

**Sent:** Wed, 21 Sep 2016 14:15:08 -0400  
**From:** "LeBlanc, Carol M. EOP/OA" <carol\_m\_leblanc@oa.eop.gov>  
**To:** "Maloney, Peggy" <peggy\_a\_maloney@oa.eop.gov>, "Maloney, Peggy" </o=eop/ou=exchange administrative group /cn=recipients/cn=maloney, peggy a.c4e">  
**Subject:** RE: Brown Bag  
[AgencytoAgencyPMpractices.pptx](#)

-----Original Message-----

From: Maloney, Peggy A. EOP/OA  
Sent: Wednesday, September 21, 2016 2:12 PM  
To: LeBlanc, Carol M. EOP/OA <Carol\_M\_LeBlanc@oa.eop.gov>  
Subject: Brown Bag

Hi Carol, sorry I missed out on what you were offering at your brown bag luncheon today. May I have a hard copy, please when you have a second, many thanks!

Peg Maloney  
WHIT, Financial Operations Analyst  
Executive Office of the President  
202-395-1750 - work

[REDACTED] cell

P6/b(6)



# **From Agency to Agency**

How Project Management Varies Across Agencies







# Introduction

- Purpose
  - Provide a snapshot of the variety of project management experiences that exist in the Federal Government
  - Offer recommendations on how to set yourself up for project success in any situation
  - Q&A discussion
- Experience
  - 22 years in IT - 16 ½ in program & project management roles; 14 w/ COR/COTR responsibilities
  - EOP (2 ½)
  - CIA (9)
  - State Department (5)
  - Private sector – UNIX Sys Admin; Web Design; DBA; Technical Illustrator
  - USAF (2)



# Projects Come in All Shapes & Sizes

- **Budget**

- Large Budget >\$25M, Small Budget <\$100K

- **People Resources**

- Government Staff, Prime contract, IDIQ, etc

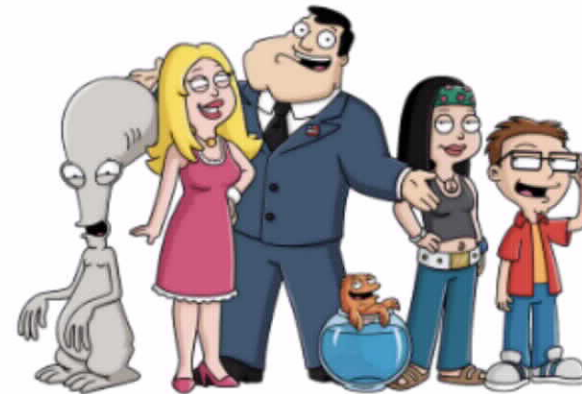
- **Methodology**

- Every flavor: Waterfall, agile, iterative

- **Timeframe**

- Months...years...decades

**Complexity can be  
independent  
of budget and team size**







# Department of State

- Office of Logistics Management
- Logistics systems to support 290~ embassies, consulates, and missions
- Acquisition activities in FY2015 were **\$8.0 billion**
  - Overseas building operations, diplomatic security domestic and overseas local guard services, IT equipment and services, weapons abatement programs, law enforcement and anti-narcotics support, furniture and furnishings, secure procurements, and operational and support services
- Freight Management - Moving government supplies and equipment in support of daily operations as well as emergency needs
- Travel/Relocation - facilitating domestic and overseas official travel and relocation
- Provide classified & unclassified diplomatic pouch service for State Dept Foreign Service missions
- Managing the Department's worldwide vehicle fleet

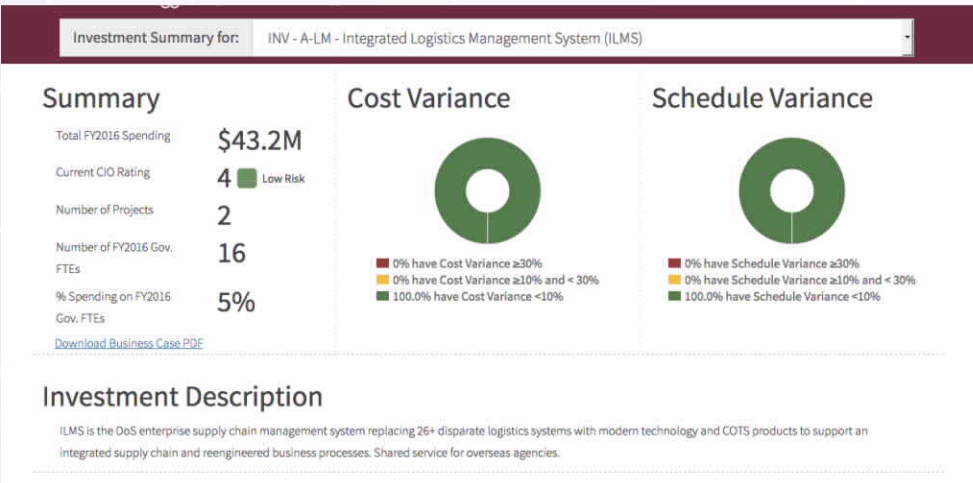






# Department of State

- Program: Integrated Logistics Management System (ILMS)
- Enterprise supply chain management system
- Major program with multiple highly complex system integration subprojects spanning several years (10+)
  - Phased domestic and global deployment
  - Highly structured project and program management
  - OMB 300 investment reporting requirements
  - Led by SES Office Director
- Project Manager for the Ariba domestic deployment



<https://www.itdashboard.gov/>



# Department of State - ILMS

## Case study: U.S. State Department

- Challenges
  - No common processes and platform for purchasing
  - Geographic dispersion made collaboration difficult
  - Limited visibility and compliance on spend
- Solution
  - Accenture-managed program with Ariba Analysis™, Ariba Buyer™, and Ariba Contract Management™ technology since 2003
  - Integration with Momentum Financial
- Results
  - >10k users
  - >50k catalog items plus numerous non-catalog purchases
  - Global deployment at most embassies and consulates

Ull	Bureau	Investment Title	Total FY2016 Spending (\$M)	Type	CIO Rating	# of Projects
<a href="#">014-000000012</a>	Department of State	INV - A-LM - Integrated Logistics Management System (ILMS)	\$43.211	Major	4	2
<a href="#">014-000000014</a>	Department of State	INV - Global e-Travel Program (GeT)	\$5.100	Major	4	1

Cost and Schedule Color Legend [read more](#)

Variance <10%	Variance ≥10% and < 30%	Variance ≥30%
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<b>Name:</b> PROJ - Overseas Deployments	<b>Cost</b> <b>Life Cycle Cost:</b> \$15.0M <b>Cost Status:</b> On Budget <b>Cost Variance %:</b> 1.48% <b>Cost Variance Change:</b> 0%	<b>Schedule</b> <b>Project Status:</b> In-progress <b>Schedule Status:</b> On Schedule <b>Schedule Variance %:</b> 0% <b>Schedule Variance Chan...</b> 0%
<b>Name:</b> PROJ - Enhancement Management	<b>Cost</b> <b>Life Cycle Cost:</b> \$28.9M <b>Cost Status:</b> On Budget <b>Cost Variance %:</b> -0.96% <b>Cost Variance Change:</b> 0%	<b>Schedule</b> <b>Project Status:</b> In-progress <b>Schedule Status:</b> On Schedule <b>Schedule Variance %:</b> 0% <b>Schedule Variance Chan...</b> 0%





# Department of State

- Program/Project Manager for Web Team
  - 2 FTE & Contracting Officer's Rep for \$5M web dev, O&M contract
  - Early days of web applications
  - WebMove – full SW development lifecycle
  - Regional Procurement Support Office (RPSO) E-Mall
  - A/LM Web Site, web tools
  - Listerv – moderator for Admin List for Foreign Service Officers
  - Hosted and expanded list service to over 45 organizations/programs







## Surprise projects...

### 2001 via CNN

“Trace amounts of **anthrax** were found in **two mailrooms** at State Department headquarters, on letters sent to the agency's Rewards for Justice Program and in a **mail pouch** bound for the U.S. Embassy in Peru, senior State Department officials told CNN on Monday.”

**RISK**  
MANAGEMENT

### **Anthrax Clean-Up at the State Department**

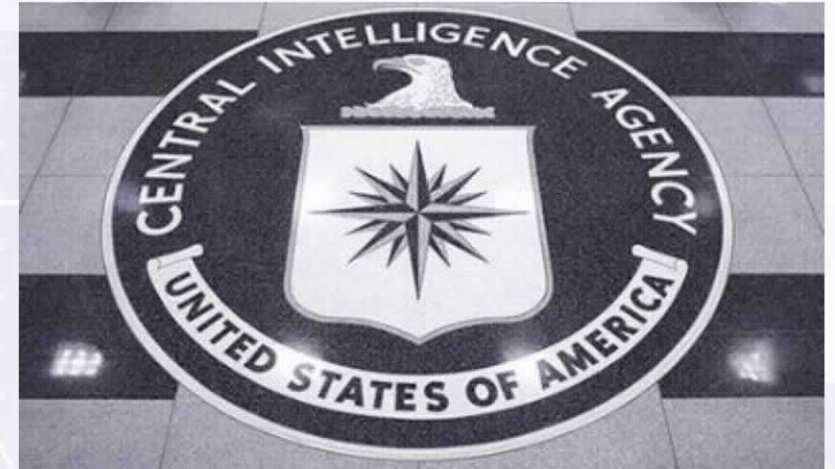
by Bill Coffin and Thomas J. Sgroi

<http://cf.rims.org/Magazine/PrintTemplate.cfm?AID=2210>



## Central Intelligence Agency (CIA)

“CIA’s primary mission is to **collect, analyze, evaluate, and disseminate** foreign intelligence to assist the President and senior US government policymakers in making decisions relating to national security. This is a very complex process and involves a variety of steps.”







# Central Intelligence Agency (CIA)

- The [Directorate of Operations](#) (DO) has responsibility for the clandestine collection of foreign intelligence
- The [Directorate of Analysis](#) (DA) analyzes all-source intelligence and produces reports, briefings, and papers on key foreign intelligence issues.
- The [Directorate of Science and Technology](#) (DS&T) accesses, collects, and exploits information to facilitate the execution of the Agency's mission by applying innovative, scientific, engineering, and technical solutions to the most critical intelligence problems.
- The [Directorate of Support](#) (DS) provides support that is critical to the Agency's intelligence mission
- (NEW) The [Directorate of Digital Innovation](#) (DDI) is the Agency's newest Directorate focused on accelerating innovation across the Agency's mission activities with cutting-edge digital and cyber tradecraft and IT infrastructure.
- The Director of the Central Intelligence Agency (D/CIA) has several staffs directly subordinate to him that deal with acquisitions, communications, [public affairs](#), [human resources](#), protocol, congressional affairs, [legal issues](#), information management and technology, strategic resource management, and internal oversight.





# CIA Projects

- Records Management & Current Reporting Systems Program
  - Managed complex, mission-critical CIA enterprise IT system used for the creation, dissemination, and sharing of intelligence
  - 24/7 support to users across the IC
  - Oversaw system integration, system engineering, & SW development
  - COTR for multi-year development & maintenance contract
  - Transitioned teams from waterfall to agile scrum
- Production & Dissemination Capability Manager
  - Coordinated cross-organizational software releases for 10-20 interfacing systems used in the production and dissemination of human intelligence reports and analytic products
  - Facilitated the end-to-end testing for integration efforts that crossed organizational boundaries







## CIA Projects (cont'd)

- **Executive Officer**
  - Assisted with oversight and management of personnel, budgets, and contracts for a large IT organization that had responsibility for several 24/7 mission-critical enterprise systems
- **Communication Officer**
  - Planned and executed a communications strategy for the Agency's Executive Director, launched social media for internal agency communications at the highest level
- **IT Business Operations Center PM**
  - Supported the planning and implementation of a new business model that transformed CIA's IT service delivery and software asset management
- **Software PM**
  - Managed project that piloted software used for information search and discovery





# Executive Office of the President

*Sunset Dakota Data Center*

It takes a village...





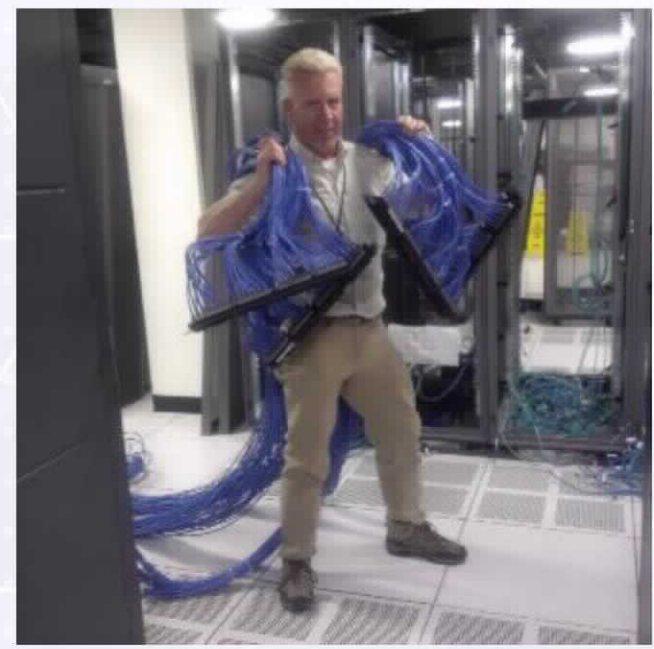
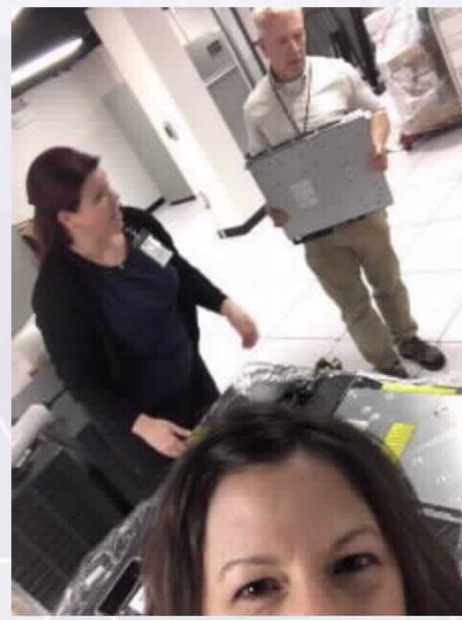


# Presidential Records





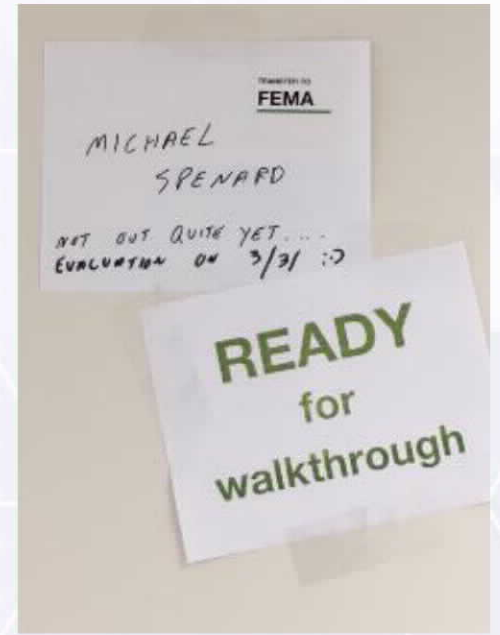
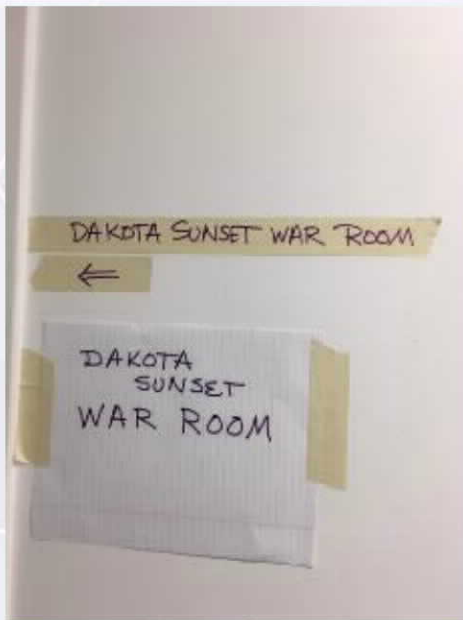
# Dakota Unplugged







# Enjoy the moments





## Challenges (Embrace & learn from them!)

- Organizational change
- Congress! Federal budget!!
- Process implementation too rigid...or the opposite
- Organizational cultures can vary greatly between agencies





## Opportunities (jump at them!)

- Formal mentoring program
  - Signed up as both mentor for junior staff AND as a mentee with senior executives!
- Represented the Enterprise IT organization as spokesperson at the 2009 President-Elect Transition Team Roundtable
- Represented CIA at the 2008 DNI focus group on workforce diversity
- CIO representative for the 2008 Combined Federal Campaign (CFC)
  - Provided guidance for Key Workers
  - Provided status for all OCIO offices at the CIO's weekly staff meeting (office competition – fun!)
- SME for the State Dept. Interview Day at Government's First Virtual IT Job Fair (2002)

All of these experiences helped me become comfortable in various environments (was scared at times!)



## Tips

- Checklists can be your best friend!
- Get to know the culture (and sub-cultures!)
- Try different types of projects
- Challenge yourself – even if it's uncomfortable. Becomes easier each time you enter new situations
- Take advantage of an opportunity when it presents – may not present again
- Take notice of how successful PMs handle challenging situations
- Learn Project Management best practices – and observe others employing them (or notice what happens if they don't!)
- Become a member of PMI (don't need to be certified!)
- Stay current in government
  - FCW, GovExec, Cio.com, GAO reports, individual agency web sites, USAJobs (skills being sought!)





## Beware of labels...

