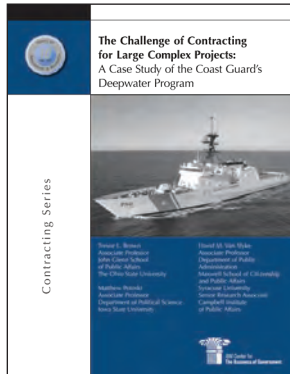


Recently Published IBM Center Reports

Contracting Series



The Challenge of Contracting for Large Complex Projects: A Case Study of the Coast Guard's Deepwater Program

Trevor L. Brown, Matthew Potoski, and David M. Van Slyke

The federal government now spends about 40 percent of its discretionary budget to buy everything from office supplies to weapon systems. When the government buys simple products, like paper clips, they can turn to well-established acquisition strategies and practices and apply them to richly competitive markets. When government agencies buy complex products, like weapon systems, conventional acquisition approaches are often insufficient and markets are more challenging. This report examines contracting for complex products by reviewing the U.S. Coast Guard's experience with its Deepwater Program. The Deepwater Program was a major "system of systems" acquisition to upgrade and integrate the Coast Guard's sea and air assets (such as boats and airplanes). Based on their analysis of the Coast Guard's experience, the authors offer lessons for the future as the government continues to face the challenge of acquiring complex products.

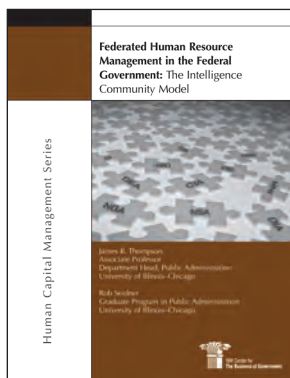


Six Practical Steps to Improve Contracting

Allan V. Burman

The IBM Center and George Mason University co-sponsored a series of breakfast seminars over the course of 2008 with a series of acquisition experts who constituted the Acquisition Reform Working Group. They believed that whoever won the election, contracting issues would be on the front burner. With the passage of the Stimulus Bill, having an effective federal contracting function will be critical to the success of the Bill. While many observers see the current federal contracting system as broken, the seminar participants identified a series of practical steps that can be taken now to begin to fix it.

Human Capital Management Series

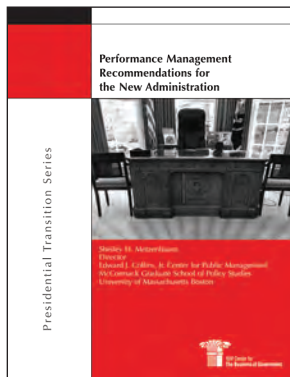


Federated Human Resource Management in the Federal Government: The Intelligence Community Model

James R. Thompson and Rob Seidner

The Intelligence Community developed a "federated" approach to its human capital system under the authority of the Intelligence Reform and Terrorism Prevention Act of 2004. This approach effectively balances the needs of the community with those of individual agencies. Unlike the traditional top-down approaches to policy development, the Office of the Director of National Intelligence worked closely with each of the 17 components of the Intelligence Community to agree upon a new human resource management framework. The 17 components voluntarily ceded some of their statutory autonomy in the interest of a stronger and more cohesive whole. The result is a robust set of changes that has achieved widespread acceptance. This approach may be a model for reforms in the broader civil service system.

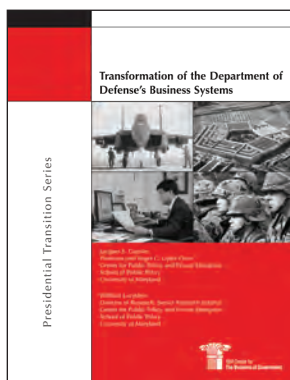
Presidential Transition Series



Performance Management Recommendations for the New Administration

Shelley Metzenbaum

Two simple tools—goals and measurement—are among the most powerful leadership mechanisms available to a President for influencing the vast scope of federal agencies. Goals and measurement are useless, however, unless used. Both Presidents Clinton and Bush undertook efforts to use performance information to manage. President Barack Obama has promised it will be on his agenda as well. What have we learned over the past 16 years that can help the Obama administration move forward quickly? This report reviews the lessons learned. The author's premise is that performance information should be used to improve performance, not just report performance for accountability purposes. She offers a series of recommendations to the president, the Office of Management and Budget, new agency heads, and the Performance Improvement Council on ways to make performance information a vital element of success.

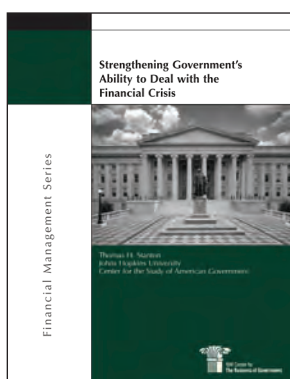


Transformation of the Department of Defense's Business Systems

Jacques S. Gansler and William Lucyshyn

The Department of Defense launched an ambitious effort to transform its vast network of back office mission support systems in 2001. It has since invested large amounts of funding in the effort. What progress has been achieved to date? What has been its impact? This report provides answers and insights into these questions as it assesses the progress of this effort. The authors, who have extensive experience in Defense reforms, also offer recommendations on leadership, governance, and management steps that the new administration may want to undertake to ensure the Department's business transformation efforts are meaningful.

Financial Management Services



Strengthening Government's Ability to Deal with the Financial Crisis

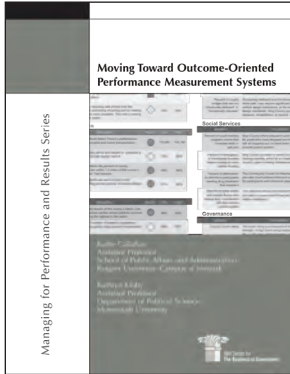
Thomas H. Stanton

As the administration and Congress take actions to address the immediate financial crisis, determining how to place the government's response on a stronger organizational footing is a key step to reducing the likelihood that the nation will experience a similar financial crisis in the future. In his report, Stanton points out the need to address past policies' inconsistencies, lack of transparency, and shortcomings in organizational capacity. In order to do so, he recommends a number of steps to:

- Ensure a perception of legitimacy of the response effort
- Enhance government's institutional capacity to respond effectively
- Supplement current policies to ensure the flow of credit and assist communities to cope with foreclosed homes

Recently Published IBM Center Reports

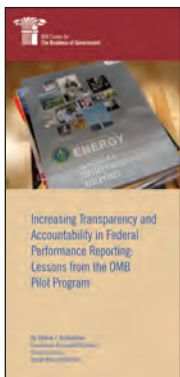
Managing for Performance and Results



Moving Toward Outcome-Oriented Performance Measurement Systems

Kathe Callahan and Kathryn Kloby

Public managers in communities across the country are under increasing pressure by the public to report on the outcomes and results of their programs. With both internal and external demands for information, public managers not only need to provide an accounting of resources expended and services provided, but also report on performance and outcomes. The authors describe a shift taking place both within government and through independent community indicator projects devoted to developing broad, outcome-oriented indicators of how well a community is doing. They also describe the challenges public managers face in making sense out of the data they collect to inform their decision-making and also inform the public. The report provides examples of outcome-oriented performance measurement systems in place around the country, describes their findings from these case studies, and offers practical recommendations on how to develop useful outcome-oriented measurement systems that other communities—either sponsored by government or community indicator projects—can act upon.

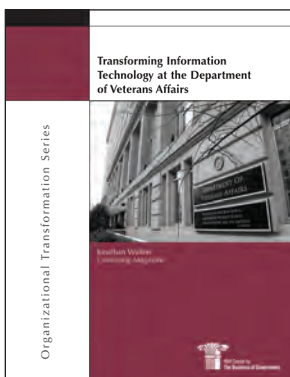


Increasing Transparency and Accountability in Federal Performance Reporting: Lessons from the OMB Pilot Program

Valerie J. Richardson

In 2006, the Office of Management and Budget (OMB) authorized the Performance and Accountability Reporting (PAR) Pilot Program, which permitted executive branch agencies to use an alternative approach to reporting financial and performance information. Eleven departments and agencies volunteered to participate in the FY 2007 PAR Pilot Program. Three initiatives were held to assess and share lessons learned from the PAR Pilot Program. A summary of these initiatives as well as recommendations in how federal performance reporting can be improved are included in this concise, 14-page report.

Organizational Transformation



Transforming Information Technology at the Department of Veterans Affairs

Jonathan Walters

Jonathan Walters' report chronicles the Department of Veterans Affairs' (VA) efforts to realign and centralize its information technology activities. Describing it as an "ambitious, audacious and arduous crusade," Walters makes it very clear that this is still very much a work in progress. There are significant hurdles ahead and certain significant adjustments will no doubt need to be made for this ambitious undertaking to be ultimately implemented and sustained by the VA. Yet at the same time, the effort offers the VA's new leadership a clear and established roadmap for moving the effort forward, because a lot of hard work has been done for them.

In addition to his captivating description of the VA experience, Walters also identifies ten lessons learned—based on the experience of change management at the VA—which are clearly applicable to any organization confronting a change management initiative.