

## OUTLINE

1. Intro (Rick)
  - a. Why
  - b. FUBU
  - c. Goal – Change Perception
  
2. History for context (Jeff)
  - a. HPO – Improvements
  - b. Perceptions
  - c. RIF
  
3. Our task is to suggest how we might come up with a plan for better communication. The tools we used for this process (Darryl & Susie):
  - a. Dilemmas/polarities (3) (Susie)
  - b. Brainstorming – List negatives and positives (Darryl)
  
4. Communication Plan (John)
  - a. Facts
  - b. Create disciples/converts to FUBU
    - \* Meeting, cyber – by science center, program, field function,
    - \* Website (local)

### Tools for Increased E&E in USGS:

- Regional restructure
- Science plan/strategy
- Workforce Planning
- Ability to engage and lead employees
- VSIP/VERA
- A-76

5. Summarize and Close (tell 'em what you told 'em)

Intro Team 3 – Action Learning Scenario - Competitive Sourcing (CS) in the USGS. Each person introduces self and tells science center/discipline they represent

The outcome of this action learning scenario is new perspectives on the CS process especially how it can be used more effectively as a tool by USGS leaders and managers to achieve multiple goals.

Two things to hone in on:

Current perspectives of managers, leaders and employees with regard to CS and why are people so resistant to it:

- Hoping it will not affect them
- Hoping it will go away
- Despite presentations, briefings, an informational website, there is a lack of understanding, a lack of acceptance and negative perceptions about CS
- Dedication and public service not seen as valuable in this process

Realities of CS:

- CS will continuously be with us (cyclical process that will continue to come back every 5 years in each functional/business area)
- It is already underway
- There is a comprehensive approach to this that the bureau has put together (Green Plan) that is guiding us now. The Green Plan has already been approved by DOI and OMB.

Opportunities of CS. We came to this conclusion: It is obvious that USGS needs to continually find ways to be a more efficient and effective organization and that CS is one component of that effort.

We think our week-long experience mirrors what USGS managers are feeling. Our perspective at the beginning of the week was:

- We thought we knew the CS process
- Did not link CS to any of the goals for our own science centers
- We did not want to implement it
- We wanted it to go away
- We did not want to fully understand what the bureau had done to date

But, by the end of the week, we realized there were some positives associated with CS. And more importantly, we realized we needed to change the perspective of the bureau. We need to move from the perception of CS being “something done to us by others” to a necessary process done “for us, by us (FUBU).”

And now we are going to explain our journey this week and how we think we can set out a way for others in USGS to arrive at the same conclusions we reached. (Turn over to Jeff for history...)

#### HISTORY (Jeff)

To advance different options useful to manage a dilemma, we felt that a review of history is important. Our review was not comprehensive, but touches on past successes, lessons learned, and selected alternatives to competitive sourcing (or more broadly effective and efficient work to meet USGS mission)

Looking outside (USGS has yet to complete an A-76), OMB states that CS has resulted in cost savings of about 30% on average, regardless of whether work remained in the Federal sector or was transitioned to the private sector. There was \$22K in annualized net savings per position studied (OMB CS report, 2004).

Although we have not completed a standard CS process in the USGS, we offer an efficiency example to illustrate a lesson. In early 2005, USGS was scheduled to consider the VI business area for efficiency. Rather than running a standard competitive sourcing process, an alternative strategy was developed – the high performance organization (HPO). They essentially had to negotiate with OMB a 25% reduction in FTE in the 2004 FAIR Act Inventory and devise a model of reduced number of publication centers to serve a distributed function among science centers. This process is still underway, but one observation has been that there have been several misunderstandings about the effectiveness and efficiencies. Memos and spreadsheets were distributed and many questions followed. Vetting the implementation information through the field may have avoided much of the misunderstanding. Continued conference calls and cyber seminars have been held to increase understanding, just recently.

We imagine that any future CS process to affect efficiency would greatly benefit from a communications plan that:

- (1) Reaches deep into the field
- (2) Gives ample opportunity for feedback, and
- (3) Will engage line managers and employees who must ultimately live CS as a tool to manage efficiency.

(turn it over to Susie and Darryl who will talk about the process)

Our task was to suggest how we might come up with a plan that would enhance communication within USGS. The tools we used for this process:

- Started with dilemma/polarity maps (Susie)
  - Motivational axis – Political Mandate versus USGS mission
  - Goal axis – Employee Fairness versus Organizational Efficiency
  - Planning perspective - ELT (administrative) focus versus Field (operational) Focus
  - External partners versus internal focus
  - Centralized versus distributed
  - Function versus Center
  - Vision focus – Now versus 25 years from now
  - People versus technology
  - Communication - Perceived impact – top versus bottom
  - Products versus services
  - Customization versus standardized products
  - Command and Control versus Collaborative Approach
  
- Went to “Stick ‘Em Up” brainstorming to identify negative perceptions and positive opportunities. Were surprised to see so many positives. It was an “aha” moment for us (Darryl)
  - Ended up with a large number of negative perceptions of CS
    - Will not save money
    - I will lose my job
    - Competitive sourcing is confusing and complicated
    - CS only benefits the private sector
    - CS will cause low morale
    - CS is divisive
    - CS goals are vague and unclear
    - No one is in charge of this process
  - Surprisingly, we ended up with a larger number of positive perceptions
    - Increased organizational flexibility

- Potential net cost savings
  - A more efficient organization
  - Influx of new skills/ideas
  - Take advantage of new technologies
  - Allow USGS to maintain its niche with local partners
  - Build new partnerships
  - Better management of skill sets
  - Change the public perception of government
  - New science products
  - Encourage employees to diversity their skill sets
  - Maintain and improve quality
- Forced connections via the dictionary (Susie)
  - Curtailment
  - Louse
  - Psalm (“Yea though I walk thru the shadow of CS...I will fear no evil because Bob Doyle art with me....”)
  - Junket
  - Doom – had enough negativity so Rick’s finger slipped to “door” which opened new opportunities
- WHACK Pack (Darryl)
  - Validated some of our ideas

All of these pointed to a need for better communication. John will take it from here.

#### Communications Plan (John)

We looked at this and thought “why didn’t we know these things...why did it take so long for us to get to this week?” So we came up with some new ideas:

- Simple Fact Sheet
  - Simple, no acryonyms
  - Focus on benefits of improving our organizational effectiveness and efficiency and putting CS in this context
- Find and create converts (using techniques from Seth Kahan’s example for creating changes)

- Identify disciples who can spread this idea
- Meetings with parts of the agency that are stakeholders in change (expand areas that are studied):
  - Science centers (unit of production/service)
  - Program offices
  - Field functions (as in current Green Plan)
  - Regional offices
  - ELT
- Local website to take comments, id issues of stakeholders
- Note: 2-way communication should happen. Desirable for idea generation, and generating commitment.

(to Rick) Summarize and Close

## COMPETITIVE SOURCING FACT SHEET (Sample)

### GLOSSARY OF TERMS

A-76 – Federal policy for competition of commercial activities.

USGS Green Plan FY 2005-2008 – Strategy for conducting studies of FTEs in principle business areas by function. The business areas are:

- Visual information
- Mapping and Charting
- Science Technicians and Science Technical Support
- Library and Information Services
- Information Technology
- Administrative Management
- Science
- Buildings and Grounds
- Warehousing

FAIR Act Inventory – Federal policy that each year each FTE will be evaluated by function and given a code of inherently governmental, commercial code A, commercial.

- Inherently Governmental: Mission activities involving decisions analysis and interpretation property, economic or resource interests of USGS.
- Commercial Code A: Commercial activity not appropriate for private sector.
- Commercial: Performed by private sector.