



iMprint

Office of the Secretary
Assistant Secretary for Administration



New Website Unites M Web Pages

Last month all of M offices' web pages were united together with the launching of the new M website. The site provides information on the M organization's vision, mission, and values; new focus areas; interesting facts and much more. It also maintains the look and feel consistent with DOT's website. To visit the new M site, go to: www.dot.gov/administration/.

"If you focus on results, you will never change. If you focus on change, you will get results."
— Jack Dixon, Author

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QUALITY SERVICE

DOT Supports Infrastructure in Iraq

In March, Secretary **Norman Y. Mineta**, Chief of Staff **John A. Flaherty**, Assistant Secretary for Administration **Vincent T. Taylor**, and a team of other key DOT officials traveled to Iraq and Afghanistan to assess the current condition and future needs of transportation infrastructures. After the Secretary's return, the Chief of Staff sent a broadcast message soliciting transportation experts interested in volunteering to work in the American Embassy in Baghdad and possibly other U.S. consulates. Over 400 employees across the Department submitted a statement of interest. Once the rigorous interviewing process is completed, the three employees selected are expected to depart for Iraq in June.



Secretary Norman Y. Mineta with Afghanistan's President, Hamid Karzai.

Quality People. Quality Worklife. Quality Service.

The M senior management team met offsite on April 1st and 2nd to review the current state of the organization and plan initiatives to meet the challenges ahead. During the last year the M organization has been significantly streamlined and the resulting savings have been passed on to customers. Streamlining has provided financial relief needed by customers whose budgets have continued to decrease while they still undertake new initiatives. M leaders are being challenged to think more globally, be ready to respond to changing customer needs, anticipate future impacts on services offered, and strategically define what should be done in order to best prioritize and deploy resources. This kind of thinking will provide



M greater latitude to pursue new initiatives within current resources. Some of the anticipated future impacts on services include preparing for emerging trends/technologies (e.g., Intelligent Transportation Systems, paperless processes) and moving to a new DOT Headquarters Building.

As a result of the offsite review, several new initiatives were identified to achieve M's vision of *creating a model organization that delivers results and meets customer needs*. The initiatives focus on attracting and retaining quality people, enhancing the quality of worklife, and improving the quality of M service. Collectively, these initiatives are known as MQ³. The M senior management team is tracking 29 major

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Enhancing Transparency and Accountability

The Office of Financial Management (OFM) is working to complete three major initiatives by June 15th, which are focused on enhancing transparency and demonstrating accountability in the M organization. The first initiative is the development of service level agreements for each Operating Administration. These agreements provide a written understanding of the services to be provided, the cost methodology, and the basis for projecting demand for these services. The agreements are currently being coordinated with customers prior to formal signing and implementation.

The second area of focus is the timely formulation of detailed budgets for each program area. M senior management is in the process of reviewing these budgets through a series of roundtable sessions to ensure accuracy and full disclosure of information, as well as identify opportunities for implementing future initiatives within current budget levels. The budget estimates will be delivered to customers by May 24th for inclusion in their budgets which are due by June 11th. Also, meetings will be scheduled with customers who are interested in further budget estimate discussions.

The third initiative involves the preparation of an executive briefing to be scheduled in June in partnership with the Office of Budget and Programs and the Office of the Chief Information Officer. The purpose of the briefing is to highlight specific, quantifiable data that presents the best business case to both the House of Representatives and the U.S. Senate committee members about the critical need for flexibility in the working capital fund ceiling limitation. OFM's work on these initiatives demonstrates that the best defense is a great offense!

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initiatives on the MQ³ Implementation Plan with deliverables due each month through October 31st. MQ³ updates will be provided in future iMprint issues.

In addition to redefining M's focus for the future, some leadership and organizational changes have recently been implemented. Congratulations to **Pat Proserpi**, who has been selected as the new Director of Human Resource Management, and to **Ed Hansen**, who has been selected as the new Director of Transportation and Facilities. Also, the Office of Strategic Initiatives is being transferred to the Office of Human Resource Management where Workforce Planning, Competitive Sourcing, and Diversity functions will be merged to provide for integration of program tools and strategies across the Department. To view an updated organization chart, please visit the new M website at www.dot.gov/administration.

M Senior Management Team



Editor's Notes

I love the springtime because for me it represents a time of renewal. Leaves on the trees are green, flowers are blooming, and children are outside playing and laughing. I feel refreshed, rejuvenated, and ready to sharpen my focus for the remainder of the year.

This is also the time of year that I get serious about working out. If you are one of those people with a desire to be healthy but need a little motivation to focus that energy, there is plenty of it at DOT and in this issue, we have included some information about how to get involved. Since the month of May is Fitness Month, DOT's Fitness Center will be sponsoring activities to encourage folks to take good care of themselves. Even the Office of Personnel Management is getting in on the action by sponsoring an initiative called "Healthier Feds." For more information, visit: www.opm.gov/healthierfeds/.

Lastly, be on the lookout for Take Ten, a walking program sponsored by Assistant Secretary **Vincent T. Taylor** and DOT's fitness manager, **Rick Bradley**. Take Ten encourages employees to walk for ten minutes per day, with the goal of promoting fitness and healthier lifestyles.

I hope you will enjoy getting motivated by reading this issue of the iMprint, which is chock full of articles that celebrate success and cite opportunities for balancing our personal and professional lives while focusing toward the future.

Happy Spring!

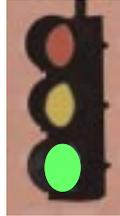
— *Carmen Jones, Editor*

P.S. You may notice a slightly different look with this iMprint issue. Congratulations to **Juli Huynh** for streamlining our process by migrating the iMprint design to a desktop publisher solution. Not only is it now easier for us to include late-breaking news, we will save over \$10,000 per year in contractor costs!

Getting to “Green”

The M organization is responsible for executing and managing two of the five government-wide President’s Management Agenda (PMA) initiatives: Strategic Management of Human Capital and Competitive Sourcing.

The Office of Human Resource Management (OHRM) has ownership of the PMA Human Capital initiative, and DOT is currently “yellow” in overall status. On March 26th, OHRM provided the Office of Personnel Management with extensive materials documenting that DOT has met all criteria to be “green” in status on two of the six PMA human capital standards. OHRM is working with the Operating Administrations to develop additional



“success stories” and other materials in the four remaining PMA human capital standards to ensure DOT gets to “green” in these areas by June 30th.

Ownership of the PMA Competitive Sourcing initiative will be transferred from the Office of Procurement to the Office of Strategic Initiatives on June 1st to provide enhanced integration. This initiative is also currently “yellow” in overall status. The Department has completed eight of the ten required competitions, and we are on track to complete the remaining two competitions to ensure “green” in overall status by June 30th.

DOT Rated as Leader in Disclosure Reporting

DOT ranked #1 in the 5th Annual Performance Report Scorecard published in April 2004 by The Mercatus Center of George Mason University. This scorecard reports which of the 24 federal agencies best inform the public by evaluating transparency, public benefit, and forward-looking leadership. DOT has been a perennial leader by ranking in the “top 2” for the fifth straight year. Congratulations DOT! For more information, this report, visit: www.mercatus.org/governmentaccountability/.

Award Honors Leaders Serving as Role Models

The Council for Excellence in Government awarded Secretary **Norman Y. Mineta** the Elliot Richardson Prize for Excellence on March 8th. The award honors outstanding leaders who not only exemplify excellence, integrity, and high achievement, but also serve as role models for America’s next generation of leaders.

Secretary Mineta’s dedication to motivating young talent to public service is especially important since recent data from the Hart Research poll indicates that only 27 percent of 17 to 24 year-olds have been asked to consider government service, though over 41 percent believe contributing to society is the most important characteristic. Since statistics project

Courtesy of Council for Excellence



Secretary Norman Y. Mineta pictured with Council for Excellence in Government’s President and CEO Patricia McGinnis.

significant attrition for the department’s GS-15s and senior executives over the next five years, one of M’s major strategic initiatives is to focus on attracting quality people into public service at DOT.

Ask the CHCO

On April 26th, Assistant Secretary **Vincent T. Taylor**, who is also DOT’s Chief Human Capital Officer (CHCO), went live on Federal News Radio to discuss the importance of attracting and retaining quality people to accomplish DOT’s mission. Vince shared that this goal can best be achieved by implementing various recruitment strategies, including flexibilities such as telecommuting. To listen to Vince’s interview, go to: www.federalnewsradio.com/

Careers in Motion

The Office of Human Resource Management (OHRM) is stepping up its effort in seeking the best and brightest to join DOT. Through the Corporate Recruitment Workgroup, Diversity Advisory Council, and Workforce Planning Council, OHRM has refined its recruitment strategies and utilized hiring flexibilities to get the right people in the door.

To promote DOT’s corporate image with the ultimate goal of recruiting the next generation of leaders, OHRM developed the talent brand, “Careers in Motion.” To explore DOT and learn more about opportunities to keep your career in motion, visit the recruitment website: <http://careers.dot.gov/>.



DOT’s “Careers in Motion” website was featured on the front page of Monster’s April 2004 newsletter.

May is Fitness Month

Several free activities sponsored by the DOT Fitness Center have been scheduled each week during the month of May. Next week's event is:

Exercise, Health, Diet, and Nutrition

Featuring Gabe Mirkin, M.D. and Diana Mirkin, author of *The Healthy Heart Miracle* and radio talk show host.

Wednesday, May 26th

Noon — 1:00 p.m.

Nassif Building Room 10234

"I skate to where I think the puck will be."

— *Wayne Gretzky*

THE
iMprint

Graphics, Photography, & DDC
(Thanks again for a great job!)

The iMprint is published for DOT employees and customers of the Office of the Assistant Secretary for Administration. Comments and contributions are welcome. Please call x66523, or e-mail carmen.jones@ost.dot.gov.



The Parking and Transit Benefits Team. From left: Roland Frodigh, Nikki Raymond, Jackie Bonini, Barbara Steele. Misty Conklin is not pictured.

Get Up, Take Ten, Get Healthy

If you are not exercising at least ten minutes a day, then you may be interested in joining Assistant Secretary **Vincent T. Taylor** and DOT Fitness Center manager, **Rick Bradley**, for the Take Ten fitness campaign kickoff in July. DOT is looking for at least 200 employees who do not regularly exercise to participate in a ten-minute, brisk-walking program to create healthier lifestyles. The Take Ten program results will yield happier, healthier, and more productive DOT employees.

The Take Ten initiative was created by The Trailblazers, a team of six employees from different federal agencies participating in the USDA's Executive Potential Program (EPP). The Trailblazers must fulfill an EPP requirement and perform a public service project for a government agency or non-profit organization. DOT was



selected to pilot the Take Ten program largely due to Vince's interest in serving as the Trailblazers' Senior Executive Service sponsor and Rick's invaluable support and enthusiasm.

The Trailblazers will begin recruiting employees from the different Operating Administrations in July. If you are interested in improving your health and increasing your energy, contact Jeff Loftus on x52363 to sign up.

Carpools Recertified In Record Time

The Parking and Transit Benefits (PTB) team includes five M employees who quietly and effectively do their job, without much fanfare, in the southwest plaza lobby. Recently this team stepped up to their Director's challenge to implement a management improvement process by recertifying over 800 carpools in a two-week timeframe. Recertification of an average carpool (driver and two passengers) requires at least three phone calls asking specifically designed questions. When multiplied by 800 carpools, the volume of phone calls rises to over 2,400.

In the meantime, this team continued to provide parking services to DOT Headquarters employees and the Transportation Security Administration, as well as transit benefit services to DOT and many other federal agency employees. It is even more impressive that the team started this recertification project during a new transit quarter, which is at the height of customer demand. Of the 800 carpools, only about 680 met recertification requirements. The good news is that over 50 carpool applications on the waiting list were certified and permits have been issued.

The PTB team will implement periodic recertifications in the future to allow for continued improvement in their process. Thousands of DOT employees benefit daily from the support of this office. Congratulations to the PTB team!

Timely Safeguards With Security Technology

Since September 11, 2001, timely background checks on federal employees and contractors are exceptionally critical to the safeguarding of DOT. To maximize efficiency and expedite the security clearance process, the Office of Security is utilizing state-of-the-art technology — LiveScan, eQIP, and ITS — to turn around accurate security information in a fraction of the time it used to take.



LiveScan, a system used to electronically capture fingerprints, has proven to be a powerful tool. DOT sends LiveScan-generated encrypted fingerprint files to the Department of Justice for further processing, and the FBI in turn sends arrest results to DOT within two hours of receiving the data. **LiveScan is so effective that it recently alerted Departmental security about a contractor who had been arrested three days prior to starting at DOT.**

eQIP (Electronic Questionnaires for Investigations Processing) allows background check forms to be completed electronically by an employee or contractor. Personnel investigations are more timely through this electronic process and potential mishaps associated with regular mail have been eliminated.

ITS (Investigations Tracking System) tracks background investigations to ensure that all security information collected on employees and contractors remains current. Interfacing with the personnel database, ITS alerts the Security Office when updated security information is needed.

Cell Phone Usage While Driving — New DC Law

In the March/April 2004 issue of the iMprint, an article was included about the pending DC Council ruling that would enact the “Distracted Driving Safety Act of 2004.” **The Act became law on March 30th**, which permits the use of cell phones while driving only with a speakerphone or hands-free headset. So when driving in DC, please drive safely and be aware of this new law. Violators can be subject to a minimum \$100 fine.



Section 508 Compliance

When it comes to the inclusion of people with disabilities into the workforce, the government has clearly established the standard. The government works hard to provide persons with disabilities greater accessibility, such as assistive technology, sign language interpreters, and the removal of architectural barriers. Especially in the internet-dominant era we live in today, the government is mandated under the Rehabilitation Act, Section 508 (29 U.S.C. 794d) to ensure all federal websites and electronic information are not discriminatory toward persons with disabilities.

Jonni Burnham of the Disability Resource Center (DRC) is the departmental expert on Section 508 compliance. She recently received an award from the FAA for work on Section 508 awareness training, which evidences her dedication to educating departmental employees about compliance with the law. Jonni has helped managers from the different Operating Administrations learn more about the DRC’s valuable services and its goal of making the federal government a great place to work for *all* employees.

Reduced Warehouse Storage

The Office of Information Services has been partnering with the Operating Administrations (OAs) to reduce the amount of under-utilized furniture and publications stored in the DOT Warehouse. Congratulations to the OAs for reducing 89 percent of the furniture and recycling 160 skids of publications! Additional emphasis will be placed on recycling the remaining publications over the next few months with the goal of reducing storage costs to customers.

June is National Safety Month



The theme of this year’s National Safety Month is “Crash-Free June,” a month-long educational initiative sponsored by the National Safety Council (NSC) to change driver behaviors prone to causing crashes. In 2002, there were 6.3 million motor vehicle crashes in the U.S. reported to law enforcement authorities, resulting in 2.3 million disabling injuries and 44,000 deaths. NSC estimates the total cost to society for these crashes is about \$242.7 billion. Motor vehicle crashes are the leading cause of injury death in America and of injury death at work; it is also the eighth leading cause of death overall. For more information on “Crash-Free June” initiatives, visit: www.nsc.org/nsm.

Developing a Pipeline of Leaders

Leaders for Tomorrow Program



2004 “Leaders for Tomorrow” mentors and protégés.

Orientation for DOT’s 2004 “Leaders for Tomorrow” mentoring program was held on March 30th. Deputy Assistant Secretary **Linda J. Washington** served as the keynote speaker challenging and encouraging the twelve mentor/protégé pairs to be proactive, take risks, and make the most of opportunities. Mentors are GS-15s and senior executives; protégés are GS-13s and GS-14s. This program directly supports DOT succession and strategic planning initiatives and focuses on building and retaining a skilled workforce that is equipped to meet the transportation challenges of the future. Workforce planning statistics project significant attrition for GS-15s and senior executives over the next five years, indicating a need to develop capable and emerging leaders.

During the next ten months, the mentors and protégés will be engaged in a variety of learning experiences, workshops, assessments, briefings, and networking activities designed to enhance leadership skills. In addition, each protégé will complete a developmental project focused on their future career objectives. If you have questions about this program, please contact Patrice Blackman on x69844.

So You Want To Be A Leader Program

Geared toward GS-11 and GS-12 DOT employees, the “So You Want To Be A Leader” program offers participants an overview of supervisory roles and responsibilities and an understanding of the challenges supervisors face every day.

Implemented as part of the Department’s Human Capital Plan initiative, this centralized program ensures a continuous talent pool at DOT by building a pipeline of aspiring, future leaders. **Sarah Musler** from the Bureau

of Transportation Statistics found the program effective and beneficial. “The program helped me clarify my future goals and provided a lot of good information. I also enjoyed the opportunity to meet new people in the Department.”

Since its inception in FY 2002, 60 employees have graduated from the program, with over 13 percent having achieved promotions to higher grades. In addition, 25 percent of participants realize they no longer desire to be in management positions after completing the hands-on, nine-week program.

The 2004 “So You Want To Be A Leader” program began on May 4th. For more information, contact Suzette Paes on x64893.

Calling All M Mentors!

The Departmental Office of Human Resource Management is hosting a M training session on June 15th for GS-11s and above interested in becoming a mentor. Please contact Patrice Blackman on x69844 for more information.



BTS’s Sarah Musler, a participant in the “So You Want To Be A Leader” program.

Annual Spring Fundraiser

The Department's Volunteer Committee will host its annual Spring Fundraiser on Thursday, June 10th, from 11:00 a.m. to 2:00 p.m. in the Nassif Building Plaza. This event provides the revenue to support numerous outreach activities, including educational partnerships with the Lemon G. Hine Junior High School and the TransTech Academy, and community partnerships with Greenleaf, Sarah's Circle Senior Citizens, Martha's Table, and Hands on DC.

Employees can purchase food and crafts from vendors and enjoy entertainment provided by DOT's own D.J. John Crouse. Please mark your calendar and join us for this worthy event. For more information or to purchase tickets, contact your agency coordinator.

OST	Nadine Rawls, Chair	x66388	OST	Gabrielle Davis	x60210
OST	Ruth Metzger	x69140	OST	Charlotte Boeck	x64713
OST	Charles McGuire	x61037	OIG	Jean Yoo	x60941
FRA	Yvonne Inman	x36122	FTA	Darrel Stewart	x62476
FAA	Rita Nelson	x78037	BTS	Kimberly Webb	x64948
BTS	Brandon Harris	x65245	BTS	Cynthia Roscoe	x68088
DNA	Tamiko Scian	x60658	FHWA	Ruth Burley	x61193
NHTSA	Prentiss Kie	x62607	RSPA	Bernie Williams	x62416
MARAD	Glenda Marshall	x61926	FMCSA	Elizabeth Davies-Shekel	x62170

The Winner—John Jacob

Congratulations to the Office of Security's **John Jacob** who has been selected as our "eMployee Making a Difference."

John is a security specialist responsible for physical and technical security policy. Over the past year, he has spent a considerable amount of time on operational communications security (COMSEC) matters, including issuing and maintaining secure telecommunications equipment for the Department, as well as providing extensive assistance to RSPA's Crisis Management Center (CMC). John's involvement and meticulous coordination with various



Office of Security's John Jacob.

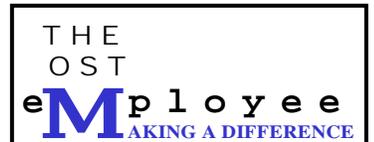
outside agencies, such as the Central Intelligence Agency and National Security Agency, were crucial to the successful construction of the CMC and other off-site RSPA operations.

John is known for always going above and beyond the call of duty. He responds, even on weekends, to urgent CMC matters and to

secure communications capability for top DOT officials. John also represents DOT on various interagency committees and working groups concerned with developing national technical security and COMSEC policies. He is a dedicated employee and a well-respected team player. Thanks, John, for making a difference!

Teamwork Pays Off

Coast Guard, Transportation Security Administration, and DOT employees enjoyed the retroactive 4.1 percent average pay increase in their April paychecks. The Office of Human Resource Management's **Carolyn Bach** and her team — **Mary DeRosa, Richard Toye, Ruby Thompson, Helen Lewis, Susan Jenifer, and Barbara Green** — were responsible for this major effort. The team began to officially run system changes on a Friday morning. Round the clock coverage was provided by staff through the following Tuesday to ensure everything functioned properly. With careful monitoring and meticulous coordination with payroll personnel in Oklahoma, over 200,000 transactions were processed successfully. Congratulations to the team for a job well done!



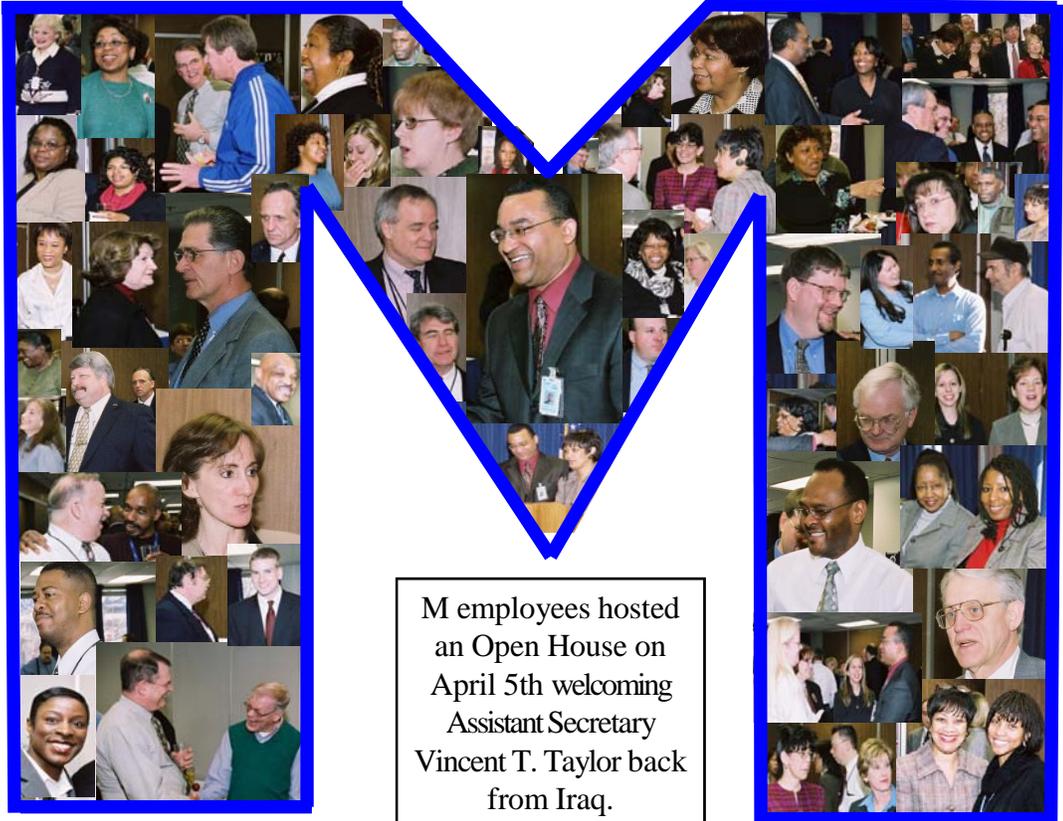
Each iMprint issue features an employee who is making a difference. This employee will be treated to lunch with the Assistant Secretary. To nominate a fellow employee, please contact Carmen Jones on x66523, or email carmen.jones@ost.dot.gov.

Welcome Back, Vince!

Annual M Family Picnic — June 8th

More details will be emailed soon about the upcoming Annual M Family Picnic scheduled for June 8th at Fort McNair!

“Our society has reached a point where its progress and even its survival depend on our ability to organize the complex and to do the unusual.
— *James Webb, Principal Founder, National Academy of Public Administration*



M employees hosted an Open House on April 5th welcoming Assistant Secretary Vincent T. Taylor back from Iraq.

All M eMployees Meeting

Assistant Secretary **Vincent T. Taylor** and Deputy Assistant Secretary **Linda J. Washington** hosted a meeting for all M employees on April 22nd. Vince shared his vision for M and challenged the M team “to be second to none.” A highlight of the meeting was the acknowledgement of employees who have demonstrated outstanding work. Recipients of this recognition include:



Assistant Secretary Vincent T. Taylor sharing his vision with the M organization.

- | | |
|----------------------|-----------------------------------------------|
| Yadira Bermea | Office of Human Resource Management (OHRM) |
| Gina Diaz | Office of Financial Management |
| Lynn James | OHRM |
| Alison Levy | OHRM |
| Chris Maney | Office of Security |
| Sylvia Monroe | Office of Transportation and Facilities (OTF) |
| Warren Owens | Office of Information Services |

David Litman, Senior Procurement Executive, and **Lee Privett**, Director of the Security Office, both received 9/11 Medals. **George Fields**, Director of the Office of Headquarters Building/Space Management, and OTF’s **Anthony Allen** and **Wanda Calderwood** received the 9/11 Awards. Congratulations to all for a job well done!