

EXECUTIVE CORE QUALIFICATIONS (ECQs)**Business Acumen**

Over the years, I have leveraged a broad base of professional experience to manage people, money, and technology resources effectively. For instance, in 2020, as Chief (GS-0343-15), Management Services Branch (MSB), Food and Drug Administration (FDA), I oversaw the formulation and execution of an annual \$276M budget including a \$134M scientific research portfolio. To support high-profile studies for the Office of Science (OS), Center for Tobacco Products (CTP), such as the effects of tobacco on youth, I routinely directed staff to perform analyses to identify opportunities to shift and reallocate financial resources. The OS regularly leveraged interagency agreements (IAAs) with the National Institutes of Health (NIH) to gain access to their indefinite-delivery-indefinite quantity (IDIQ) scientific contracts. But the invoice management and control process was ineffective and did not allow for the deobligation of unused funds timely to support reprogramming for other initiatives.

I was determined to establish a sound fiscal management plan to provide the necessary funds. So, I directed my staff to analyze funding allocated to NIH IAAs to support the IDIQs and determine how much of the funding could be reconciled against legitimate invoices. Unfortunately, we could only reconcile invoices against 60% of the budget. Therefore, I immediately implemented monthly budget meetings with nine multi-disciplined divisions to review burn rates, ensure information-sharing, and review budget execution rates. I also created a policy and standard operating procedure (SOP) to detail the roles and responsibilities of all stakeholders involved in the budget certification and invoice receipt process. The SOP emphasized timelines that allowed the lead time necessary to complete deobligation activities to support fund reallocation.

As a result, the office was able to reprogram \$5M that fiscal year to other high-profile priorities. I was also named the office director's representative to a center-level financial tracking working group (WG). The center WG identified an additional \$4.6M in corporate funds for deobligation and reallocation.

A second example took place in 2016 in my role as Section Chief (GS-0341-14), Administrative Services Branch, National Institute of Child Health and Human Development (NICHD). I managed a team of government employee administrators (GS-07 to GS-13) who provided human capital management (HCM) advisory services to seven organizations within the division of extramural research with 300 plus employees. I faced a 20% staffing reduction when I took over the position and was challenged with developing a strategy to ensure the section could support continuity of services for our customers.

Determined to solve this growing HCM issue, I secured a meeting with primary stakeholders to collect quantitative and qualitative data, including perceived perceptions about the level and quality of the existing HCM services. The stakeholder groups included management analysts on the team providing the services and the managers/supervisors receiving the services. I also met individually with each management analyst to determine their career goals and create professional development plans (PDPs) that were jointly authored with constructive input and milestone goals identified. The PDPs were used as a roadmap for upward mobility, advancement, and succession planning for eight employees. I also directed the creation and implementation of more than 20 SOPs to document and streamline business processes. In addition, I designed a team training model to promote mentorship, rotational training, and support between junior and senior staff, increasing the HCM knowledge-sharing.

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Due to my strategic, technical, and leadership skills, I ensured HCM programs were 90% compliant with all established performance metrics noted by agency-level audits. Despite the decrease in staffing and increased workload for the remaining staff, I led my section to maintain a 92% overall customer satisfaction rating. I was also able to maintain an 80% staff retention rate and increase the HCM skills of my staff by 50%.

In 2020, while serving as the MSB Chief (GS-0343-15), FDA, the OS director, identified a goal of increasing system automation for standard business functions. Therefore, I proposed to improve the efficiency and effectiveness of the office's recruiting process by adding a new electronic recruitment dashboard. My proposal also aligned with a significant human capital expansion that included adding 250 full-time equivalents (FTEs) to the office's total FTE ceiling. Given the expected increase in FTEs, the dashboard would significantly increase transparency and information-sharing, impacting more than 50 hiring managers. In addition, the system's flexibility would allow each user to identify the status of their recruitment and classification requests in real-time.

To overcome this technology shortfall, I discussed the proposal with the director. After gaining approval to move forward, I met with each division director and conducted a needs assessment that identified the requirement of modernized information sharing and increased performance monitoring capabilities. Next, I collaborated with the division of regulatory science informatics to assess the office's existing business intelligence capabilities. I chose Microsoft SharePoint as the most cost-effective and flexible platform to use, which also supported data migration to future media. Then, I built a team of five technical and functional experts to document the business requirements for the endeavor. My next step included 14 face-to-face working meetings to develop and design the dashboard. Subsequently, I led a group through the planning, designing, and refining stages, providing a foundation and framework for the various features in the dashboard, e.g., landing pages and demographics information. Finally, I oversaw a two-week user acceptance testing phase that informed five additional enhancements based on end-user feedback.

As a result of my efforts to advance the quality and volume of available information, I translated leadership vision and manual HR reporting practices and processes into a dashboard feature. I led the migration of 100% of recruitment actions to the platform at the 90-day mark. Within 120 days of project onset, the office had a self-contained dashboard that displayed individual operating units' new and historical recruitment data with targeted email notifications powered by a workflow. The dashboard captured more than 100 recruitment, details, and classification actions in the system in the first six months.