**

The first Executive Forums were held with six renowned authors addressing DOI executives in the morning and all employees in the afternoon. This provided a forum for new ideas to be applied to DOI issues.

- **Marketing Tools**

DOIU designed and developed marketing tools that explain and promote DOIU capabilities and that can be used for field office use.

## NBC Web Development

- **NBC Takes Charge of Recreation.gov**

The NBC was designated as the new system administrator for the *Recreation.gov* web site. This *Recreation.gov* web site was established by federal land management agencies to provide visitors with information about recreational opportunities on federal lands. The *Recreation.gov* hosts information concerning more than

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1,900 federal recreation areas nationwide. The site allows visitors to search for recreation areas by state, recreational activity, agency, or by map. The *Recreation.gov* web site had been maintained by the National Park Service since its creation. As the *Recreation.gov* project matured, the interagency *Recreation.gov* workgroup decided the site needed a permanent structure and, consequently, reached a consensus that NBC would be the best alternative to administer the web site. The workgroup agreed upon the fact that NBC has an excellent web team. In addition, NBC successfully began providing Web design and administration services for DOI and other governmental agencies.

### Human Resources

- **Establishment of an NBC Personnel Office**

In its first year of existence, the NBC received personnel services from three different organizations. The NBC Human Resources Office (HRO) was established to provide the full-range of HR programs and services to all NBC organizations. The HRO ensures NBC employees receive the highest level of human resources support, whether it is for staffing, classification, employee relations, or for advice on compensation,

retirement, Thrift Savings Plan, and health benefits. The HRO now also provides personnel cross-servicing to external client organizations.

- **Customer Service Training Program**

NBC developed an employee-training program to improve customer services. All NBC employees attended training sessions created to help NBC improve its customer services. Guiding principles, customer service standards, core values, and bold steps were elements of the customer service training sessions. A major goal of this training program was to involve employees in the decision-making process.

month effort to merge the Department of Defense reimbursable contracting team from Fort Huachuca, Arizona into the NBC. This group performs the full range of contractual services and has a large number of contracts that support research and development, information technology, and services requirements.



**NBC Data Center**

- **Data Center Consolidation**

In January 2001, the Information Technology Directorate (formerly the ADP Services Division) completed the relocation of the NBC Federal Financial System (FFS) workload from the U.S. Geological Survey (USGS) Reston data center to the NBC's Denver data center. With this consolidation, NBC now processes all of its accounting and financial workload from one hosting environment, resulting in significant overall savings that are passed on to NBC FFS customers. During the early stages

## FY 2001

In FY 2001, the NBC continued to grow, improve its products, and implement Web-based innovations for the e-Government initiative.

### An Addition to the NBC

- **NBC Adds Procurement Function**

The NBC completed an intensive six-

## Strategic Management of Human Capital Directorate: The Key to Our Success

*By Dolores Chacon*

I believe the reason for our success has been the fantastic team we have become over the five years the majority of us have been together. I first became part of the NBC team on February 14, 1999. At this time my portfolio was exclusively DOIU. When I arrived, the staff consisted of 18 people, 17 of whom reported to the Director of the Training and Development Unit, part of the former Interior Service Center. Today we have grown to a staff of 51, excluding the interns who are in the various programs DOIU manages bringing the total to about

90. My leadership team composed of Vivian Clark, HR Director; Susan Leonard, Chief of Cultural Resources and Events; Lynn McPheeters, Chief of Leadership and Performance Centers; Robert Veltkamp, Chief of Online Learning; and Marianne Narick, Administrative Officer extraordinaire, all deserve lots and lots of credit for the success of our directorate. I am very fortunate to have the opportunity to work with such a gifted and hard working team.

In terms of programs and lines of business, we have grown from a provider of classroom training in business and computer skills, leadership training and SES

career development to providing certificate programs in HR, project management, executive assistant skills; being a leader in recognizing the value of intern programs and developing three programs, (one government-wide) for the finance, acquisition, and policy and budget communities; over 2000 courses offered online, custom online course development to address Department-wide training initiatives; Executive Forums and Speaker Events in Washington DC, Denver, Seattle, and Albuquerque; responsibility for the departmental Museum and Library; and the NBC Human Resources shop with staff in Denver, Washington,

of this effort, the DOI Management Council also made the decision to relocate all the remaining USGS and BIA mainframe workload from the Reston data center to the NBC Denver data center. This relocation was added to the planning and implementation efforts of the NBC Consolidation Project and was accomplished within the same time period. The USGS and BIA relocations also resulted in significant savings, which they accrue through reduced processing support costs. This project culminated a year of planning and execution activities by a large number of NBC staff across the organization. Through their combined efforts, the project was completed on time and within budget.

### Federal Personnel Payroll System (FPPS)

- **Credit Card Offset Program**

NBC successfully implemented the Department of the Interior's Credit Card Offset Program. This program resulted from the Travel and Transportation Act of 1998, which gave federal agencies authority to offset delinquent government credit card balances from the pay of federal employees.

- **New Clients**

The Equal Employment Opportunity

Commission and the Office of Navajo and Hopi Indian Relocation became new FPPS and Payroll Operations clients.

- **NBC EFF/Vendor Pay System**

In January 2001, the NBC EFF/Vendor Pay System, the system that pays those non-government casual workers and vendors who play a vital roll in fighting wild fires, went live. With coordination from the NBC, the EFF/Vendor Pay User Group was formed. The U.S. Forest Service also became serviced by the EFF/Vendor Pay System.

### Financial Systems

- **Federal Financial System (FFS) Certified by JFMIP**

The FFS software was certified by the Joint Financial Management Improvement Program (JFMIP) after rigorous testing that required each financial system to pass 100% of the JFMIP mandatory CORE financial system requirements. The NBC was the first federal government franchise organization to receive this JFMIP certification for one of the financial systems it offers to its customers, establishing itself as the leader among franchising agencies.

- **New Clients**

NBC implemented the FFS at the Nuclear Regulatory Commission, the National Transportation Safety Board, and the National Labor Relations Board. Additionally, the International Boundary and Water Commission began receiving our financial services.

### Customer Satisfaction

- **Customer Satisfaction Survey**

The NBC completed its first client-wide, Web-based Customer Satisfaction Survey. This assessment determined the level of satisfaction of the NBC's customers, identified customer service issues, outlined opportunities for improvement, and set the stage to develop and implement a customer service training program for NBC employees to enhance their focus on key drivers of excellence in customer service. Of all respondents, 87% reported they were overall "satisfied" or "very satisfied" with the products and services received from the NBC.

### Accessibility Technology

- **NBC's Accessibility Technology Center (ATC)**

A new nationwide program to assist employees with disabilities create a pro-

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Reston and Boise.

Through our fee-based customized lines of business which attract other DOI offices and federal agencies we have grown our revenue from \$347k in 1999 to over \$4M in 2004. In addition, our team has established a solid reputation within the federal and Training and Development communities.

DOIU was among the first participants in the E-Training initiative now known as GOLEARN sponsored by OPM. DOIU was also a charter member of the FASTRAC consortium lead by the National Security Agency. This partnership provides access to over 2000 online courses in computer and business skills to Interior employees. This initiative was in effect a good two years before the "Quicksilver" E-Gov initiatives.

In terms of future successes, I count

on the continued excellent work of my leadership team and the individuals who make up their staffs. This past year we were very lucky to attract one of our Office of the Secretary Intern graduates, Shari Hanscomb, as a member of our permanent staff. Shari, Ross Allan, Cori Sabet, Joleen Macek, Rebecca Rabuck, and Felicia Hodge are our future leaders. They are all members of our under 33 club. Just recently, we experienced a baby boom in the directorate – we believe in succession planning!! Ellen Bliss, Rebecca Fields, Lucy Adams, and Susan Romero are all producing potential interns for DOIU. YEAH, team!!

Of course, another key factor in our continued success is support from above. We have had great champions these past five years including: Paul Denett, John Berry, Sky Leshner, Bob

Lamb, Nina Hatfield, Lynn Scarlett, Debra Sonderman, Mike Trujillo, and of course Tim Vigotsky. Tim is one of my favorite bosses because of the freedom he gave me to shape and grow DOIU. Tim, you will be missed!!



**Dolores Chacon**  
President of DOIU / Associate Director, Strategic Management of Human Capital

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ductive work environment through technology was instituted in Washington, DC. The ATC, located within the Main Interior Building, demonstrated how assistive technology and ergonomic solutions can be inexpensively customized to individual needs, thereby improving the quality of life for disabled employees. The DOI-funded ATC web site was launched in conjunction with the center's grand opening to provide this valuable information to offices outside Washington, DC.



The Department of the Interior's (DOI) Accessible Technology Center (ATC) is located at the Main Interior Building - 1849 C Street, NW, Room 1013 - Washington, DC.

**NBC Web Site Development**

- [Volunteer.gov](#)

The NBC developed the *Volunteer.gov* web site, tying

together all the different volunteer pages that were available on the DOI, the Fish and Wildlife Service, the National Park Service, and the Forest Service web sites.

- [Interior Site Information System \(ISIS\) Web Site](#)

The ISIS was designed to replace the DOI's previous client-server-based telecommunications assets tracking system. The centralized database tracks the DOI telecommunication equipment and circuits in all DOI facilities by recording asset ownership and location, to identify opportunities for sharing telecommunication resources, and to estimate the associated costs.

- [Greening the Department of the Interior](#)

To assist the DOI in its mission to conserve, restore, protect, and provide access to the United States of America's natural and cultural heritage, the NBC developed and launched the "Greening the Department of the Interior" web site. The site publishes executive orders, waste prevention, recycling goals, results of yearly environmental achievement awards, as well as a myriad of environmental information.

- [YourLand.gov](#)

The NBC supported the *YourLand.gov* initiative, a web site designed to provide geo-spatial and tabular information about public lands.

- [Recreation.gov Awarded at the E-Gov Conference](#)

At the E-Gov 2001 conference in Washington, DC, the "Trailblazer" award was bestowed upon *Recreation.gov* in recognition of the efforts made to promote innovative Electronic Government Programs.

**DOI University (DOIU)**

- [Speaker Series](#)

DOIU took the lead on developing and conducting a Workforce Planning Consortium which was attended by

many federal agencies.

- [New Programs](#)

Three new programs were added to the DOIU portfolio: 1) The speaker series in Denver on Growth, Leadership and Transitions, 2) The Financial Management Intern Program, which was developed in partnership with DOI's Financial Management Intern Program, and 3) The HR Certificate program, which focuses on the strategic areas of human resources management.

**Human Resources**

- [HR Cross-Servicing](#)

The NBC entered into an agreement with the Inter-American Foundation (IAF) to provide a full range of servicing personnel office functions. Under the agreement, the NBC HR office was delegated full authority by the President of IAF for staffing and recruitment, position classification, employee relations, training, and personnel action processing. This agreement was the first in which the NBC offered full operational HR services to another agency.

**Procurement**

- [New IDEAS-PD Client](#)

The NBC signed on the Office of Justice Programs (OJP) and the John F. Kennedy Center for the Performing Arts for IDEAS-PD implementation.



Kennedy Center in Washington, DC.



# FY 2002

As with previous years, the NBC racked up an impressive number of accomplishments, a few of which are highlighted here.

## Leadership

- **Leadership Conference**

To ensure the NBC remained a dynamic and leading-edge service provider, in the spring of 2002 the NBC hosted an off-site Leadership Conference. The theme of the Conference was “Managing for Excellence and Accountability.” During the week-long conference, participants worked together with a sense of urgency and optimism to identify the breakthrough, revolutionary organizational changes needed as the NBC responds with singular purpose to the management challenges facing it. The conference brought increased leadership cohesion and refreshing candor and exchange of ideas.

## An Addition to the NBC

- **Aviation Management Directorate (AMD)**

AMD (formerly the Office of Aircraft Services) was realigned under the NBC. Headquartered in Boise, Idaho, AMD was established by DOI Secretarial Order in 1973 to “...raise the safety standards, increase the efficiency, and promote the economical operations of aircraft activities in the Department of the Interior.” AMD is responsible for DOI’s aviation safety program. Through this leadership, AMD provides centralized technical and administrative services to all DOI bureaus and, through individual agreements, to several other federal and state offices. Through offices in Human Resources, Aviation Safety, Technical Services, Evaluation Program, Financial Man-

agement, Acquisition Management, and Information Resources Management, the AMD Headquarters provides administrative oversight, support, and technical direction.

## Payroll Consolidation

- **NBC Selected in e-Payroll Competition**

The Director of the Office of Personnel Management (OPM), Kay Coles James, announced the DOI’s NBC was one of four e-Payroll competition winners. The other three are the Department of Defense’s Defense Finance and Accounting Service (DFAS), the Department of Agriculture’s National Finance Center (NFC), and the General Services Administration (GSA). Additionally OPM partnered the NBC with the NFC, and the DFAS with the GSA to further consolidate in the future. The NBC will add nearly 100,000 new payroll clients by September 2004, expanding its customer base by half. The announcement marked the culmination of the selection process to reduce the number of federal civilian payroll providers from 26 to only four.

## NBC Data Center

- **Data Center Upgrade**

The NBC Data Center installed additional capacity and capabilities to the mainframe environment. This upgrade was important for several reasons. First, the upgrade provided additional resources for new clients and additional

resources for high processing requirements. Second, the upgrade allowed for the installation of more current infrastructure capabilities, chiefly higher speed access to peripheral storage devices. While providing additional processing capacity, it also positioned the NBC to take advantage of recent technology improvements that provide higher levels of reliability, performance, and cost efficiency.

## Federal Personnel Payroll System (FPPS)

- **FPPS2000**

FPPS2000, including the FPPS Datamart and the Web FPPS, was completed with the release of FPPS Version 2.06. This project was undertaken to respond to client requests for the FPPS application and access to its data be more user-friendly and Web-enabled. The improvements to the Datamart included adding the ability to automatically process queries and reports, reusing the FPPS data in related applications, and improving efficiency. Web FPPS is now an integral part of the FPPS.

- **New Clients**

The National Labor Relations Board, the Nuclear Regulatory Commission, and the National Transportation Safety Board joined the FPPS and Payroll Operations family.

- **Health Benefits**

FPPS added a new health benefits process, providing for the electronic submission of Health Benefits forms SF-2809 and SF-2810.

## Financial Systems

- **Momentum Financials Update**

NBC implemented American Management Systems, Inc.’s Momentum Financials at the Corporation for National Service and the Architect of the Capitol.



Aviation Safety training session conducted by the Aviation Management Directorate

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• **New Clients**

NBC implemented the FFS at the Nuclear Regulatory Commission, the National Transportation Safety Board, and the National Labor Relations Board.

• **New IDEAS-PD Clients**

NBC implemented the International Boundary and Water Commission, National Transportation Safety Board, National Labor Relations Board, Equal Employment Opportunity Commission, The Office of the Special Trustee for the American Indians, and Office of Personnel Management on IDEAS-PD.

**Internet Shutdown and Reconnection**

• **Court-Ordered Shutdown**

With great effort, the NBC continued to provide full systems and operational capabilities to most of its clients during the Internet shutdown and reconnection activities. These activities were ordered by a federal judge as a result of the DOI's involvement in litigation over its alleged underpayment on minerals extraction from individual Indian and Tribal lands. E-mail communications and Web-based services were most severely disrupted during the shutdown. Due to the permission to continue to use non-Internet telecommunications, payroll clients continued to have their payrolls processed; and financial systems users were, in almost all cases, able to continue with their operations. A huge increase in the use of telephone and facsimile communications took place, replacing e-mail as the best method to exchange information.

**Aviation Management**

• **Aviation Vendor Seminar**

As a result of the overwhelming success of a 1997

seminar, the Aviation Management Directorate (formerly the Office of Aircraft Services) sponsored another Aviation Vendor Seminar in February 2002. The primary objective was to further the DOI's partnering with current and prospective contractors within the aviation industry, as well as improving coordination between the DOI and aviation vendors. In an effort to assist contractors who may not have an in-depth understanding of the federal government contracting process, the seminar included formal presentations on government contracting organization and position responsibilities, responding to solicitations, contract source selection decisions, and new contract and technical changes. Additional presentations were made on payment procedures and preparation for contract inspections.

**NBC Web Site Development**

• **U.S. Coral Reef Task Force Web Site**

The NBC redesigned the U.S. Coral Reef Task Force web site, which is owned by the Fish and Wildlife Service. With a click of the mouse, visitors can access information on this topic.



the U.S. Coral Reef Task Force web site.

• **Lewis and Clark Web Site**

The NBC developed an interagency Web Portal for the Office of External and Intergovernmental Affairs to facilitate public enjoyment and appreciation of the 2003-2006 Lewis and Clark Bicentennial. The site provides the public government-to-citizen access to digital maps with links to actual historical sites of interest around the country.

**Web-Based Training (WBT)**

The DOI Office of Acquisitions and Property Management, the NBC, and DOI bureaus developed a Web-based training (WBT) system for the Integrated Charge Card Program. The WBT system consists of three integrated components: 1) WBT lessons consisting of training content, web delivery, review quizzes, and print capability; 2) a Learning Management System (LMS) consisting of student registration and processing, randomized testing and scoring, and administrative functions such as e-mail, reports, and query; and 3) an Oracle database capable of storing a virtually unlimited number of student records on the NBC Denver mainframe computer and interfacing with the FPPS for database population and updates.

**DOI University (DOIU)**

• **Alaska National Interest Lands Conservation Act (ANILCA) Seminar**

DOI U and Cam Toobey, Special Assistant to the Secretary for Alaska, hosted 100 DOI Directors and Managers interested in learning more about ANILCA. The impressive list of dignitaries and speakers included Secretary Gale Norton, Senator Ted Stevens, and former Secretary of the Interior and Governor of Alaska, Walter Hickel.

• **Certificate Programs**

DOIU designed certificate programs to provide employees with an opportunity to gain a competitive edge through a tailored curriculum in such key program areas as Human Resources, Finance and Acquisition, and Leadership and Supervision.

• **Other New Programs**

Two new programs were added to the DOIU portfolio: 1) Satellite Broadcasts in which a partnership with the U.S. Fish and Wildlife Service, National Park Service, and Bureau of Land Management expands the learning opportunities for all DOI employees in Denver and Albuquerque through the use of satellite-de-

livered training, and 2) Performance Consulting, which offers an innovative and more strategic approach to determine organizational and employee development needs.

## FY 2003

Included among the NBC's many accomplishments in FY2003 are those listed here.

### Additions to the NBC

- **Indirect Cost Office**

The Indirect Cost Negotiation Office came to NBC from the DOI's Office of Inspector General. The team negotiates rates for states, Indian tribes, Insular areas, and other entities to pay for overhead costs incurred in administering federal programs.

- **Planning, Performance, and Oversight Office (PPOO)**

The PPOO was established within the Office of the NBC Director to better position the NBC to respond to the President's Management Agenda, OMB budget and performance integration initiatives, the requirements of the Government Performance and Results Act, and the Government Management Reform Act. PPOO has two primary functions: planning and performance management and management control and audit liaison.

### Federal Personnel Payroll System (FPPS) and Payroll Operations

- **The President's e-Payroll Initiative**

The NBC made tremendous progress in Phase I of the e-Payroll Initiative, which is to migrate client agencies from their existing payroll system/provider to that of the NBC. Phase II is to partner with the Department of Agriculture's National Finance Center (NFC) to effect further enhancements in the payroll arena. Fiscal year 2003 saw considerable e-Payroll accomplishments, includ-

ing: assignment of clients, completion of fit/gap analysis, completion of planning, formation of the partnership of NBC and NFC, negotiation for funding, and finalizing of schedules.

- **New Clients**

The Chemical Safety and Hazard Investigation Board, the Consumer Product Safety Commission, and the Arctic Research Commission became new FPPS and Payroll Operations clients.

- **Leave and Earnings Statement Automation**

An important cost-saving measure, Automated Leave and Earnings Statements (LES), was implemented in 2003. The NBC estimated a half-million-dollar-a-year savings in payroll processing costs by automating the LES. Additionally, employees will benefit from immediate, online access to this important information each pay period.

- **QuickSAR**

NBC recently developed and implemented QuickSAR, a Web-based system to speed up and make more reliable the software change management process for the FPPS. This process requires capabilities far beyond what is offered by a document tracking and review system.

### Budget and Finance Directorate

- **New Clients**

NBC provided various financial systems and services to the following new clients: the Federal Communications Commission (Momentum Financials Cost Allocation subsystem), the National Endowment for the Humanities (Oracle Financials), and the Executive Office of the President (financial statement support and the Hyperion Management Information System).

### Union

- **AFGE at the NBC**

In November 2002, NBC Denver employees voted to elect the American Fed-

eration of Government Employees (AFGE) as the exclusive representative for Labor Bargaining Unit employees. The AFGE is the largest Federal employee Union representing 600,000 of the 1.8 million Federal Government employees. AFGE works to protect employee rights, benefits, and job security.

### Facilities

- **Main Interior Building (MIB) Renovation**

NBC is leading the renovation of the MIB. Six phases of renovation are planned for the project that will transform the MIB into a more healthful, safe, and efficient work environment. The first of the six phases addressed the basement and the M-floor, an entire floor occupied by mechanical equipment that is located between the 5<sup>th</sup> and 6<sup>th</sup> floors. Seven renovation categories had to be considered by the architects before arriving at the final design: life safety, environmental safety, security, historic preservation, sustainability, accessibility, and technology. The project is estimated to last nine years.

### Aviation Management

- **NSF Support**

The NBC Aviation Management Directorate (AMD) (formerly the Office of Aircraft Services) has a contractual relationship to support the National Science Foundation (NSF). In January 2003, the NBC led the investigation of an NSF helicopter crash in Antarctica.

- **Aviation Conference and Education (ACE)**

In 2003, the AMD sponsored three DOI Aviation Conference and Education (ACE) seminars in Salt Lake City, Utah; San Francisco, California; and Orlando, Florida with over 415 participants from both DOI and the U.S. Forest Service. The ACE is a week-long event offering over 20 training modules to natural resource personnel

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*In May 2002, the NBC Leadership Team met in Reston, VA. From left to right: Dick Comerford, Al Camacho, John Nyce, Robert Scheibel, Dolores Chacon, Karen Burke, Rick Koebert, Tim Vigotsky and Sherry Morrissette.*



*On May 1, 2003, NBC Denver hosted a "Support Our Troops" Day. Robert Scheibel, Assistant Director of the Information Technology Directorate, shared his personal experience in the U.S. Air Force (USAF).*



*The Indirect Cost Negotiation Office came to NBC from the DOI's Office of Inspector General. The team negotiates rates for states, Indian tribes, Insular areas, and other entities to pay for overhead costs incurred in administering federal programs. From Left to right: Dave DeMartini, Inge Montich, Te Vi, Norma Hazel, Maria Nua, Elena Chan, Steve Dallosta, Fay Graves.*



*One of our new customers, Millennium Challenge Corporation (MCC), visited NBC Denver in June 15, 2004. Back Row (Left to Right): Nimi Wijesooriya (MCC), Gary Keel (MCC), Tom Asmus (USAID), Doug Fehrer (MCC), Greg Williams (MCC), Dennis Locke (NBC), Jeannie Davis (NBC), Henry Barrett (USAID) Front Row (Left to Right): Doris Schmidt (NBC), Sue Compton (OMS), Barb Eaton (NBC), Sherri Nelson (NBC), Lynn Melena (NBC), June Hartley (NBC), Sandy Gregory (NBC), Liz Solis (NBC).*



*In October 2003, Tim Vigotsky and the members of the NBC E-Applications Management Division (led by Sharon Williams) unveiled the new DOI web site. From left to right: Sharon Williams, Tim Vigotsky, Renu Chaudhry, Secretary Gale Norton, Nicole Munno, Andrea Antunes, and Sandra Rainbolt.*



*Ross Allan and Susan Hoffmann discuss online learning opportunities with a visitor during the DOI IT Conference, held at the Marriott Denver Tech Center in October 29- November 3, 2000.*

# NBC Photo Gallery



On May 11, 2004, NBC signed an Educational Partnership Agreement with the School for Educational Evolution and Development (SEED).



In March 2003, Tim Vigotsky received from Secretary Gale Norton and Lynn Scarlett, Assistant Secretary for Policy, Management and Budget, the Silver Executive Leadership Award.



Don Engelhaupt at the NBC booth during the 2001 Excellence in Government Conference, held at the Marriott Wardman Park Hotel in Washington, DC (August 1-3).



NBC Reston and Washington, DC 2004 Employee Appreciation Day. Brian Holly, Associate Director of the Appraisal Services Directorate, awarded the team that worked on the integration of this new organization.



Rick Koebert, Associate Director of the Federal Personnel Payroll Systems & Services Directorate, announced the awards during the NBC Denver Employee Appreciation Day in 2002.

Tim Vigotsky, Rick Koebert and Dennis Locke at the NBC Denver Employee Appreciation Day in 2002.



During the NBC Reston and Washington, DC 2003 Employee Appreciation Day, NBC Director Tim Vigotsky and Dolores Chacon, Associate Director of the Strategic Management of Human Capital Directorate, presented an award to the NBC HR Team, led by Vivian Clark.

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whose jobs involve aviation-related duties. Class enrollment is determined according to student position and re-currency requirements. The ACE is based on the IAT program created by the Interagency Aviation Training and qualifications Working Team under the direction of the Aviation Management Council. The conference is held two or three times each year.

**NBC Web Site Development**

• *DOI Web Site*

The NBC and the DOI Office of Communications worked in partnership to develop a dynamic, informative, and user-friendly DOI web site that offers centralized access to all DOI mission-related resources. The DOI web site is citizen-centered and results-oriented, enabling the public to efficiently locate, share, and use DOI information, products, and services.

• *Take Pride in America Web Site*

The Take Pride in America management team chose the NBC to develop a vibrant, useful, and easy-to-use web site. The new web site informs and inspires American citizens to volunteer to improve our parks, refuges, recreation areas, and cultural and historical sites.

• *PMB Web Design Standards and Web Site*

The NBC worked in partnership with the DOI Office of Policy, Management and Budget (PMB) webmasters to develop and implement PMB Web Design Standards. These standards were defined to help PMB present an integrated, unified, and professional image, providing an identity that is recognizable to its users. NBC designed a new look for the PMB Home page and developed Web Templates and guidelines to help all PMB webmasters achieve full compliance with these PMB web site standards during their web site redesigns.

**DOI University (DOIU)**

• *Certificate Programs*

The DOIU developed two new certificate programs: a Grants program and an HR for practitioners.

• *CD Developed*

DOIU, in partnership with the Office of Collaborative Action and Dispute Resolution, developed a CD titled: "Conflict Happens: How Do You Make it Work For You?"

• *New Series*

At the request of the Assistant Secretary for Policy, Management and Budget, a new series was developed in cooperation with the DOI museum and DOIU: "Art, Collaboration and Con-

servation—a series of four very different interactive events."

• *Special Initiatives*

DOIU was among the first participants in the E-Training initiative, now known as GOLEARN, sponsored by OPM. DOIU was a charter member of the FASTRAC consortium lead by the National Security Agency. With local non-profit Discovery Creek Children's Museum and National Park Service, a 4-hour children's event based on the Lewis and Clark Adventure was created.

• *Training Completed*

Activity-Based Costing/Management DOI-wide training was developed and tailored to specific bureaus and offices, and Workforce Planning (WP) training was conducted at all four Leadership and Performance Centers. Furthermore, DOIU took the WP training to all 13 Bureau of Indian Affairs regions, training over 320 employees, as well as the 55 from the Office of the Special Trustee.

**FY 2004**

**NBC Reorganization**

The NBC undertook a strategic and functional realignment to help create and sustain a more logical and efficient organization to support the growing needs

**Improving Business Practices**

*By Sherry Morrisette*

**U**nder Tim Vigotsky's leadership, the NBC's budget has increased over 1,000%, from \$96 million in FY 1998 to its current estimate of over \$1 billion. This is directly attributable to not only the NBC's tremendous success in providing outstanding service, but also its serious commitment to the most efficient and effective use of its customers' resources.

The NBC has achieved enormous strides in improving its business practices to enhance accountability and fiscal transparency for the benefit of our

customers. The Budget and Finance Directorate led numerous business practice improvement teams focusing on pricing, activity-based cost management, customer agreements, billings/collections, and budget execution, resulting in standardization, automated business processes, and enhanced program management and performance; all resulting in efficiencies in resource utilization. These business teams led the development and implementation of a standard, automated Pricing Calculator to produce service estimates; an automated Customer Agreement System that allows NBC program managers to input, track

and approve customer agreements, and which interfaces directly to the financial system; and an Executive Information System that provides NBC managers with standard, up-to-date financial, human resources, project and customer reports to enhance their ability to make prudent and informed business decisions. The Budget and Finance Directorate partnered with Bearing Point to produce an NBC roadmap for business process improvements that incorporates the best business practices of private sector service organizations. The budget and finance staff has worked tirelessly with NBC program managers to

of its clients. The reorganization plan was implemented October 2003.

## Additions to the NBC

### • Appraisal Service Directorate

The Appraisal Services Directorate was created through the consolidation of appraisers from the Bureau of Land Management, the Bureau of Reclamation, the National Park Service, and the Fish and Wildlife Service. The new organization provides an opportunity for the DOI to develop a highly skilled, independent professional corps of appraisers able to provide the high level of appraisal services required by our multiple land management responsibilities. The NBC is appropriately suited to house the new appraisal organization as it provides business and administrative services and systems to DOI bureaus and offices. With its variety of locations, the NBC is organizationally structured to provide administrative and infrastructure support to the appraisers.

## Federal Personnel Payroll System (FPPS) and Payroll

### • The President's e-Payroll Initiative

The Nuclear Regulatory Commission (NRC), the Surface Transportation Board within the Department of Transportation (DOT), the National Science

Foundation, the Saint Lawrence Seaway, Development Corporation (within DOT), and the National Aeronautics and Space Administration (NASA) became FPPS and Payroll Operations clients in FY 2004.

### • Other New Clients

In addition to the e-Payroll Initiative clients, FPPS and Payroll Operations implemented the Valles Caldera Trust and the Millennium Challenge Corporation.

## Enterprise Architecture (EA)

### • NBC's EA

The reorganization of the NBC IT Directorate led to the formation of the NBC Enterprise Architecture Program Management Office (EAPMO). The EAPMO collects information to populate the Department Enterprise Architecture Repository (DEAR) by collaborating with other data-collection efforts within the NBC and in accordance with a policy directive from the DOI Office of the Chief Information Officer. This effort supports the DOI Strategic Plan, 2003-2008; and NBC is setting plans of action and milestones to build an excellent NBC EA.

## NBC Web Application Development

### • Intra-Government Transaction Exchange Portal (IGTE)

The NBC was one of five federal agencies that participated in the pilot production of the IGTE. The IGTE, formally known as the Intra-Governmental Transaction Portal (IGTP), is an Integrated Acquisition Environment e-Government initiative that supports the President's Management Agenda. This initiative is a major step toward the President's goal of an electronic solution that removes the intra-governmental weakness as a barrier to our goal of a clean opinion on the U.S. Consolidated Financial Statements. The NBC developed an IGTE Interface Application that interfaces with the federal IGTE Portal.

### • Environmental Cleanup Liability (ECL)

The NBC developed an Environmental Cleanup Liability (ECL) web application to ensure ECL recording and reporting consistency among bureaus and enable the DOI to track changes in its liabilities. Per Statement of Federal Financial Accounting Standard No. 5, Accounting for Liabilities of the Federal Government, DOI and its bureaus are required to report ECLs in their financial reports. The ECL database application is an integral element of DOI's Environmental Management System.

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adhere to strict accountability controls and utilize financial data to improve program performance and resource use. With the implementation of activity-based cost management, NBC program managers have an even greater amount of cost data to analyze and evaluate to help improve service delivery. During FY 2004 alone, NBC's indirect cost budget was reduced by over \$2 million due to efficiencies achieved through program efficiencies, and all financial systems' customers received a 10% reduction in costs due to the consolidation of NBC's data center support.

The NBC's financial management cli-

ent base has increased three-fold and continues to grow as we implement the President's e-Gov initiatives and the next generation of financial systems. The NBC is the only federal service organization that offers a wide range of financial management systems and solutions, working closely with each client to take advantage of the cost savings that result from standardization and seamless data ex-



**Sherry Morrisette**  
NBC CFO / Associate Director,  
Budget and  
Finance

change without compromising realistic business needs for customization. All NBC's accounting services' clients have received unqualified financial statement audit opinions, and our financial systems have passed independent third-party audits of operational effectiveness. The NBC is well on its way to being recognized as a Center of Excellence for Financial Management for the entire government.

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• **Datacall Tracking System**

NBC devised the web-based Datacall Tracking System, which enables designated DOI users to electronically request, send, respond, review, track, and manage Datacalls.

**Financial Systems**

• **NBC eTravel Initiative**

The NBC provided assistance to 17 non-DOI clients in support of the General Services Administration's (GSA) eTravel initiative. Each of the 17 agencies is included in a joint eTravel migration plan, which was submitted by NBC to the GSA on March 31, 2004. The NBC will provide migration planning, vendor selection, contract management, implementation services, interface development to multiple financial applications, training, and production customer service support to each agency. NBC's eTravel migration strategy is to select a single eTravel vendor and implement a common application to support all client agencies. By participating in a shared solution, clients will save time and money by sharing infrastructure, implementation, and production costs. In addition, client agencies will be able to capitalize on the NBC's extensive experience with implementing and maintaining automated reservation and travel management systems.

• **Oracle Federal Financials**

The NBC standardized its implementation methodology for its Oracle Federal Financials product line. The new implementation approach lets agencies maximize business efficiencies through the use of commercial-off-the-shelf software while still taking advantage of the flexibility offered by Oracle applications. The enhancements are included in our most recent implementations of Oracle Federal Financials at the Millennium Challenge Corporation, African Development Foundation, Trade and Development Agency, and Public Defenders Service of the District of Columbia.

• **NBC Activity-Based Costing/Management (ABC/M)**

ABC/M was implemented across the NBC on October 1, 2004. Creation of the NBC ABC/M data dictionary of activities was the result of several months of collaboration between the budget office and business line managers. The data dictionary is grouped by functional area to highlight similar functions performed across business lines. The ABC/M Initiative also included implementation of the Web-based Quicktime Time & Attendance system for each employee. Use of ABC/M will give managers enhanced information for pricing, business process evaluation, and efficient use of resources.

**DOI University (DOIU)**

• **School for Educational Evolution and Development (SEED)**

In May of 2004, the partnership between NBC and SEED was formalized by Tim Vigotsky. Chartered in 1997 by the DC Public Charter School Board, the SEED school is the Nation's first inner-city public charter boarding school for urban girls and boys. SEED provides a nurturing environment, strong role models, and a rigorous academic program that prepares students for career choices, including admission to the nation's top colleges and universities. The partnership with SEED provides NBC an opportunity to give back to the community by fostering student interest in American history, cultural and natural resources, conservation, public service, and financial and business practices.

• **New Registration Procedure**

The NBC Program Support Office in Denver partnered with the DOIU to offer the fiscal year 2004 FPPS and Payroll training classes on the DOIU web site. This one-stop shopping, on-line process serves our customers better by keeping pace with today's ever-changing world of automation and modernization.

**Positioned For the Future**

By Rick Koebert

Over six years as a vital part of the National Business Center (NBC) has been exciting! Employees' pay is always a subject of the highest concern for any ongoing organization, and this is true for all of our clients. We have always put paying employees accurately and on time as our top priority, while balancing the many initiatives we have successfully pursued to improve federal pay and personnel systems and services. At the time of this article's writing, we disburse every pay

period approximately \$423 million – or about \$11 billion a year.

The move of the Bureau of Reclamation's Denver Administrative Service Center to the NBC was not scheduled for October 1998 when NBC stood up. Rather, our incorporation was delayed until April 1999, so that the reorganization would not interfere with our priority of completing the implementation of our then new Federal Personnel Payroll System (FPPS) in early FY 1999. Once transitioned to the NBC, we then immediately began moving out on plans to enhance our system, which had been in development for many



**Rick Koebert**  
Associate Director,  
Federal Personnel Payroll  
Systems & Services

years. Technology had changed during the development period; and while FPPS was an integrated personnel/pay database system with online capabilities, our clients wanted Web access and datamart enhancements added to our system. The FPPS 2000 project was developed and funded by our clients to make these enhancements. By 2001 this effort was successful.



# NBC Selected In e-Payroll Competition

**O**n January 15, 2003, the Director of the Office of Personnel Management (OPM), Kay Cole James, announced that the Department of Interior's National Business Center (NBC) was one of the four e-Payroll competition winners.

E-Payroll is an initiative that is part of President Bush's Management Agenda. Coordinated by the Office of Management and Budget (OMB) and managed by OPM, it is designed to save taxpayer dollars and to streamline government payroll operations. To bring modern services to the federal payroll operations, four e-Payroll winners were selected from the eight agencies that submitted proposals. Before the selection, there was a conglomeration of 26 federal payroll providers. Now pared down to four e-Payroll providers, OPM took the four and formed two partnerships:

- 1) the Department of the Interior's NBC and the Department of Agriculture's National Finance Center (NFC)
- 2) the Department of Defense's Defense Finance and Accounting Service (DFAS) and the General Services Administration (GSA).

Those agencies whose providers were not selected were aligned by OPM with one of the selected providers. Those agencies aligned with the NBC are the Department of Transportation (DOT), the National Aeronautics and Space Administration (NASA), the National Science Foundation (NSF), and the Nuclear

Regulatory Commission (NRC).

In Phase I of this initiative, the NBC is migrating client agencies from their existing payroll system/provider to the NBC payroll system in a manner that is least disruptive and most beneficial to the client agency. At the NBC, project plans are in place and needed activity is underway to accommodate the new client migrations, as well as to maintain support and to continue to provide premier customer service to NBC's existing clients.

During this busy migration process, 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 new emerging issues every day. It is truly a team effort requiring the most creative ideas from across the NBC organization - be it from our client conversion staff, to the systems staff, to datamart, to training, to operations, to the data center. All have "pitched in" and done whatever is necessary to get the job done. Literally, every day has presented new challenges which NBC's people have consistently met.

Our new clients that have been successfully implemented onto the NBC systems are the Nuclear Regulatory Commission (NRC) and the DOT's Surface Transportation Board in November 2003, the National Science Foundation (NSF) in May 2004, and the DOT's Saint Lawrence Seaway Development

Corporation (SLSC) 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 DOT. With this new increase, the NBC will pay over 300,000 employees.

In Phase II, the NBC's role is to collaborate with the NFC in the development of simple, easy-to-use, cost-effective, standardized, integrated e-HR/Payroll services to support the mission and employees of the federal government.

An added benefit to all payroll clients is a Payroll Advisory Council that provides a consolidated forum, previously not available, to address common issues or solutions, opportunities to standardize, and next steps. The OPM chairs the meetings and arranges for experts and guest speakers to be on hand to address questions and resolve payroll-related issues. Most recently, this group met in Denver, Colorado, on August 10-12, 2004.

The NBC is extremely proud to have been chosen as one of the e-Payroll providers. Both the NBC and the NFC are committed to the goals of the e-Payroll initiative. Their partnership provides an emerging enterprise that combines the best payroll business practices from each organization in order to provide federal employees with the best payroll products and services.

Having the most modern personnel payroll system serving the federal sector and a great customer service ethic have positioned us to succeed in leading initiatives such as e-Pay. After a grueling competition, the NBC was selected to be one of the federal government's final four e-Pay providers. This effort is reducing pay systems for the federal sector from over 26 to 4. During our first year of migrating e-Pay customers to the NBC, we have successfully migrated the Nuclear Regulatory Commission, the National Science Foundation, the National Aeronautics and Space Administration, and the Department of Transportation's (DOT) Surface Transportation Board and Saint Lawrence Seaway Development

Corporation. The rest of DOT will follow in FY 2005.

Succeeding in the e-Gov arena has opened opportunities for us to take on additional initiatives: we now offer an employee-based, Web-accessible Time and Attendance system; we are working with OPM to host their e-Official Personnel Folder; we continue to develop a partnership with USDA's National Finance Center; and we are preparing responses to hopefully align us to be selected under the Human Resource (HR) Line of Business. Under the last initiative, we would continue as a payroll provider and also continue with the core personnel functions we now provide, while adding more capabilities to meet other HR require-

ments. Since we are currently a shared service center meeting the defined core requirements, we believe that this effort will be a great opportunity for us and our existing and future customer base to share in additional savings of new systems opportunities.

All of this and much more has occurred under the leadership of our Director, Tim Vigotsky. With Tim's vision and his total support for our staff's efforts, we have succeeded in improving and consolidating operations, improving systems and services, and ultimately saving the federal government money. We are well positioned for the future; and consequently, NBC's successes in partnership with our clients will continue.

# A Look Back

By John Nyce

I met Tim Vigotsky in the summer of 1998, when interviewing for the Procurement Chief position in what was then the Acquisition Services Division (ASD) of the Interior Services Center (ISC). Tim explained that he had been hired to rejuvenate the ISC which had undergone a very turbulent three year period prior to his arrival and to lead the establishment of what is today the National Business Center (NBC). I was immediately impressed with Tim's enthusiasm and his vision for the future. I was excited about this potential opportunity and fortunate to be selected by Tim for the Procurement Chief position.

Soon after joining the NBC in July of 1998, the merger of the ISC with the Washington Area Services Center (WASC) and the Denver Area Services Center (DASC) became a reality. For the ASD, this meant in a little more than two years going from an 8 person single sited operation to an organization that was located in three cities and a staff of more than with 50 members. With the addition of reimbursable team in early 2001, the ASD became a highly recognized organization across the federal government and the highest dollar volume contracting shop in the Department

of Interior. During this time the ASD received the highest customer satisfaction rating from the annual Department wide acquisition survey of all of the 9 contracting organizations surveyed.

I felt very privileged in the fall of 2001, to be selected as the Assistant Director of the Administrative Operations Directorate (Admin Ops). My respect for Tim grew as I fully realized the challenges of this position, especially when combined with the fact that Tim held this position while also leading the establishment of the NBC. I like to compare the Assistant Director of the Admin Ops position to a manager of a four star hotel that was built in the 1930s and who is continually trying to keep its 2500 guests happy. During his first three years, Tim led the successful rebuilding of the Admin Ops organization. Achievements such as: Winning the President's quality circle award for energy; creation of the Accessibility Technology Center (ATC); opening of the JWOD supply store; and the renovation of the south Interior Building auditorium, demonstrated the high performance level the Directorate had returned to. Since the fall of 2001 Admin

Ops has continued to be an extremely high performing organization. Recent examples of significant achievements include: a drug testing program that is recognized across the entire federal government as one of the best; a security program that met the challenges of the horrendous attacks on September 11, 2001 as well as the development of new procedures like the shelter in place program which has been emulated by other federal organizations; significant growth in services provided by the ATC for DOI employees; expansion of the health center services; enhanced mail operations to meet the new biological and chemical threats; and the completion of the first phase of the six phase modernization program.

On behalf of every member of the Admin Ops Directorate, thanks for having the confidence, vision and leadership

to turn the Directorate into a revitalized high performing organization. And from a personal note, I would also like to thank you for allowing me to be an integral part of your seven year journey. It was everything you described in the summer of 1998 and will be without a doubt a highlight of my government career. Best of luck on the next phase of your journey.



John Nyce  
Assistant Director,  
Administrative Operations

## Significant Mergers into the Administrative Operations Directorate

On January 14, 2001, after the completion of an intensive six month due diligence analysis, the 37 person Army reimbursable contracting team transferred to the National Business Center (NBC) and became a part of the Acquisition Services Division (ASD). This Fort Huachuca team, which started as a two person pilot program in 1989, rapidly established themselves as a top notch highly commended contracting organization. The first year as a member of the ASD team, they awarded over \$500M of con-

tracting actions. The merger of the reimbursable team immediately provided ASD added contracting capabilities and flexibilities. This team also strengthened NBC's ability to provide the full spectrum of administrative services. The Fort Huachuca team continues to prove their value to the NBC and to achieve strong growth. It is estimated are that they will obligate approximately \$900M worth of contracting actions in FY04.

A second important merger occurred on January 1, 2003. The Indirect Cost (IDC) services function was transferred from the Department of the Interior's Inspector General Office (OIG) to the Administrative Operations Directorate of the NBC. This transfer was this ne-

cessitated by the amendments to the Government Auditing Standards that prevented the OIG from performing this function beyond that date. The merger into the NBC was accomplished in a very efficient manner and was seamless to their customers. Recently the IDC team began to cross service other federal agencies. New clients include the Environmental Protection Agency and the Institute of Museums and Library Services. Currently, the IDC team negotiates over 700 annual rates with 130 states and local governments, 24 territories, 86 non-profit organizations and 506 tribal governments.

Both organizations have been excellent additions to the NBC.

# Leading the Modernization of the Main Interior Building

The Department of the Interior was the first building in Washington, DC to be authorized, designed, and built by the Roosevelt Administration. Construction of the 1.3 million square foot building covering 2 city blocks, and housing approximately 4000 occupants, began in April of 1935 and was completed in December 1936 – a record time for the building of a federal structure of its size and complexity.

Constructed to be one of the most innovative and functional government buildings of its time, the building was designed to enhance occupant comfort and safety. Central air conditioning, windows and sink closets in almost every office, moveable steel office partitions, escalators, acoustic plaster ceilings, and a separate floor for the mechanical equipment were features of the new building.

In 2001, over sixty-five years later, GSA awarded a contract to Grunley Construction Company to modernize the Main Interior Building. The modernization project will be conducted in six phases. Each phase will correspond to the six wings of the building, with a scheduled completion date of 2011 and an estimated cost of \$175M. The historical areas of the building including the Secretary's Office, Library, Museum, Lobbies, and Hallways will be included in the modernization project, but will be restored and preserved according to historic preservation standards. Finally, an agreement to certify the building through the Leadership in Energy and Environmental Design for Existing Buildings (LEED\_EB) rating program of the US Green Building Council was endorsed by both GSA and DOI. The LEED-EB program is a voluntary consensus-based, rating system that evaluates environmental performance from a whole building perspective over the life cycle of the building with a focus on sustainability.

The 6th wing has been completed and occupants have moved into the modernized space. Some of the specific improvements include:

- Life safety upgrades include the installation of fire alarms and a public address system, sprinklers, an emergency generator to provide backup power for emergency lighting, and additional stairs on each wing which are much safer in times of a fire.

- Environmental quality has been improved with the introduction of fan coil units housed under the windows, allowing the occupants to regulate heating and cooling in the individual offices. Carpet tiles, made of recycled post consumer products were chosen to eliminate the need for padding which harbors mold and to facilitate replacement of damaged or soiled carpet. Individual offices have pendant lighting with the option to select direct or indirect lighting. Asbestos and lead paint were abated. Restrooms are accessible and emergency egress ramps will be provided from the Auditorium and selected wings. Water saving improvements include the installation of low flow toilets in the restrooms. A green roof will be installed during the next phase as a pilot to analyze the savings, costs, and feasibility of using rainwater collected on the roof to irrigate the landscape around the perimeter of the building.



*The construction of the MIB began in April of 1935 and was completed in December 1936.*

- Each wing has a kitchenette equipped with Energy Star appliances, collection containers for recycling materials, and timed electrical outlets to reduce energy usage.

*In 2003, a new fire pump was installed in the basement mechanical room.*



*Demolition of the floor for the installation of new stair tower. Demolition is needed to upgrade and improve the MIB's infrastructure to conform to current health and safety standards. Portions of the fire protection and alarm systems will be upgraded and portions replaced.*



# ODTAA – One Darn Thing After Another

By Robert Scheibel

Terrence, an educated African slave who lived in Greece more than two thousand years ago, has been credited by some critics with inventing the literary concept of a plot. Terrence's plays were always action filled, his characters always moved rapidly from crisis to crises, some things were planned, some weren't, there was a wild scramble, but in the end, all turned out OK. This series of events, which sounds like many of our own lives, was deemed: ODTAA – One Darn Thing After Another. Come to think of it, ODTAA perfectly describes Information Technology (IT).

For NBC's IT area, the last few years have been action packed, essentially ODTAA: the Y2K crises, data center consolidation, Internet shutdowns, IT security, new clients, aviation and fire support, enterprise architecture, Web exploitation, capital planning, e-Pay, Lines of Business, MIB data center move to the ESC, FBMS hosting, etc, etc. It has never ended. In fact the rate of change and the pressures on the IT community are at an all time high. The people on the NBC team, with Tim as our leader, withstood this onslaught of ODTAA and made it happen. This is NBC's legacy, this is Tim's legacy.

And what does the future hold? Rapid change, emerging technologies, new business processes,



Robert Scheibel  
NBC CIO / Assistant Director,  
Information Technology

centralization and consolidation of infrastructure, new skills, cross-servicing on a scale we never dreamed of, service-oriented architectures, organizational transformation, and with all this: ever increasing demands and even more business transformation. The NBC is uniquely positioned within the federal government for the future. Time will tell if we succeed. But, with our experience with ODTAA, with new leadership on the horizon, don't bet against the NBC.

# Y2K Remediation Efforts

The NBC Year 2000 (Y2K) Project was a success. In fact, due to careful planning and remediation efforts at all NBC locations, hundreds of man-hours of labor and an infusion of funds from the government's Y2K fund, Y2K was termed a "non-event" at the NBC.

In Denver, a Y2K Project Management Plan had been in place since September 1996. Culminating literally years of preparation, the NBC Denver Command Center was activated at 4:00 p.m., Friday, December 31, 1999. Its purpose was to monitor the conditions and status of Denver's mission-essential facility along with its mission-essential systems. After midnight, and already assured that system backup capabilities executed properly, functional groups used quality assurance checklists to verify correct operation of the mainframe, other mid-range systems, systems software, communications network, LAN/PC systems, and the building facility.

Applications testing started at 5:00 a.m. Saturday morning after prime data center components were tested and deemed operational for Y2K and beyond. FPPS and FFS applications were tested by NBC and client staffs, and found to work normally. At 4:00 p.m. Saturday afternoon, the Command Center was deactivated.

In Washington, D.C., the NBC Technology Services Division (TSD) in the Main Interior Building completed the remediation for all Office of the Secretary (OS) employees in the MIB, including the NBC. The TSD Y2K Remediation Team evaluated and applied operating system patches to a Hewlett Packard minicomputer and 565 end user workstations. Only 86 workstations were completely replaced. In addition, a total of 1,076 non-compliant end user software applications were either replaced or upgraded. Nine non-compliant servers were identified and replaced, and essentially all 53 telecommunications hubs were replaced. Most legacy applications were modified to accommodate a 4-digit year, but one application had to be completely rewritten due to the reliance on non-compliant commercial off-the-shelf software. Additional telecommunications remediation efforts included replacing one telephone system, one videoconferencing system, several FAX machines, VCRs, and a teleprompting system.

On Friday, December 31st and Saturday, January 1st, a Y2K Command Center and Readiness Team was on-site to perform minicomputer, application, and network system checks and testing, and to perform testing on more than 50 end user workstations throughout the MIB. The telecommunications team ensured that all MIB telephone systems and OS Wide Area Network communications were operational. No Y2K-related problems were encountered.

At all NBC locations, the following Monday, January 3rd, was deemed to be the true test to determine if any customer-reported Y2K problems would occur. NBC Help Desks carefully monitored trouble calls received and none were deemed to be Y2K-related.

# Expanding E-Government Solutions

The National Business Center continues to be a main contributor in the expansion of e-government solutions. A major focus of the NBC, since the fiscal year 1999 Government Paperwork Elimination Act (GPEA), has been to improve mission performance, reducing duplication, ensuring information security, and cooperating across traditional agency silos. NBC has simplified and unified business processes in moving to electronic media by providing optional electronic reporting, record-keeping, and electronic information processing that decreases the public's paperwork burden and increases the practical utility of the information provided.

The NBC provides its commitment to streamlining government operations by joining OMB in a pilot implementation of the new e-government initiative, Intra Government Transaction Exchange (IGTE); the NBC participated in the development of the federal IGTE system requirements and design, and also developed internal interfaces from its financial system to the federal IGTE Portal.

Specifically, the NBC has simplified delivery of services from government to citizens by developing and enhancing web sites such as: the "Take Pride in America" Web site that informs and inspires American citizens to volunteer to improve our parks, refuges, recreation areas, and cultural and historical sites; the "Lewis and Clark" Web site that provides

information about various Lewis and Clark historical places, allowing American citizens opportunity to recognize, and appreciate the significance of the Lewis and Clark Expedition; and the "Yourland" Web site that provides information about environmental conditions, land use, land management, recreational and commercial activities on federal land.

The NBC has simplified delivery of services from government to businesses by developing and enhancing web sites such as: the "Electronic Invoicing" Web site that allows business vendors to send their invoices to federal agencies electronically, reducing phone calls to agency, accounts receivable costs, postage costs and lost invoices while promoting faster payments; the "Business Opportunities" Web site that allows business vendors to view government business opportunities online and respond by submitting quotes online.

The NBC has simplified delivery of services from government to government by developing and enhancing web sites and interfaces such as: the "IGTE Portal Interface" that electronically transmits interagency obligations and bills to the federal IGTE Portal; and the "Online Credit Card Payment" Web site that allows government employees to pay for government products and services via credit card while recording and preserving all the transaction data for review and reporting.

The NBC has simplified delivery of



The "Lewis and Clark" Web site highlights the significance of the Lewis and Clark Expedition.

services to produce internal efficiency and effectiveness, utilizing modern technology to reduce costs and improve quality of federal government agency administration, by developing systems such as: the "Appraisal Tracking System" that provides a common submission process for appraisal requests and approval; the "Datacall Tracking System" that consolidates and streamlines the datacall process, providing a consolidated central repository for datacall information, reducing the cycle time from datacall request to datacall delivery while providing common processes and best practices for tracking and controlling datacall requests, reviews and approvals; and the "Online Quality of Work/Life Survey" that gathers employee views on workplace and life topics to ensure that the Interior's offerings continue to align with the needs of its employees – the survey application includes the ability to add and update online survey responses, survey publishing capability and online reporting.

Projects and Initiatives Highlights

## Data Center Consolidation

Administrative systems within the Department of the Interior (DOI) were consolidated onto a single mainframe computer in Denver, managed by the NBC, in January 2001. The consolidation effort was directed by Tim Vigotsky, the NBC Director, early in 2000, and was subsequently approved and funded by the Interior Management Committee (IMC) in May 2000. The objective of the consolidation was to reduce costs and streamline operations by migrating all Federal Financial System (FFS) workload from a mainframe computer facility operated by the U.S. Geological Survey (USGS) in Reston, Virginia to the

NBC Denver data center. Several unique bureau applications were also moved from Reston to Denver.

At the NBC data center, items such as additional computing capacity, DASD, software and telecommunications capability were installed and/or upgraded. The appropriate support environments were built, and test data from Reston was transported and installed in Denver. Diverse items such as continuity of operations plans and site risk assessments were also reviewed and appropriately modified.

The careful management and coordination of this project paid off. The systems migration occurred over a holiday

weekend. More than a dozen new clients came up as scheduled on the Denver mainframe on the first business day after the migration; only one FFS client was not migrated as scheduled. In addition, the project was completed within the original budget estimate. The Reston mainframe operation ceased on January 31, 2001.

Cost savings for the DOI began to accrue almost immediately with the cancellation of USGS mainframe support contracts and decommissioning of equipment. Cost savings within the NBC were also realized through standardization and uniformity of environments. In addition, over the course of the project, close working relationships between the IT staffs in Denver and Reston were developed that yielded professional and personal benefits for all project participants.

# Directorate Realignment: AMD

**Aviation Management Directorate  
Associate Director: Michael Martin  
Headquarters: Boise, ID**

In November 2001, the Office of Aircraft Services (OAS) was realigned under the National Business Center (NBC) to become the Aviation Management Directorate (AMD). AMD is headquartered in Boise, Idaho and was established by Secretarial Order in 1973 "...to raise the safety standards, increase the efficiency, and promote the economical operations of aircraft activities in the Department of the Interior (DOI)."

AMD is responsible for the Department's aviation safety program. Through this leadership, AMD provides centralized technical and administrative services to all Interior bureaus and, through individual agreements, to several other federal and state offices.

Responsibilities for aviation activities are assigned geographically between the Headquarters office; a Regional Office in Anchorage, Alaska; and Area Offices in Atlanta, Georgia and Boise, Idaho (with a satellite office in Phoenix, Arizona).

AMD Headquarters – staffed by 44 employees and seven contract personnel – provides administrative oversight, support, and technical direction. Functions include, but are not limited to the following:

- Providing all necessary administrative support services, such as personnel actions, procurement, payroll, information management, and accounting;
- Procuring DOI-owned aircraft, commercial aviation services, and other aviation-related services in support of bureau programs;
- Developing and implementing DOI safety and aircraft accident prevention programs;
- Investigation all aircraft mishaps occurring in Departmental aviation operations, and represent the Department on all aircraft accident investigations where DOI is involved;
- Establishing and maintaining standards governing operational procedures, aircraft maintenance, aircrew qualifications and proficiency, and maintenance personnel qualifications;
- Developing and implementing an aviation user training program to meet Department needs; and
- Prescribing procedures for justifying, budgeting, and managing the financial aspects of aircraft owned and/or operated by the Department;
- Evaluating bureau aviation programs.



April 04 Aviation Conference & Education (ACE)

## Increasing the Efficiency of Aircraft Activities in the DOI

By Michael Martin

The genesis of today's Aviation Management Directorate (AMD) goes back more than 30 years. It was originally established in 1973 by Secretarial

Order as the Office of Aircraft Services. The mission was to "...raise the safety standards, increase the efficiency, and promote the economical operation of aircraft activities in the Department of the Interior." This action

was in response to the Department's poor aircraft safety record, and it established centralized department-level policy and oversight with decentralized use of aircraft at the field level.

AMD functions in two distinctly different roles: 1) safety-related aviation policy and oversight, and 2) aviation customer service activities. Although these roles tend to conflict and are difficult to balance, when done successfully, the result embeds departmental aviation safety standards in field operations. This effort has had a very positive impact on Interior's aircraft accident prevention effort.

Interior's overall aircraft accident rate has been reduced by more than half since the establishment of a centralized aviation man-

agement structure.

AMD has been active in other areas. It met competitive sourcing goals, expanded and modernized our use of information technology, made significant progress in offering on-line aviation safety training, acquired new customers, provided aviation expertise to numerous customers, provided flight coordination support of interdepartmental cabinet-level travelers, and implemented activity based costing.

The Office of Aircraft Services was organizationally placed under the National Business Center in October 2001. The administrative functions were moved to other areas of NBC and the office was renamed the Aviation Management Directorate during the NBC reorganization of October 2003.

We look forward to future challenges as we continue to "...raise the safety standards, increase the efficiency, and promote the economical operation of aircraft activities in the Department of the Interior."



Michael Martin  
Associate Director,  
Aviation Management

# Directorate Realignment: ASD

**Appraisal Services Directorate  
Associate Director / Chief Appraiser: Brian Holly, MAI  
Headquarters: Washington, DC**

**O**n November 12, 2003, Secretary Norton formally announced the consolidation and transfer of the real estate appraisal functions to one office under the National Business Center (NBC). The Appraisal Services Directorate (ASD) was created through the consolidation of appraisers from the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the National Park Service (NPS), and the Fish and Wildlife Service (FWS). In a June press release, Secretary Norton stated, “it is critical that

we provide objective appraisals of value of lands under consideration for acquisition or exchange.”

Secretary Norton’s action to consolidate the real estate appraisal function responds to long-standing concerns about the management of appraisal functions. “Consolidating appraisal functions will ensure that appraisals are credible. This will help restore public confidence in our ability to carry out land transactions in a manner that upholds the public interest.” The new organization will also provide an opportunity for the Department to develop a highly skilled, independent professional corps of appraisers able to provide the high level of appraisal services required by our multiple land management responsibilities.

NBC is appropriately suited to house the new appraisal organization as it provides Department-wide business and administrative services and systems to Interior bureaus and offices, including payroll, financial and accounting services, procurement, information technology, and aviation services. With its variety of locations, NBC is organizationally structured to provide administrative and infrastructure support to the appraisers.

The Appraisal Services Directorate (ASD) is organized into seven regions, each managed by a Regional Appraiser who reports directly to the Chief Appraiser (also known as the Associate Director). The regional offices are located in Portland, Sacramento, Phoenix, Denver, Minneapolis, Atlanta and Washington, DC. In addition, there are 22 field offices located around the country.

The Appraisal Services Directorate provides four formal services to the client Bureaus within the Department: Appraisals, Appraisal Review, Appraisal Consulting and Concessions Valuation. ASD clients include BLM, BOR, NPS, and FWS.



**Appraisal Services Staff Members: (top row) Larry Ragels, Alex Glade, Shawn Redfield, Brian Holly, Zebulum Mathews, (bottom row) Maggie Torres-Wilking, Helen Honse, Liz Hanna and Jerry Stoebig.**

Organizational Milestones

## Appraisal Services, the newest Directorate

By **Brian Holly**

**A**s the newest Directorate within the National Business Center, The Appraisal Services Directorate does not have the many years worth of anecdotes to share about Tim Vigotsky. However, in the eight months we have been part of NBC, Tim has provided us with the strong support and assistance needed to establish the newest organization within the Department of the Interior. Most of us met Tim on the video conference in November 2003, when the ASD was officially established. His clear understanding of the

many issues facing us and the friendly open manner in which he addressed our concerns helped to relieve the uncertainty felt by the appraisal staff in the field. Over the course of the past eight months, Tim provided wise counsel (based on his own experiences in creating a new organization) on the best way to proceed in many areas from organization structure to coordination with our clients and senior department management. He has been steadfast in his support for our fledgling organization and all of us who have had the pleasure of working with him will miss him. We wish him the very best in the future.



**Brian Holly  
NBC Chief Appraiser/  
Associate Director,  
Appraisal Services**

# History of AFGE at NBC Denver

At the inception of the NBC in April 1999, the International Federation of Professional and Technical Employees (IFPTE), continued to represent NBC employees. In February 2002, NBC Denver lost affiliation with the IFPTE leaving employees without Union representation.

In May 2002, a group of employees recognized the importance of Union representation and contacted the American Federation of Government Employees (AFGE) for representation of Denver employees.

In November 2002, a vote was conducted by the Federal Labor Relations Authority (FLRA). Ballots were mailed out to all potential Labor Bargaining Unit (LBU) employees to ask if they wanted to be represented by a Union. There was a high 48% response rate; 70% voted for Union representation. Accountants opted not to become part of the LBU.

In December 2002, FLRA certified AFGE as the exclusive representative and named interim representatives. As AFGE did not yet have a Labor Bargaining Agreement, management and the Union agreed to abide by the previous IFPTE contract until a new Agreement could be negotiated.

AFGE Local 1114 established its mission: ***“To partner with NBC management in promoting and fostering a workplace-friendly environment that encourages fair and equitable treatment of all NBC Government employees.”***

The Union designated interim Officers and Stewards and hosted several types of activities to share information with LBU employees including:

- Regular meetings open to all Union members.
- Brown Bag sessions held with LBU employees to obtain input for the proposed NBC-Wide Alternative Work Schedule (AWS) Policy.
- Focus Group meetings with LBU employees to obtain ideas on improving the work environment for the organization and its workforce.

In September 2003, Union members officially elected Union Officers and Stewards.

In October 2003, the Labor Management Team (LMT) was established

with six members each of NBC Denver management and the Union. The purpose of the LMT is to mutually work for solutions that benefit employees and the organization.

The LMT purchased a subscription to the Federal Employee News Digest (FEND) for all NBC Denver employees.

In July 2004, LMT members attended Interest-Based Bargaining (IBB) training to assist with negotiations on the NBC AWS Policy.

The FLRA is currently providing Labor Relations training to NBC Denver employees, supervisors, and managers. This training will raise the awareness of employee and management rights covered by the Federal Statute on Labor-Management Relations (5 USC 71).

The Union serves numerous LBU employees by providing counseling, support, and a variety of representational activities. When necessary, the Union represents employees with grievances and unfair labor practices. The Union continues to review many proposed policies, procedures, and other documents as well as proposed actions that affect working conditions of LBU employees.

Since its beginnings in December 2002, Union membership has continued to grow as the size of the LBU has also increased. Union Officers, Stewards, and other designated representatives strive to excel in their jobs and serve the LBU. These dedicated people also devote a significant amount of personal time to Union activities.

**Audrey H. McCray, President**  
**Timothy P. Jones, Vice President**



**Back Row (L-R): Audrey McCray, Tim Jones, MaryLouise Dreibelbis, Mary Ann Hagan, Cathy Rios, Diana Mulligan, Joe Kovalchick.**  
**Front Row (L-R): Darlene Bentley, Lynette Murray, Michael Lacino.**

National Business Center

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