

GAO Management News

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New Gallery of Employee Photos Showcases GAO's Diversity



Gerald Dillingham, PI, viewing the photos depicting GAO's diverse and inclusive workforce of today.

As part of GAO's Diversity and Inclusion Month celebration, Comptroller Gene Dodaro unveiled a new gallery of 40 photos featuring more than 200 GAO employees that convey the agency's diverse workforce. At the opening celebration on June 19, Dodaro thanked the African-American Senior Executive Members for the suggestion to the Executive Committee that it explore revising the 7th floor corridor displays to better reflect today's GAO.

"Thank you for recommending this. It was a timely and valuable recommendation in keeping with GAO's efforts to create and sustain an inclusive work environment. With this unveiling here today, we now feature pictures of the many employees and activities that reflect the diversity of our current workforce," said Dodaro.

Dodaro also thanked a working committee that researched and identified contemporary photos to display in the 7th floor corridor leading to the Staats Briefing Room. The space was previously occupied by historical portraits of past Comptrollers General and Assistant Comptrollers General, which have been moved to a new gallery space on the corridor between the CG's office and the Chief Administrative Office suite.

“These new pictures are a wonderful reflection of GAO’s diverse and inclusive workforce,” said Dodaro. “I think it’s important to remain focused on creating and sustaining a diverse and inclusive environment at GAO. It is vital to GAO remaining one of the best places to work in the federal government,” he said.



CG Gene Dodaro giving remarks and preparing to cut the ribbon at the new gallery celebration.

Most of the photos were submitted by teams; others were taken by GAO Photographer Chris Stone and Project Coordinator Deborah Eichhorn. All photo subjects gave their approval for GAO to display their images. The pictures will be periodically updated. If you have photos that you would like to be considered for future displays, please send them to the [PictureProject](#) mailbox.

“This photo display is one more step in our effort to be an organization where diversity is valued and an inclusive work environment is created and sustained,” concluded Dodaro.

The African-American Senior Executive group members include: James-Christian Blockwood (SPEL), Cindy Brown Barnes (EWIS), Gerald Dillingham (PI), Charles Michael Johnson (IAT), Reg Jones (OOI), Yvonne Jones (SI), Wayne McElrath (FAIS), Valerie Melvin (IT), Zina Merritt (DCM), Ben Nelson (APQA), Ken Patton (GC), George Scott (HSJ), Howard Williams (ISTS), and Orice Williams (FMCI). Carolyn Taylor and Belva Martin, who have since retired, also contributed to the project.

Picture project team members include: Jennifer Ashley (PA), Leo Barbour (ISTS), Alicia Cackley (FMCI), Deborah Eichhorn (CAO), Linda Garcia (LC), Steve May (IO), Beth Miller (CG), Anu Mittal (APQA), Ken Patton (GC), Vicki Porter (HC), Ernest Powell (PA), Roxanna Sun (ASM), Chris Stone (PA), John Townes (HCO) and Carrie Wilks (PI). Pete Houlihan, EMCOR, expertly hung the photos.

Learning Center Is Increasing Offerings for Analysts and Auditors

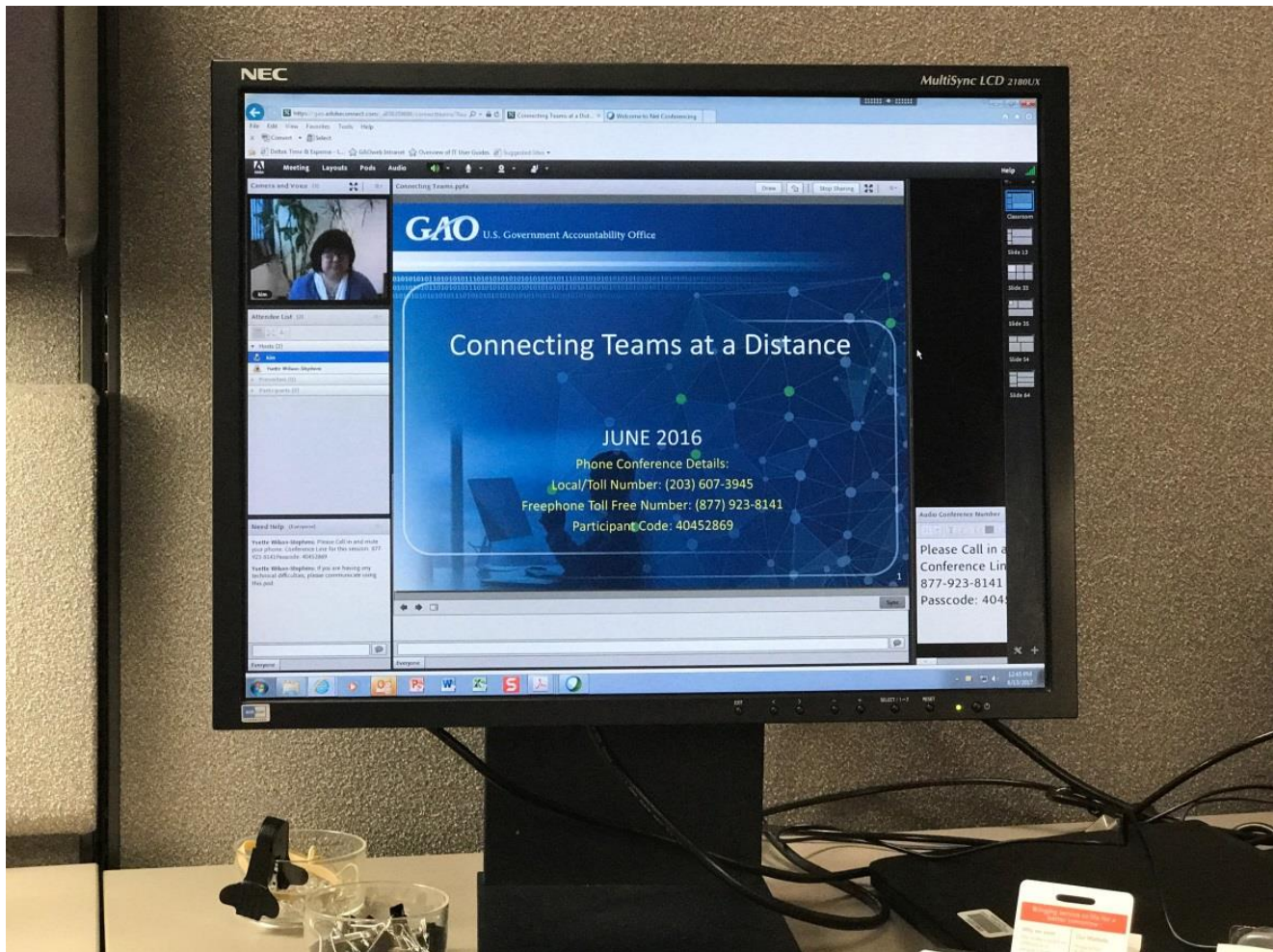
The Learning Center is implementing new training resources to enhance the ability of analysts and auditors to build on their audit skills. These initiatives, which include converting courses to virtual delivery, expanding course offerings for Band IIs, and providing “just-in-time” training opportunities, are being launched to address requests by staff and an expected increase in demand for virtual courses. (In virtual courses, analysts and auditors, who are not co-located participate by using virtual platforms at GAO such as Adobe Connect or WebEx.) “These new initiatives will offer a unique opportunity to meet the training and development needs of analyst and auditors wherever they are located,” said GAO’s Chief Learning Officer Gus Crosetto.

More Virtual Courses for Field Staff and Teleworkers Planned

In recognition of the increased use of telework across GAO and to reduce travel expenditures, the Learning Center plans to create 21 virtual versions of current classroom-based courses for analysts and auditors by



The Learning Center has plans to roll out more of its analyst/auditor courses virtually so that staff, regardless of location, can access training. Above Miriam Carroll Fenton instructs a classroom full of newly hired staff in the Principles of Effective Feedback (LEDV101) while below: Kim Yamane prepares to lead Band IIIs in a virtual discussion of Connecting Teams at a Distance (LEDV357).



December 2018. Courses that are ideal candidates for conversion to virtual instruction are short in duration—typically 2-3 hours—and currently taught by GAO staff. Although there always will be a need for classroom-based instruction at GAO, the Learning Center's plan envisions increasing the number of analyst/auditor virtual courses from less than a third to almost two-thirds of all audit skill course offerings. The Learning Center will pilot two course conversions in the fall of 2017.

Planned Audit Skills Training and Coaching Resources for Band IIs

A second component focuses on building on the current Learning Center critical thinking and coaching curricula. Key features include the addition of a new course for Band IIs on coaching critical thinking during engagements that builds on such topics as evidence, elements of a finding, and interviewing; a new Congressional Relations course for Band IIs that emphasizes coaching staff when preparing for Hill briefings and a coaching packet to help AICs, DPMs, and other supervisors coach PDP staff on applying audit skills learned in their bundled training to their engagements.

This initiative harmonizes well with the recently-reconstituted GAO Mentoring Program. Analysts and auditors supervising PDP staff who are currently completing bundled training can find this material online at the Learning Center's [website](#) or stop by the Learning Center to pick up a hard copy. Further, the transition seminar for analysts and auditors staff promoted to Band IIA is also emphasizing the importance of audit skills training and coaching.

Just-in-Time Job Aids Available to All Staff

Another of the Learning Center's forays into enhancing analyst/auditor learning content has been to increase the availability of just-in-time job aids. The Learning Center has posted over 50 job aids to the [Just-in-Time: Job Aids](#) website. Analysts and auditors are encouraged to use these resources for their own development and guidance, as well in training and coaching others. Job Aids topics include congressional appropriations and the federal budget, coaching, participation in virtual teams, indexing and referencing, evidentiary rules, the elements of a finding, and interview write-ups. Analysts and auditors are encouraged to send suggested changes to the current job aids site and ideas for additional job aids to Kevin Copping at coppingk@gao.gov.

Additionally, the Learning Center has aligned training to meet "just in time" engagement needs. For instance, earlier this year the Learning Center offered five sessions of *Using Federal Budget Information for Engagements* just in time for the kick-off of GAO's annual budget justification reviews; about 170 staff completed the training. Other newly introduced just-in-time training includes e-learning courses—individualized, self-paced courses that analysts and auditors can complete at any location and at any time—such as *Supporting Client Relations with the Congressional Relations Toolbox* and *Recommendation Follow-up Training*.

While the development of the virtual courses and Band II audit skills critical thinking and coaching courses will not be fully available until the end of 2018, the Learning Center has recently posted numerous just-in-time job aids and resources for use by all staff on its website.

Finally, the Learning Center has created *The Learning Center Analyst/Auditor Training* catalog that includes information on more than 80 audit skill courses currently being offered. The catalog is organized by the five engagement phases to make it easier for staff to schedule training that aligns with their current engagement's needs. Click on this [link](#) to view the catalog.

From Here and There

Arrivals and Departures

Welcome to recently hired GAO employees:

APQA: David Lu

ASM: Lauren M. Wright (Dayton)

FMBO: Fang (Jack) Gao

HC: Andrea M. Henshilwood

HCO: Aisha Maxwell, Ashley S. Sewell, Sara R. Rizik

HSJ: Chad W. Johnson, Michael H. Moran

IAT: Natarajan Subramanian

IO: Matthew S. Juntz

NRE: Joseph O. Hackett

SI: Jared R. Dmello (Boston), Alexandria J. Palmer

Goodbye and best wishes to employees leaving GAO:

DCM: Laura Choi

FMA: Curtis Lim

IO: Len Benning

In Memoriam



Delaney Branch, (Publishing/ISTS), passed away June 20. Delaney began his federal career in the Army National Guard in 1975, and continued his federal service in the U.S. Navy and the General Service Administration before joining GAO in 1986. Delaney has been a Publishing Manager for over 15 years, most recently within the Publishing Group in ISTS. Over the course of his federal career, he received four letters of commendation of outstanding performance and three team awards. Delaney will be greatly missed by his ISTS colleagues and by all those who knew and worked with him during his many years at GAO. As details of his services are known, they will be shared in notices.

Mark Your Calendar

Everybody Has a Story to Tell during Diversity and Inclusion Month at GAO!

Don't miss these events:

Book discussion with Jeff Chang, author of *We Gon' Be Alright*

June 27|2:00-3:00pm|6802|GAOTV

GLEA/BIG Moonlight Film Discussion

June 28|12:00-1:00pm|Staats (7C13)|GAOTV

Zumba Workout to Caribbean Beats

June 29|12:30-1:30 pm|Fitness Center

Go to GAO's [Diversity and Inclusion Month intranet page](#) for up to the minute details on all events.



Learning Opportunity: Cost Estimating for Auditors and Analysts – June 28 & 29 (HQ)

Have you been tasked with evaluating a program's cost estimate or an agency's cost estimating process as part of an engagement? Then attend COAN941, Cost Estimating for Auditors and Analysts! In this interactive course attendees will:

- Learn about GAO's 12-step process to develop reliable cost estimates
- Discover how the 12-step process is used to evaluate a the reliability of program's cost estimate
- Examine case studies from past work to see how these practices were put to use, as well as common findings and recommendations related to the reliability of program cost estimates

Logistics

Date: Wednesday June 28 through Thursday June 29

Time: 8:30 am – 4:00 pm

Location: Learning Center Room 3

Please bring a simple calculator

Employees attending this class should charge job code 993001.

Registration/CPE Credit

- Staff should register via the [Training Registration Resource System \(TRRS\)](#); course number: COAN941.
- 14 CPE will be awarded at the completion of the session.

Questions

Please contact [Jennifer Leotta](#) with questions.

Job Market

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

[IT Specialist \(Network\)](#), PT-2210-02/02, closes 6/23

[Human Resources Specialist \(Employee Relations\)](#), PT-0201-02/02, closes 6/27

[Communications Analyst \(Written\)](#), CS-1001-02/02, closes 6/27

[Supervisory Public Affairs Specialist](#), MS-1035-01/01, closes 6/23

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

Open Innovation: Executive Branch Developed Resources to Support Implementation, but Guidance Could Better Reflect Leading Practices.

[GAO-17-507](#), June 8

Military Personnel: DOD Needs to Establish Performance Measures for the Armed Forces Sports Program.

[GAO-17-542](#), June 8

EPA Science Advisory Board: Policy Statement on Science Quality and Integrity.

[GAO-17-526R](#), June 8

Wildland Fire Risk Reduction: Multiple Factors Affect Federal-Nonfederal Collaboration, but Action Could Be Taken to Better Measure Progress.

[GAO-17-357](#), May 10

Satellite Acquisitions: Agencies May Recover a Limited Portion of Contract Value When Satellites Fail.

[GAO-17-490](#), June 9

Military Readiness: DOD Has Not Incorporated Leading Practices of a Strategic Management Planning Framework in Retrograde and Reset Guidance.

[GAO-17-530R](#), June 9

Armored Commercial Vehicles: DOD Has Procurement Guidance, but Army Could Take Actions to Enhance Inspections and Oversight.

[GAO-17-513](#), June 9

Customs and Border Protection: Improved Planning Needed to Strengthen Trade Enforcement.
[GAO-17-618](#), June 12

Improper Payments: Additional Guidance Could Provide More Consistent Compliance Determinations and Reporting by Inspectors General.
[GAO-17-484](#), May 31

U.S. Foreign Assistance: Inventory of Strategies at Selected Agencies.
[GAO-17-563R](#), June 13

Ford-Class Aircraft Carrier: Follow-On Ships Need More Frequent and Accurate Cost Estimates to Avoid Pitfalls of Lead Ship.
[GAO-17-575](#), June 13

Department of Defense: Actions Needed to Address Five Key Mission Challenges.
[GAO-17-369](#), June 13

VA Information Technology: Pharmacy System Needs Additional Capabilities for Viewing, Exchanging, and Using Data to Better Serve Veterans.
[GAO-17-179](#), June 14

Management Report: Opportunities for Improvement in FHFA's Evaluation of Internal Control over Financial Reporting.
[GAO-17-552R](#), June 14

Memory Supplements: Clarifying FDA and FTC Roles Could Strengthen Oversight and Enhance Consumer Awareness.
[GAO-17-416](#), May 16

Hydrographic Surveying: NOAA Needs Better Cost Data and a Strategy for Expanding Private Sector Involvement in Data Collection.
[GAO-17-510](#), June 15

Oil, Gas, and Coal Royalties: Raising Federal Rates Could Decrease Production on Federal Lands but Increase Federal Revenue.
[GAO-17-540](#), June 20

Defense Infrastructure: Additional Data and Guidance Needed for Alternately Financed Energy Projects.
[GAO-17-461](#), June 20

Veterans Affairs: Improved Management Processes Are Necessary for IT Systems That Better Support Health Care.
[GAO-17-384](#), June 21

Supply Chain Management: DOD Could More Efficiently Use Its Distribution Centers.
[GAO-17-449](#), June 21

Restricted Reports

Army Readiness: Progress Made Implementing New Concept, but Actions Needed to Improve Results.
[GAO-17-458SU](#), June 8

Military Readiness: Coastal Riverine Force Challenges.
[GAO-17-462C](#), June 13

Congressional Testimony

Information Technology: Sustained Management Attention to the Implementation of FITARA Is Needed to Better Manage Acquisitions and Operations, by David Powner, IT, before the Information Technology Subcommittee and Government Operations Subcommittee, House Oversight and Government Reform Committee.

[GAO-17-686T](#), June 13

Fiscal Year 2018 Budget Request: U.S. Government Accountability Office, by Comptroller General Gene Dodaro, before the Legislative Branch Subcommittee; Senate Appropriations Committee.

[GAO-17-604T](#), June 21

Legal Decisions and Opinions

Bid Protest Decisions

[Knight Point Systems, LLC](#), B-414183.3, B-414183.5, May 31

[Gichner Systems Group, Inc.](#), B-414392, May 31

[Western Star Hospital Authority, Inc.](#), B-414198.2, B-414198.3, June 7

[Accenture Federal Services, LLC](#), B-414268.3, B-414268.4, B-414268.5, May 30

[ASRC Communications, Ltd.](#), B-414319.2, B-414319.3, B-414319.4, B-414319.5, May 9

[EDC Consulting, LLC; Cybermedia Technologies, Inc.; Harmonia Holdings Group, LLC; Incentive Technology Group, LLC; Brilliant Corporation; Citizant, Inc.; Ventera Corporation; BC Digital Services, LLC-JV; IntegrityOne Partners](#), B-414175.10, B-414175.11, B-414175.12, B-414175.13, B-414175.14, B-414175.15, B-414175.16, B-414175.17, B-414175.18, B-414175.19, B-414175.20, B-414175.21, B-414175.22, B-414175.23, B-414175.24, B-414175.25, B-414175.26, June 9

[Next Tier Concepts, Inc.; MAXIMUS Federal Services, Inc.](#), B-414337, B-414337.2, May 15

[General Dynamics Information Technology, Inc.](#), B-414387, B-414387.2, May 30

[Systems Plus, Inc.](#), B-413323.3, B-413323.5, May 11

[The Red Gate Group, Ltd.](#), B-410466.8, May 12

[American Commercial Group, Inc.](#), B-410157.4, May 16

[IR Technologies](#), B-414430, B-414430.2, B-414430.3, June 6

[Mayfield Government Inspections](#), B-414528, June 13

[Red River Computer Company, Inc.](#), B-414183.4, B-414183.6, B-414183.7, June 2

[Raytheon Company](#), B-414354, B-414354.2, May 10

[FreeAlliance.com, LLC](#), B-414531, June 19

[PAE Applied Technologies, LLC](#), B-414624, June 12

[TransAtlantic Lines, LLC](#), B-414148, February 7

[SITEC Consulting, LLC; VariQ Corporation; Logistics Systems, Inc.](#), B-413526.4, B-413526.5, B-413526.6, B-413526.7, April 3

[Walker Development & Trading Group, Inc.—Costs](#), B-414258.3, June 8

[Team People LLC](#), B-414434, B-414434.2, June 14

[PacArctic, LLC](#), B-413914.3, B-413914.4, May 30

Major Rules

Department of Education: Final Priorities, Requirements, Definitions, and Selection Criteria--Striving Readers Comprehensive Literacy (SRCL) Program, B-329093, May 31

Department of Homeland Security: Definition of Form I-94 To Include Electronic Format, B-329109, June 2

Department of Health and Human Services, Centers for Medicare and Medicaid Services: Medicare Program; Advancing Care Coordination Through Episode Payment Models (EPMs); Cardiac Rehabilitation Incentive Payment Model; and Changes to the Comprehensive Care for Joint Replacement Model (CJR), B-329119, June 6

Department of Agriculture, Agricultural Marketing Service: National Organic Program (NOP); Organic Livestock and Poultry Practices, B-329108, June 6

Department of the Interior, Fish and Wildlife Service: Migratory Bird Hunting; Final Frameworks for Migratory Bird Hunting Regulations, B-329120, June 9

Speakers' Platform

Dave Wise (PI), Keith Cunningham (PI), Bob Homan (PI), Hannah Laufé (GC), and Toni Gillich (FAIS) briefed the [House Task Force on Anti-Terrorism and Proliferation Financing](#) on GAO's foreign ownership of GSA-leased space report. In response to the report, Rep. Stephen Lynch and Rep. Peter King, co-chairs of the task force, introduced H.R. 2426, the Secure Government Buildings from Espionage Act of 2017, which would ensure that beneficial ownership information is collected as part of the government leasing process for buildings with high-security leased space, June 9.

Gerald Dillingham, PI, participated on a panel entitled "A Comprehensive Federal Aviation Administration Reauthorization Bill", at the RTCA 2017 Global Aviation Symposium, June 13-14, Washington, D.C.

On the Air

Brenda Farrell, DCM, was interviewed by WUSA-TV about the military's efforts to account for missing persons from past conflicts ([GAO-13-619](#), July 17, 2013), June 7.

Joe Kirschbaum, DCM, spoke with Federal News Radio about GAO's perspective on insider threats in the defense area, June 8.

Cristina Chaplain, ASM, was interviewed by Federal News Radio about the team's report on what happens when government satellites fail ([GAO-17-490](#), June 9), June 12.

Dave Powner, IT, was interviewed by Sinclair broadcasting for the program "Full Measure with Sharyl Attkisson," about environmental liabilities related to clean-up projects highlighted in the High Risk Report ([GAO-17-317](#), February 15), June 14.

Berri Davis, FMA, spoke with Federal News Radio about her work on improper payments ([GAO-17-484](#), May 31), June 19.

Cathy Berrick, DCM, appeared on NewsChannel 8's "Government Matters" program to talk about the team's report on DOD challenges ([GAO-17-369](#), June 13), June 20.

About *Management News*

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