

EXECUTIVE CORE QUALIFICATIONS (ECQs)**Leading Change**

Throughout my career, senior leaders have repeatedly entrusted me to innovate business systems in response to unprecedented changes in the government's operating environment. In 2021, as Administration Division Chief (ZA-0343-V), Management and Budget Office (MBO), National Ocean Service (NOS), National Oceanic and Atmospheric Administration (NOAA), agency executives sought an automated business solution to replace an inefficient review and approval process for micro-purchases (government purchase card transactions up to \$3.5K). The previous process was antiquated and involved duplicative emails with PDF attachments and routing to multiple approvers. In addition, complex business practices requiring specific supporting documents and higher-level reviews for basic transactions further complicated the task.

Many of the eight program offices the MBO served felt the organization was inefficient, slow, and outdated from an external perspective. Also, the Office of Personnel Management's (OPM) 2021 Guide to Telework and Remote Work in the Federal Government emphasized reimagining work in a post-pandemic environment by increasing organizations' technical capabilities. As a result, I envisioned an automated NOS headquarters-wide purchase card request and approval system to modernize our process by using a digital workflow better equipped to support a dynamic work environment.

To realize my vision, I collaborated with the Office of the Chief Information Officer and the Chief of the Enterprise Services Branch to analyze the bureau's existing capabilities and collectively brainstorm a technical resolution, which was NOAA's ServiceNow platform. Next, in collaboration with the Chief of the Enterprise Services Branch, I applied my sharp oral and written communication skills to develop a memorandum of understanding, including a service level agreement and a project plan with milestone activities to serve as a roadmap for implementation. I also established a working group of seven stakeholders from across NOS headquarters with technical and practical expertise. I leveraged their knowledge base to develop a final requirements document, including feedback they solicited from approximately 30 other primary stakeholders. Finally, I oversaw four full-scope user acceptance testing (UAT) events that identified additional enhancements, including a function that integrated and streamlined MBO's annual IT refresh initiative impacting 100 employees.

Although I was making substantial progress toward my goals, some stakeholders resisted, including the principal acquisition and procurement analyst for MBO, whose expertise is well regarded by the Procurement Executive. Specifically, the analyst was concerned that the system would not comply with Federal Acquisition Regulation (FAR) requirements necessitating the review of mandatory sources of supply before using the government purchase card. I performed an ancillary review of the system and the FAR with the analyst in response to the concern. After the review, I determined that an electronic mandatory source checklist already integrated into the system met the FAR requirements. As a result, the analyst and the procurement executive supported the initiative.

As a direct result of my creative vision, the business intelligence system was operationalized within seven months, giving more than 100 users access to an innovative and modern business solution. The system facilitates data-based decision-making for budget planning and allocation and led to a \$30K increase in the MBO's training budget. My efforts also increased the transparency of requests in the system, which is more than 200 since implementation in October 2021.

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Another example occurred in 2014, in my role as Senior Administrative Officer (GS-0341-14), National Institutes of Health (NIH), Clinical Center (CC), Nursing Department. Although I was positioned within the Office of Administrative Management, I supervised a unit of eight GS-13 federal employees overseeing management services essential to the Clinical Center Nursing Department (CCND), and I served on the CCND executive leadership team. In the CCND, the recruiting authority for 200 nurses was transitioning from Title 42 (T42) Code of Federal Regulations (CFR) to Title 5 (T5) CFR. Senior leadership at all levels of the NIH, CC, and CCND were concerned that the change would affect the morale of the approximately 1200 staff and the CCND's ability to successfully recruit, attract, and maintain an exceptional nursing staff. With the Chief Nurse Officer, seven CCND executives, and 30 nurse managers relying on me to interpret the recruiting authorities and decrease the negative impact on the CCND, I strategized a plan to comply with the mandate and produce tools and resources to streamline the initiative.

To realize my vision, I collaborated with the human resources specialist assigned to the CCND and representatives from the NIH Office of Human Resources (OHR), who established the directive. My next steps included developing a briefing to inform the CCND executive team and other stakeholders about the technical differences between the T42 and T5 hiring authorities. The implication of using the T5 hiring authority meant that 200 existing nurses would have to reapply to T5 job postings to transition. Still, many of them required reeducation on the federal hiring process. To move the initiative forward, I directed my team to meet with the nurse managers and validate the number of employees who needed to transition to T5 and the number of vacancies. My plan included selecting multiple candidates from each job announcement to ease the transition and capitalize on each recruitment. I also developed a strong partnership with the CCND Office of Recruitment, Outreach, and Workforce Management (ROWM), collaborating and developing a schedule of job opportunity announcements. Finally, I strategically directed the postings and communications across the NIH organization to maximize the number of nurses applying to transition or pursue a promotion.

Before long, the volume of postings and the complex administrative processes created a backlog. Fully willing to adapt my approach to ensure a successful outcome for the organization, I used the weekly CCND executive team meetings to prioritize the job postings, inform the schedule, and remediate the issues. Next, I provided the CCND-approved list to all stakeholder groups. I then implemented weekly check-in meetings with OHR and ROWM to proactively engage in risk management. Finally, to facilitate the success of my strategic initiative, I solicited the CCND executive team's approval to develop a specialized career toolkit and website for the nurses. After approval, my unit and I cooperated with ROWM to create frequently asked questions, process documents, hiring resources, and job posting schedules to increase awareness of upcoming job announcements. The website was functional within 30 days of the start of the initiative, and I supplemented our efforts by coordinating four training sessions on the federal hiring process, co-facilitated by OHR and me.

My perseverance championing new approaches and strategies generated exceptional benefits for the agency. Specifically, the CCND transitioned 90% of impacted nurses within a six-month window. My leadership on this initiative also created a pathway for the CCND to use OPM's Open Continuous vacancy announcements for hard-to-fill Clinical Research Nurse vacancies, improved the candidate and management experience, and helped reduce the length of time to fill unit vacancies by 40%.