

National Science Foundation
Advisory Committee for Business and Operations
Spring 2016 Meeting

May 11-12, 2016
Room 1235

Wednesday, May 11, 2016

1:00 pm **Welcome/Introductions/Recap**
Co-Chairs: Chuck Grimes and Susan Sedwick

1:15 pm **Enterprise Risk Management**
In December 2014, the Office of Budget, Finance, and Award Management spoke to the Committee regarding its efforts to expand its risks management activities in the face of increased demands and more limited resources. The Committee suggested that enterprise-wide risk management would be advisable across all of NSF.

Enterprise Risk Management (ERM) will be implemented at NSF in the near future pursuant to a forthcoming revision to OMB Circular A-123. NSF staff will give a brief summary of the ERM outlook for the agency, a short explanation of risk management activities that have taken place at mission support levels within various NSF Directorates/Offices, e.g. BFA, and hear from BOAC members who have dealt with ERM implementation in their organizations. NSF is particularly interested in learning which organizations have Risk Officers and what they do, as well as where the organizations are on a maturity model. Most importantly, NSF wants to ensure OMB Circular A-123 efforts do not result in a compliance exercise.

In order to continue NSF's progress towards establishing an ERM framework, NSF is developing an implementation plan. As we start to draft this plan, we want to obtain the Committee's valuable feedback.

Committee Action/Feedback:

- How has ERM been helpful? What value has it brought for your organization and how do we ensure it does not become a compliance exercise?
- How should NSF decide who's in charge, do we need a Chief Risk Officer, and how should we implement A-123's requirement that the Chief Operating Officer lead?
- Should we leverage a maturity model to benchmark or guide our efforts?
- Where is the best place to start?

Presenters: Michael Wetklow, BFA; Rafael Cotto, BFA

Discussants: Chuck Grimes, Susan Sedwick and Doug Webster

2:15 pm **From Systems to Data and Beyond**
NSF is deeply committed to data-driven decision making. Making data available to inform decision-making requires engagement across an organization -- from the information technology shop to every office that supports an organization's mission. NSF has taken our first steps toward using data to improve our effectiveness and efficiency, and we're aware that most organizations are moving toward greater use of data to inform decision-making. We would like to learn from the experience of committee members about challenges and successes their organizations have experienced as they have moved toward a more mature organizational model for making quality data and business intelligence tools available to internal and external stakeholders. Two committee members will tee-up the conversation for us and then we'd like to broaden the conversation to the full committee.

Committee Action/Feedback:

We'd like to hear from committee members who can share challenges, words of caution, lessons-learned, and success stories of organizations that have begun to effectively utilize data to improve the organization's ability to pursue its mission.

Relevant questions for consideration:

- How are organizations managing "data governance" or "data ownership?"
- Who is leading the charge for utilizing data to inform policy, planning, and implementation of priorities?

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- Does your organization utilize data to evaluate or assess your organization's effectiveness?
- Does your organization ingest data from external sources?

Presenter: Amy Northcutt, OIRM

Discussants: Mike Holland and Theresa Pardo

3:00 pm

Break

3:15 pm

Prepare for Meeting with Dr. Córdova

4:00 pm

Recommendations of the National Academy of Public Administration (NAPA) Study of NSF's Use of Cooperative Agreements to Support Large Scale Investments in Science and Technology

The National Academy of Public Administration (NAPA) made recommendations to NSF on the oversight of large research facilities. NSF would like advice on the implementation of the broad oversight recommendations involving the Major Research Facilities and Equipment Construction (MREFC) Panel, a potential new Advisory Committee to serve as a sounding board for the NSF Office of the Director, and associated ideas that NSF would like to consider such as the addition of a Senior Official in the Office of the Director.

Committee Action/Feedback:

Committee review and discussion of the Draft Charge, Structure, Timeline, and Proposed Composition of a new BOAC Subcommittee would be helpful.

Presenter: Matt Hawkins, BFA; Fae Korsmo, Office of the Director

5:00 pm

Meeting with Dr. Córdova

5:45 pm

Adjourn

6:30 pm

Dinner

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8:30 am **Modernization of Business Processes and Workforce Structures: A Discussion of Lessons Learned**

Following up on the BOAC's discussion at our last meeting about how advances in IT create opportunities to modernize business processes and, therefore, workforce structures, Jim Barbret will share lessons learned from Wayne State University's introduction of automated systems in its procurement and travel offices. His discussion will center on three dimensions of this kind of change: (1) working with the union as a partner, (2) redefining position descriptions, job qualifications, and performance expectations, and (3) re-envisioning organizational focus from one of merely performing data entry to one of delivering quality customer service.

Jim has found that having a high-level champion was crucial and that the process is really never complete. In fact, to help firmly establish a continuous improvement environment, Wayne State recently hired an Associate Vice President for Planning, Innovation and Assessment, who is charged with ensuring that university resources of all kinds are maximized.

Committee Action/Feedback:

A reminder of the relevant questions from the fall 2015 meeting:

- To what extent have your organizations experienced similar change in IT-enabled capabilities?
- How have you managed adaptation in the workforce in light of such change?
 - Updating the capabilities of the existing workforce
 - Modifying the skills and abilities you are looking for in hiring new employees
- What guidance do you have for NSF as we manage the current confluence of opportunities?

Presenter: Gerri Ratliff, OIRM

Discussant: Jim Barbret

9:15am **Benchmarking**

NSF has been participating in the government-wide benchmarking effort led by the President's Management Council (PMC) in five areas: Financial Management, Contracting, Information Technology, Real Property, and Human Capital. The benchmarking activities include measures of efficiency, operational quality, and customer service, to the extent they are available in each area. NSF will briefly explain its participation in this initiative.

NSF will ask members who have undertaken benchmarking efforts in their organizations to share their experiences. The goal is to maximize the value added for NSF from the PMC benchmarking effort.

Committee Action/Feedback:

- How has benchmarking been helpful? What value has it brought for your organization?
- How do you determine what is a good result and what is not?
- When your results indicate you are an outlier, how do you respond?
- How do you identify appropriate organizations to benchmark against?

Presenter: Judy Sunley, OIRM (PMC Benchmarking Goal Leader)

Discussants: Lee Cheatham and John Tao

10:15 am **Break**

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10:30 am **BFA/OIRM/OLPA Updates**
Presenters: Marty Rubenstein, BFA, Joanne Tornow, OIRM; Office of Legislative and Public Affairs

11:15 am **Summarize Recommendations/Loose Ends**

12:00 pm **Adjourn**