

GAO Management News

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Learning Center Rolling Out New Mentoring Program

Mentoring, the process of learning from others' experiences has been around in many forms for centuries. But modern refinements to the age-old process allow today's mentor and mentee both to benefit more than they did in previous forms of the relationship, mentoring expert Randy Emelo said during a recent GAO Leadership Speaker Series presentation. The Leadership Speaker Series is sponsored by the Learning Center, which is in process of rolling out a new [GAO mentoring program](#).

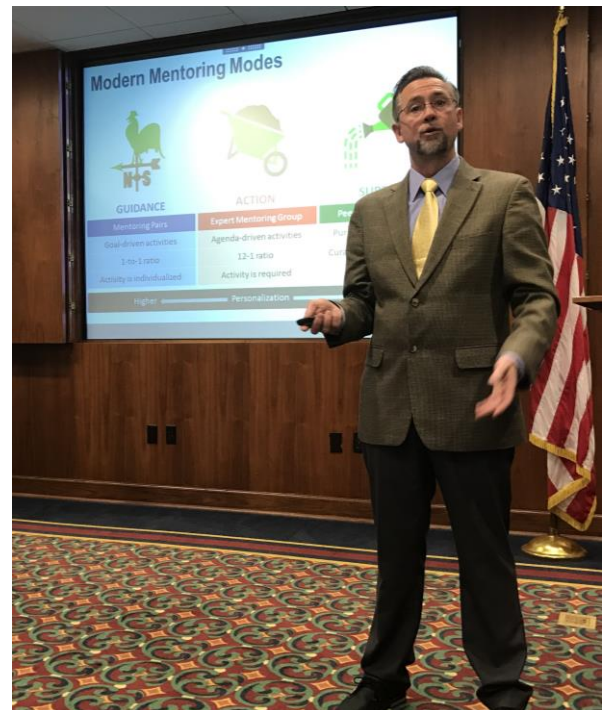
Emelo's February 1 talk was the kickoff for a revived and revised GAO mentoring program. With more than 25 years of experience in mentoring and related topics, he is the founder and chief strategist of River, a Denver-based company that produces mentoring, coaching, and social learning software. The [new GAO mentoring program](#) uses his company's software. [PowerPoints](#) from his talk and copies of his recent books, *Modern Mentoring* (2015) and *Creating a Modern Mentoring Culture* (2013), are available to GAO staff. (To access the books, first sign into Skillsoft and Ctrl/click on these book titles.)

Audience members, asked to define a good mentor/mentee relationship, said a mentor should be a safe person to turn to. The relationship should be mutually beneficial and based on trust and confidentiality. Emelo agreed, noting that one interesting result of his studies showed that mentors learn more cognitively than mentees do, as they become more consciously aware of the knowledge they are imparting.

Mentoring fits into organizations such as GAO as one step in a three-part learning structure, Emelo said, each of which makes up part of an employees' knowledge base. The types of learning, and the percentage they make up of an employee's knowledge base, are:

- **Structured learning**—Courses, seminars, and programs provide fundamental concepts. "Learning the rules" = 10 percent.
- **Learning from others**—Mentors and supervisors provide feedback; mentors also provide coaching. "Learning how, when, and where to break the rules" = 20 percent.
- **Learning by doing**—Employees figure out how to overcome challenges and solve problems during work projects. "Learning to make the rules" = 70 percent.

The 70:20:10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning by successful managers. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others (i.e. mentoring), and 10 percent from structured learning such as courses and seminars.



Mentoring expert Randy Emelo discusses modern mentoring in a recent GAO Leadership Speakers Series presentation.

A useful mentoring-relationship setup is when a mentee in the “structured learning” stage is mentored by a mentor in the “learning from others” stage, Emelo said. He added that “you can’t be someone’s supervisor and mentor.” A supervisor is an agent of the work organization, who must use both the carrot and the stick in his/her role. A mentor “comes with pockets full of carrots and no sticks” and is interested in helping a mentee reach his/her full potential.

The GAO Generations and Mentoring Styles

In matching mentors and mentees, it may be useful for each party to understand the generational differences and/or similarities between them. Emelo outlined the characteristics of four generations working at GAO, based on studies of the federal workforce as a whole:

Traditionalists (born before 1946): They helped strengthen the rebuilt global infrastructure in the decades following World War II and share characteristics with Millennials, who are now rebuilding that infrastructure in digital form.

Baby Boomers (1946-1964): They believe in hard work for personal gain, in participatory management, and in meetings. “The meeting culture was created by Baby Boomers,” Emelo said, to nods of assent from audience members.

Generation X (1965-1980): They ultimately only trust themselves, are adamant about work/life balance, prefer communicating by e-mail rather than face to face, and are skeptical of authority.

Millennials (1981-2000): They are purpose-driven, optimistic, multi-tasking web surfers who are willing to learn from anyone with expertise. A high percentage of Millennials believe it is important to be constantly learning and many of them think they should be mentoring their older colleagues on technology. An organization such as GAO may feel hostile to them because they want to create functional relationships that may not necessarily be within their jobs’ formal parameters, Emelo noted.

One audience member asked about the wisdom of mentoring someone who might end up under her supervision within a few years. Emelo responded that “you can’t predict what might happen” and not to let that future possibility preclude a current mentoring relationship. However, he also noted that mentoring works best outside the direct line of authority in an organization and for GAO staff that may mean looking outside their mission areas for mentors/mentees. Emelo stressed that “you can’t be someone’s supervisor and mentor concurrently.”

One of the most important factors in a successful relationship between mentor and mentee is the art of storytelling, Emelo said. What the mentor tells the mentee should not just be “successes, he emphasized. A good mentor needs to be able to be vulnerable enough to share obstacles and challenges that have shaped his/her career as well as successes. Also, the mentor should focus on their own stories and not borrow stories from others’ experiences.

He noted that mentoring is not therapy, supervision, or friendship. In fact, two of the most influential mentors in his life were people he “didn’t even like,” Emelo said.

In summary, Emelo said a good mentoring relationship is founded on mutual agreement about three factors:

1. **Logistics.** Regular, brief communication is key; meeting twice a month is optimal.
2. **Boundaries.** Each party should discuss what they hope to gain from the mentoring experience; relevant topics, and type of feedback.
3. **Goals.** The goals of the mentoring relationship should be mutually understood and committed to. Motivation, capabilities, personal experiences and anticipated activities and practices should be related to the goals.

For more details on pair mentoring, group mentoring, and other related information see the [program webpage](#). A video of the Emelo's presentation is available on [GAO-TV](#) and a copy of the slide deck is available in DM.

GAO's New Mentoring Program

GAO's new mentoring program is now available for GAO-wide enrollment. The new program:

- Transitions GAO from a previous manual mentor/mentee matching program to an algorithm-based program through River Software;
- Allows employees to input information and be automatically matched based on skills and competencies;
- Enables employees to drive the timing and focus of mentoring relationships;
- Supports a range of mentoring types, including: paired, group, situational, peer-to-peer, and reverse;
- Encourages and enables existing informal mentoring relationships to be brought into new formal program with enhanced technologies; and
- Provides to all GAO employees in both HQ and field offices, mission teams and mission-support offices.

To sign up, create a profile on the [GAO Mentoring System site](#). For guidance on how to set up a profile, view the GAO Mentoring program [Quick Start Guide](#).

GAO Hosts the European Union’s “Financial Watchdog”

On February 8, GAO hosted a delegation from the [European Court of Auditors \(ECA\)](#) to discuss air traffic control modernization in Europe and the U.S. The ECA —the European Union’s independent external auditor—is run by 28 Members, one from each Member State. ECA Member George Pufan accompanied the audit team. The ECA requested the meeting as they are reviewing Europe’s efforts to modernize its air traffic control system under the [Single European Sky](#) initiative.



Director of Civil Aviation Issues Gerald Dillingham, PI, (in red tie) speaks with the ECA audit staff during their visit. In addition to Gerald, the photo includes PI MD Dan Bertoni to Gerald’s left. On the other side of Dan is Sr. Analyst Ray Griffith, PI. AD John Shumann, PI, is across the table from Ray (dark hair). Also, on Gerald’s right (foreground) is Sr. Analyst Kevin Egan, PI.

During the meeting, ECA audit staff met with PI staff conducting a study of U.S. efforts to modernize the U.S. air traffic control system, the [Next Generation Air Traffic Control System](#) (NextGen) program. The teams discussed topics including similarities and differences of the efforts, challenges and approaches for evaluating the systems, and the critical importance of ensuring interoperability between American and European systems. PI’s Civil Aviation team, in coordination with SPEL, hosted the ECA delegation.

From Here and There

Arrivals and Departures

Welcome to recently hired GAO employees:

FMA: Christopher R. Klemmer

Good luck to recently retired GAO employees:

DCM: Carleen Bennett, Sharon Reid

NRE: Martin Campbell

Goodbye and best wishes to employees leaving GAO:

FMCI: Lisa Brown

HC: Kelli Jones

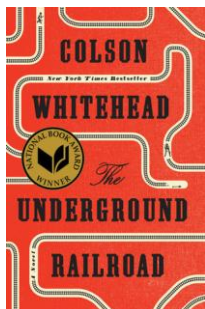
PI: Paola Tena

SI: Dierdre Duffy

Mark Your Calendar

'Crisis in Black Education' -- this year's Black History Month (BHM) Theme

At publishing time, these were the events yet to be celebrated. Check notices or the GAO [BHM page](#) for updates.



February 22 – Diversity in Literature Book Group in a discussion of Colson Whitehead's "Underground Railroad"

12:00 – 1:00 p.m., Room 5950A [also, 888-454-8587 code: 96785918#]

This powerful book recounts the life of Cora, a slave on a cotton plantation; a place where even knowing how to read can be life threatening. She and a fellow slave escape and head north for a better life – while discovering self and being African American in the United States.

February 23, 2017 – [SHAOLIN JAZZ](#) Project

1:30 – 2:30 p.m., Learning Center room #9 and GAO-TV

A multi-platform approach that is an informative yet entertaining medium that touches on the senses of sight and sound to effortlessly educate via discussion, art, and music.

February 27, 2017 – GAO Student Essay Oratorical Program

1:30 p.m. – 2:45 p.m., Auditorium

27th Annual GAO Student Essay Oratorical Program featuring D.C. Public High School students sharing their thoughts on the 2017 Black History Month theme.



Photo from 2015 Student Essay Oratorical Program

MARCH is National Women's History Month



Save the Date – A preliminary schedule of events to celebrate Women's History Month at GAO:

- March 1 – Hallway tables, sponsored by Federal Triangle Chapter of Federally Employed Women
- March 15 – Panel: Pathways to the SES
- March 16 – Speaker: Kakenya Ntaiya
- March 23 – Speaker: Senator Barbara Mikulski (retired)
- March 28 – Panel: Women's Community of Practice
- March 30 – Women's health fair

In Memoriam



Scott Randolph passed away February 9 in Washington, DC. Scott joined GAO in June 2016, and his FMA colleagues will remember his quiet, respectful nature; easy-going work style; and commitment to quality and excellence. Scott made a remarkable contribution from the start, and was in-demand to be staffed on the next job of those with whom he previously worked. Scott brought to GAO his private-sector accounting work experience at PricewaterhouseCoopers (PwC) as well as several years of experience at the Department of Defense Office of Inspector General.

The Randolph Family is holding a private memorial service. Individuals wishing to mail a sympathy card or note of condolence should send to:

The Randolph Family
7662 Schaum Drive
Weidman, MI 48893

Job Market

GAO is seeking applicants for the following position. Detailed information may be found at [USAjobs](#).

[Human Capital Specialist \(Labor Relations\)](#), PT-0201-04/04, closes 2/28

[Government Information Specialist](#), PT-0306-02/02, closes 3/1

[Deputy Chief Information Officer](#), ES-2210-00/00, closes 3/6

Recent Reports, Testimony, and Legal Products

Public GAO products--reports, testimony, and legal decisions and opinions--are available on GAO's [website](#) as they are released. In addition, you may sign up for [daily e-mail alerts](#) about issued products. You may also subscribe to Twitter alerts for [reports](#) and [legal products](#). Use the [search engine](#) to locate older products.

Reports

Union Activities: VA Could Better Track the Amount of Official Time Used by Employees.

[GAO-17-105](#), January 24

Nuclear Nonproliferation: Better Information Needed on Results of National Nuclear Security Administration's Research and Technology Development Projects.

[GAO-17-210](#), February 3

Military Compensation: Additional Actions Are Needed to Better Manage Special and Incentive Pay Programs.

[GAO-17-39](#), February 3

Depot Maintenance: Executed Workload and Maintenance Operations at DOD Depots.

[GAO-17-82R](#), February 3

Foster Care: HHS Has Taken Steps to Support States' Oversight of Psychotropic Medications, but Additional Assistance Could Further Collaboration.

[GAO-17-129](#), January 5

Medicaid: Program Oversight Hampered by Data Challenges, Underscoring Need for Continued Improvements.

[GAO-17-173](#), January 6

Information Technology: HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices.

[GAO-17-281](#), February 7

Federal Disaster Assistance: FEMA's Progress in Aiding Individuals with Disabilities Could Be Further Enhanced.

[GAO-17-200](#), February 7

Drug-Free Communities Support Program: Agencies Have Strengthened Collaboration but Could Enhance Grantee Compliance and Performance Monitoring.

[GAO-17-120](#), February 7

Critical Infrastructure Protection: Additional Actions by DHS Could Help Identify Opportunities to Harmonize Access Control Efforts.

[GAO-17-182](#), February 7

Capitol Police Board: Fully Incorporating Leading Governance Practices Would Help Enhance Accountability, Transparency, and External Communication.

[GAO-17-112](#), February 7

Medicaid Managed Care: Improved Oversight Needed of Payment Rates for Long-Term Services and Supports.

[GAO-17-145](#), January 9

Grants Management: EPA Partially Follows Leading Practices of Strategic Workforce Planning and Could Take Additional Steps.

[GAO-17-144](#), January 9

Medical Devices: Cancer Risk Led FDA to Warn Against Certain Uses of Power Morcellators and Recommend New Labeling.

[GAO-17-231](#), February 7

Supply Chain Security: Providing Guidance and Resolving Data Problems Could Improve Management of the Customs-Trade Partnership Against Terrorism Program.

[GAO-17-84](#), February 8

DOD Financial Management: Significant Efforts Still Needed for Remediating Audit Readiness Deficiencies.

[GAO-17-85](#), February 9

District of Columbia Charter Schools: Multi-Agency Plan Needed to Continue Progress Addressing High and Disproportionate Discipline Rates.

[GAO-17-165](#), February 9

Bioforensics: DHS Needs to Conduct a Formal Capability Gap Analysis to Better Identify and Address Gaps.

[GAO-17-177](#), January 11

Defense Civil Support: DOD, HHS, and DHS Should Use Existing Coordination Mechanisms to Improve Their Pandemic Preparedness.

[GAO-17-150](#), February 10

Medicaid: CMS Needs Better Data to Monitor the Provision of and Spending on Personal Care Services.

[GAO-17-169](#), January 12

Food Safety: A National Strategy Is Needed to Address Fragmentation in Federal Oversight.

[GAO-17-74](#), January 13

Government Purchase Cards: Little Evidence of Potential Fraud Found in Small Purchases, but Documentation Issues Exist.

[GAO-17-276](#), February 14

Private Health Insurance: In Most States and New Exchanges, Enrollees Continued to be Concentrated among Few Issuers in 2014 [Reissued on February 14, 2017].

[GAO-16-724](#), September 6

VA Health Care: Actions Needed to Ensure Medical Facility Controlled Substance Inspection Programs Meet Agency Requirements.

[GAO-17-242](#), February 15

High-Risk Series: Progress on Many High-Risk Areas, While Substantial Efforts Needed on Others.

[GAO-17-317](#), February 15

Financial Audit: Federal Deposit Insurance Corporation Funds' 2016 and 2015 Financial Statements.
[GAO-17-299R](#), February 15

Restricted Reports

Nuclear Command, Control, and Communications: Update on Air Force Oversight Efforts and Selected Programs.
[GAO-17-175RC](#), January 27

NATO Enlargement: President's Report on Montenegro Addresses Senate Resolution Requirements but Includes Limited Detail on Costs to NATO and the United States.
[GAO-17-406RSU](#), February 2

Border Security: Additional Actions Could Strengthen DHS Efforts to Address Subterranean, Aerial, and Maritime Smuggling.
[GAO-17-205SU](#), February 3

Congressional Testimony

U.S. Postal Service: Key Considerations for Restoring Fiscal Sustainability, by Lori Rectanus, before House Oversight and Government Reform Committee.
[GAO-17-404T](#), February 7

Veterans Affairs Information Technology: Management Attention Needed to Improve Critical System Modernizations, Data Center Consolidation, and Legacy Systems, by David Powner, IT, before the House Veteran's Affairs Committee.
[GAO-17-408T](#), February 7

Cybersecurity: Actions Needed to Strengthen U.S. Capabilities, by Gregory Wilshusen, IT, before the Research and Technology Subcommittee, House Science, Space, and Technology Committee.
[GAO-17-440T](#), February 14

GAO's 2017 High-Risk Series: An Update, by CG Gene Dodaro, before the House Oversight and Government Reform Committee.
[GAO-17-375T](#), February 15

Indian Energy: Federal Programs At High Risk, by Frank Rusco, NRE, before the Interior, Energy and Environment Subcommittee, House Oversight and Government Reform Committee.
[GAO-17-434T](#), February 15

GAO's 2017 High-Risk Series: An Update, by CG Gene Dodaro, before the Senate Committee on Homeland Security and Governmental Affairs.
[GAO-17-407T](#), February 15

Legal Decisions and Opinions

Appropriations Law Decision

Commodity Futures Trading Commission--Consistency of Real Property Leases with the Miscellaneous Receipts Statute, B-327830, February 8.

Bid Protest Decisions

[The Concourse Group, LLC](#), B-411962.5, January 6.
[GS Engineering, Inc.](#), B-413299.2, January 10.
[Omnicell, Inc.](#), B-414021, B-414021.2, January 23.
[Soliel, LLC](#), B-414060, January 26.
[KWR Construction, Inc.—Costs](#), B-412914.2, February 3.
[Alltech Engineering Corp.](#), B-414002.2, February 6.
[IT Shows, Inc.](#), B-411994.5, B-411994.6, September 26.
[Vectrus Systems Corporation](#), B-412306.2, B-412306.3, January 6.
[Atlantic Systems Group, Inc.](#), B-413901, B-413901.2, January 9.
[MicroTechnologies, LLC](#), B-413091.4, February 3.
[Crew Training International, Inc.](#), B-414126, February 7.

[Melling, LLC, dba MellingMedical](#), B-413085.2, October 25.
[VSE Corporation](#), B-414057.2, January 30.
[Raytheon Company](#), B-414057, January 31.
[4H Construction Corporation](#), B-413558.4, February 8.
[Raytheon Company](#), B-413981, January 17.
[Noblis, Inc.](#), B-414055, February 1.
[Sotera Defense Solutions, Inc.](#), B-414056, B-414056.2, B-414056, January 31.
[Remote Diagnostic Technologies, LLC—Costs](#), B-413375.3, February 6.
[Team Housing Solutions](#), B-414105, February 10.
[Best Value Technology, Inc.—Costs](#), B-412624.3, February 6.

Major Rules

Department of Labor, Occupational Safety and Health Administration: Occupational Exposure to Beryllium.
[GAO-17-359R](#), January 25

Department of Energy: Energy Conservation Program: Energy Conservation Standards for Residential Central Air Conditioners and Heat Pumps.
[GAO-17-362R](#), January 26

Environmental Protection Agency: Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act.
[GAO-17-368R](#), January 30

Department of Veterans Affairs: Diseases Associated With Exposure to Contaminants in the Water Supply at Camp Lejeune.
[GAO-17-367R](#), January 30

Speakers' Platform

Adelle J. Dantzler, LC, presented “Effective Practices: Leadership Training for GS-14s and GS-15s” to the Interagency Career Development Council (ICDC), January 23.

On the Air

Jim Dalkin, FMA, participated in a Federal News Radio panel discussion on risk management, February 1.

Cindy Brown Barnes, EWIS, was interviewed by Federal News Radio about the team's work on the VA and union activities ([GAO-17-105](#), January 24), February 6. Cindy also appeared on NewsChannel 8's "Government Matters" program to talk about that report, February 7.

Asif Khan, FMA, discussed DOD audit readiness ([GAO-17-85](#), February 9) with Federal News Radio, February 13.

Dave Powner, IT, spoke with NewsChannel 8's "Government Matters" program about VA information technology ([GAO-17-408T](#), February 7) and IT issues on GAO's new High Risk List, February 16.

Lori Rectanus, PI, spoke with Cox Media about her U.S. Postal Service testimony ([GAO-17-404T](#), February 7), February 10. It aired on several Cox television stations including WHIO TV, Dayton.

About *Management News*

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