

MOBIS

Mission
Oriented
Business
Integrated
Services

**Under the U.S. General Services Administration
(GSA)**

MOBIS
Mission Oriented Business Integrated Services

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Management Systems International (MSI) is a highly-qualified, 120-person consulting firm based in Washington, D.C. A provider of services to the federal government for two decades, our qualifications were again validated in October 1997, with the award of a five-year contract by the U.S. General Services Administration (GSA) to provide mission oriented business integrated Services and products (MOBIS) "to enable government agencies to improve performance, quality, timeliness and efficiency throughout their organizations." Because MOBIS is part of the Federal Supply Schedule (FSS), MSI's services may now be procured on a pre-qualified basis by any agency of the Federal government. This means *prompt service delivery through the elimination or significant reduction of otherwise lengthy procurement procedures.*

As stated by GSA:

"These services will facilitate agencies' response to dynamic, evolutionary influences and mandates and will enable them to continuously improve mission performance.... These efforts should ultimately result in increased customer satisfaction and restore the public's confidence in their government.... Some examples of these influences and mandates are the Government Performance and Results Act (GPRA); government reinvention initiatives such as improving customer service, benchmarking and streamlining; strategic sourcing; downsizing; and privatization."

MSI'S EXPERIENCE AND SERVICES OFFERED THROUGH THE FSS

Over 20 years ago, before the passage of GPRA, MSI began working with federal agencies to improve management practices, develop strategic plans, and assess performance. Our early familiarity and hands-on experience with the full range of management services, and our knowledge of federal compliance requirements and expertise in process consulting, created a demand for MSI's services as expert advisors, trainers, and providers of technical assistance within the U.S. government, international agencies, and foreign governments.

Our experience with a number of federal agencies points to the diversity of routes organizations and staff take as they plan for and assess *agency performance*. We have found that institutions are better able to understand their own performance improvement after entering one of the "eight doors of change" (described in more detail on the next page). MSI can deliver services under the GSA Contract in five major categories: Consulting, Facilitation, Management, Survey Services, Training Services and Program Integration and Project Management Services either separately or in combination with each other. Through the contract, we can help federal agencies choose among and walk confidently through the "doors of change" as they initiate or continue their performance improvement plans and processes.

To broaden and deepen its capacity to provide services to federal agencies under this contract, MSI has established strategic partnerships with a number of firms whose expertise is complementary to MSI's. For example, Abt Associates, one of the nation's premier research and policy support organizations and Federal Management Partners, a human resource services firm with deep experience within the federal government, are both available as sub-contractors under MSI's MOBIS contract.

Top Management Leadership and Support. Vision and a belief in the ability of people rather than rules to transform organizations are essential components of a leadership model that meets today's needs. Our approach stresses the importance of participatory processes which build a sense of "ownership" even as they diffuse power and responsibility. We train managers to involve their staffs in all aspects of their performance improvement efforts, and help agencies to find ways to include their customers and other stakeholders in this process.

Strategic Planning. MSI helps agencies take a fresh look at their organizations, refine their understanding of their mission, and develop achievable, customer-focused performance objectives. We work with agencies to better articulate logical hierarchies of objectives which can change the way agencies affect people's lives and the competitiveness of their organizations. Without an understanding of linkages among activities and objectives, organizations can lose track of what they are trying to achieve and why.

Focus on the Customer. MSI introduces processes which involve stakeholders and customers throughout an organization's cycle of goal setting, program development, implementation, and assessment, ensuring the development and maintenance of customer focus at every stage. We provide research and design assistance to clients as they develop cost-effective customer satisfaction surveys that meet the needs, styles, and unique environments of their organizations.

Training and Recognition. Opportunities for people to improve their knowledge and skills are necessary elements of a performance improvement program. MSI helps public agencies identify training needs, develop training programs, pilot test them, and train agency personnel. Our courses are customized to match both the needs and organizational cultures of our clients, ensuring that all training addresses actual knowledge and skills gaps at appropriate levels of sophistication.

Employee Empowerment and Teamwork. Throughout the performance improvement process, we promote team approaches for introducing and sustaining organizational change and design team building efforts around real-world organizational issues and challenges.

Over the years, MSI has delivered management improvement services to a wide range of federal and international agencies, as illustrated by the following selected examples (references provided on request):

This grounding in reality brings a team together and empowers its members to take responsibility for addressing their problems. We have successfully transformed dozens of organizational units into effective teams where power is shared broadly and responsibility for results is everyone's concern. In addition, we have worked with numerous organizations to build team-based compensation systems and incorporate gain-sharing into their recognition and reward systems.

Measurement and Analysis. The MSI Team believes that what gets measured, gets done. Therefore, our approach to performance measurement begins with strategic planning activities which establish an organization's mission and detailed objectives. From this base, we help organizations learn how to attach performance indicators and specific targets to their objectives, and how to do effective benchmarking. Throughout the strategic planning process, organizations are learning how measurement can be built into their efforts to achieve performance objectives.

Business Process Reengineering. In today's climate of severe budget cutbacks, government managers feel pressed to carry out their missions more effectively, often having to re-evaluate resources and "reengineer" business processes and operations to find new systems and structures that work better and cost less. We facilitate change management to increase the effectiveness of reengineering teams and assist them in developing new goals and objectives, process changes, change strategies, and measurements for new outputs and outcomes.

Quality Assurance. Quality is an organization's shared vision of how well its systems, services, and products can perform. Most organizations set quality standards to track performance, by looking inside the organization and considering how useful these systems, services, and products are to their recipients. Often, MSI's work in quality assurance begins with efforts in Business Process Reengineering, Customer Focus, Teamwork, and Measurement and Analysis. In addition, we help our clients focus on quality by using tools and principles of total quality management, benchmarking (drawing on information about the standards businesses and organizations apply and achieve in similar areas of work), and collective learning.

Sample of Clients and Services Provided

US Agency for International Development - Agency-wide installation of Program Performance System for Strategic Management; reengineering training; training in career management for women; Unit Management Improvement Program

U.S. Fish & Wildlife Service - Technical assistance to develop GPRA strategic plan and annual performance plan; facilitation of strategic planning for National Wildlife Refuge System/National Conference facilitation; workforce analysis and planning; organizational assessment of the U.S. Fish & Wildlife Service; national customer satisfaction survey

Federal Mediation and Conciliation Service - Development of GPRA strategic plan and first annual performance plan

National Academy of Public Administration - Case study development and assistance in writing report on federal agencies' progress in results act compliance

Office of Personnel Management - Training in performance management for senior executive service candidates; monthly GPRA meetings coordination for 400 representatives from 70 agencies

Department of Health and Human Services - Facilitation of the process of consultation with public stakeholders in support of the development of The Department of Health and Human Services strategic plan. Design and production support for strategic plan document

US Department of Labor (Office of Foreign Relations and Office of Child Labor) - Development and installation of project-level strategic planning and performance monitoring system; delivery of training in project planning, monitoring, and evaluation; conducting mid-term and final evaluations and developing survey's and data collection instruments in response to GPRA reporting requirements

National Aeronautics and Space Administration - Seminar on modernizing large defense contractors

Federal Emergency Management Agency - Strategic management and performance partnerships training for senior management

US Department of State - Assessment of civil society's involvement in anti-corruption programs in six countries that are members of the Stability Pact Anticorruption Initiative (SPAI)

National Science Foundation - Development and implementation of survey of scientific and engineering research facilities

Small Business Administration - Agency-wide organizational improvement exercise; design implementation of Experimental Districts Program; establishment of performance management program for Office of Women's Business Operations.

National Performance Review Federal Communicators Network - Strategic communications seminars for 500 federal communicators

US Department of Agriculture, Foreign Agricultural Service - Strategic Planning and Evaluation; *Farm Service Agency* - Reengineering travel administration

President's Council on Food Safety - Facilitation and consultation services to develop a comprehensive national food safety strategic plan

Defense Logistics Agency - Training in team building tactics and negotiation skills

Federal Quality Institute and National Labor Relations Board - Strategic management training

Peace Corps - Facilitation of improved collaboration with key stakeholders

USDA Agricultural Research Service (ARS) Business Process Improvement. Use of participatory methodology, known as Lean Enterprise, to facilitate an agency-wide process of engaging senior managers and empowering line employees to generate ideas for improvement.

Food and Drug Administration Center for Food Safety and Nutrition (CFSAN) Leadership Coaching to help managers improve their leadership and management skills, strengthen their organizational relationships, and better organize and prioritize their work

General Services Administration - Performance management training

While MSI prefers to rely on our full-time staff for the delivery of consultation, facilitation and training services, we also have access to a wide range of specialized associates with whom we have worked many years and who are available to meet specialized client needs. The following paragraphs present a sampling of the many individuals available through MSI for carrying out assignments under the MOBIS contract.

Dr. Thomas Armor is a management and organizational development specialist with 30 years of experience providing consulting services to private and public sector organizations and to international development projects. He has designed and implemented organizational change and management improvement interventions at every entry point, including: diagnostics/needs assessments, data collection and feedback, work planning team building, leadership development, workshops and training. Dr. Armor's work in strategic planning with teams and organizations in Africa, Asia, Latin America, and Europe and the New Independent States often incorporates computer-based planning tools. U.S. government assignments include technical assistance and consulting with the Department of Health, Education, and Welfare, the Federal Aviation Administration, the National Institutes of Health, the U.S. Agency for International Development offices in Washington and in the field, the U.S. Air Force, and U.S. Navy bases in the U.S. and overseas. Dr. Armor has consulted on a range of issues for city and state governments in California and Hawaii, taught organization and management courses at the University of Hawaii, and worked with organizational change interventions in dozens of major corporations throughout the United States. The author of several publications on issues of organizational development, staff management, and training, he holds a Ph.D. in Management (organizational behavior and public administration) from UCLA.

Ralph R. Bates has more than 28 years of experience in organizational development, management, leadership, and training. He was a regional director for a federal agency and, after leaving the public sector, became a Vice President for Personnel and Organizational Development for an international consulting firm. Additional positions include a consultancy for the Chief Operating Officer of the Executive Counsel of the Federal Quality Institute. His consulting assignments for U.S. Federal agencies have included work with the Defense Communications Agency, U.S. Public Health Service, Environmental Protection Agency, Federal Emergency Management Agency, National Institutes of Health, Government Services Administration, U.S. Department of Agriculture, the U.S. Peace Corps, and the U.S. Army. Clients from private industry include General Motors, Cathay Pacific Airways, and AT&T. Mr. Bates was an adjunct professor at Georgetown University and American University and was co-founder and first President of the Chesapeake Bay Organizational Development Network. He received an M.A. in Human Resource Development from University Associates, an M.A. in Latin American Studies and Political Science from Florida State University, and is a member of the National Teaching Labs Institute for Applied Behavioral Science.

Larry Beyna has more than 25 years of experience as a management trainer, consultant and researcher for U.S. Government and international development agencies and private industry. His areas of expertise are strategic planning, program and project design, performance measurement and evaluation, executive and management training, organization development, reengineering, small and large group facilitation, policy analysis, and total quality management. Mr. Beyna has worked in several program areas, including domestic health, education, and child support enforcement, and almost every sector in international development. As leader of the training team under MSI's strategic planning and performance management contracts with USAID, he has worked since 1991 to manage and conduct dozens of training and staff development workshops for USAID personnel and contractors. In addition, Mr. Beyna has provided senior-level technical assistance in strategic planning and performance measurement to field missions and offices in every regional bureau and contributed to strategic plan and performance reviews. He designed, managed, and implemented a variety of training programs aimed at institutionalizing reengineering principles and practices, and has conducted workshops to support USAID's program operations systems and teamwork. In addition to his work with USAID, Mr. Beyna has consulted in training, organizational development, human resource management, program and project planning, monitoring and evaluation for the Departments of Education, Health and Human Services, and Labor, the Inter-American Development Bank, the World Bank, the United Nations Industrial Development Organization, and various private and nonprofit organizations. He holds an M.A. in Social Science from Syracuse University's Maxwell School, and is a certified administrator of the Myers-Briggs Type Indicator.

Keith Brown has applied strategic planning and monitoring and evaluation in public sector agencies and programs for over 15 years. With extensive knowledge and experience in quantitative and qualitative methods of data collection, survey design, statistical analysis, and evaluation, Mr. Brown has developed tools and approaches for operationalizing strategic planning and performance measurement systems in the context of broad-based institutional change. For ten years as an MSI senior associate and manager, he has led teams and consulted with managers and program staff of the U.S. Agency for International Development concerned with improving performance and reporting on results in Washington offices and overseas. Recent efforts include assisting a management team responding to Office of Inspector General data quality audits of field missions; advising on the development and revision of USAID's Agency Strategic Plan and other agency guidance; providing intellectual leadership to a team of analysts preparing the Agency Annual Performance Reports; and consulting on plans toward compliance with the Government Performance and Results Act of 1993. The author of numerous publications, reports, and studies on applied strategic planning and performance monitoring, Mr. Brown has presented papers on cross-cutting performance issues at industry conferences, including two panel presentations for annual meetings of the American Evaluation Association. Prior to joining MSI, he worked in policy and economic analysis and monitoring and evaluation for the U.S. Peace Corps/Tanzania, USAID/Kenya, and several consulting firms and nonprofit organizations. This analytic work often involved establishing linkages and coordinating with data collections efforts of the U.S. Bureau of the Census, government ministries, universities, and international consulting firms. The recipient of an M.A. in international affairs (economic and political development and African affairs) from Columbia University, Mr. Brown has taught statistics, project design and management, and monitoring and evaluation methods at the university level.

Dr. Thomas Cook is a performance management specialist with 30 years of experience in program and project design, implementation monitoring, results measurement, and performance accountability improvement. He has worked with government and non-governmental organizations in Africa, Asia, Latin America and the Caribbean, Europe and the New Independent States, through projects with the U.S. Agency for International Development, the United Nations Development Programme, the Asian Development Bank, the J. Paul Getty Trust Conservation Institute, and the Eurasia Foundation. Prior to becoming an independent consultant, he spent 18 years as principal scientist and international performance management advisor for Research Triangle Institute, where he developed and directed a worldwide program of performance monitoring and evaluation technical assistance, conducted numerous short and long-term evaluations, and provided training in development evaluation methodology. This work supported decision making in civil society and governance, community participation in development, local economic development, government service delivery decentralization, municipal administration, human capacity development, community infrastructure development, and community-based natural resource management. Dr. Cook has held senior academic appointments in public policy, political science, and public administration at Duke University, North Carolina State University, Pennsylvania State University, University of Illinois, and University of North Carolina. A frequent conference panelist and author of numerous journal articles and reports strategic planning, monitoring and evaluation, he received an M.A. and Ph.D. in political science from Florida State University.

Edward J. Comstock has over 19 years of experience in facilitation, administration, and management practices. He has specialized in strategic planning and management, program and project development and design, gender analysis in development planning, management skills training, training of trainers, and training materials development. Mr. Comstock has designed and administered context-sensitive programs of skill building for international development practitioners and organizations. He is a member of MSI's strategic planning and facilitation team that has frequently assisted the U.S. Fish and Wildlife Service in its strategic planning efforts. Mr. Comstock's extensive work in institutional development, while varied and wide-ranging, relies on collaborative and participatory processes resulting in practical strategic and operational plans for U.S. government agencies, international partners, and non-governmental organizations. He has an M.A. in International Studies from the University of Oregon, where he subsequently held a faculty position, wrote curricula for, and taught upper division seminars in international community development, national planning and development, aid to developing countries, women in development, and world value systems.

Larry Cooley is MSI's founder and President. He has more than 30 years of experience in the fields of public management, citizen participation, organizational change and entrepreneurship development. He has served as advisor to Cabinet and sub-cabinet level officials in the U.S. Departments of State, Interior, Agriculture, Health and Human Services, FEMA, FDA and the Small Business Administration; as a frequent consultant at the United Nations and the World Bank; and as advisor to political leaders and senior officials in eight foreign countries. Mr. Cooley served for fifteen years as Chairperson of the Development Management Network of the American Society of Public Administration and for many years as adjunct professor at George Washington University, American University and Princeton University's Woodrow Wilson School. Since 1991, he has directed MSI's efforts to improve the management of economic and social policy change in developing countries and Eastern Europe and oversees the firm's efforts to strengthen results-based management in the United States and abroad. Mr. Cooley holds an MPA in Public Policy from Princeton, an MA in Economics from Columbia, and an M.Phil. in Management from the Cranfield Institute of Technology in England.

Denny Crouch is an expert in executive management training, human resource development, and quality assurance. From 1990 to 1996, he worked as consultant, facilitator, instructor, and leader for the Federal Quality Institute, where he developed and conducted numerous briefings, seminars, workshops, conferences, and speeches for top-level Government executives and their staffs. Previously, he was Director of Human Resources, HQ Air Force Systems Command, Andrews Air Force Base, managing the program that served 52,009 personnel. His management and oversight responsibilities included the design and implementation of a comprehensive professional development system for the Command design and implementation of a performance management tracking and reporting system, revision of the awards process, and institution of a flextime work program to assist and support hiring programs. As Deputy Director, Human Resources, HQ U.S. Air Force, Mr. Crouch developed and implemented policies and programs in labor management relations, appeals, dispute management, benefits and entitlement, performance management, and pay and allowances for approximately 300,000 civilian employees serviced by more than 120 central personnel offices, worldwide. He holds an M.P.A. from the University of Missouri.

Dr. John Daly is a management consultant specializing in communications, customer service, and leadership in quality environments. Currently an instructor at the University of Texas at Austin, Dr. Daly has designed and delivered numerous workshops and courses on a variety of topics, including creating customer loyalty, leadership and communications, bolstering teamwork, and enhancing communication effectiveness. Over 4,500 executives from more than 500 different organizations attended these courses. For the Executive Office of the President, he consulted and advised on issues of customer service and management for the White House staff. In addition, Dr. Daly conducted a series of workshops for the U.S. Consumer Product Safety Commission. Along with Vice President Gore, Dr. Daly made one of the four "kick-off" presentations to the National Performance Review in 1993. The author of more than 90 articles on communication, leadership, and customer service issues, he holds a Ph.D. from Purdue University.

Marina Fanning, MSI's Executive Vice-President, has over 20 years of experience in the United States, Latin America, and Africa as a senior trainer specializing in the areas of management skills, organizational, and institutional development, entrepreneurship and private enterprise development. She has provided management consulting to USAID's five-year effort to develop senior women managers, and has developed, designed, and delivered six one-week workshops each year on Career Management for Women project. Ms. Fanning has conducted numerous Training-of-Trainers workshops as part of the institution building component of MSI's entrepreneurship development programs, as well as follow-up workshops for entrepreneurs in negotiation and conflict resolution, communications skills, team building, effective leadership, and managing successful organizations. She developed and was lead trainer for the USAID-funded National Technical Information Services series, two-week workshops in management and marketing for mid- and senior-level information science professionals. Ms. Fanning has conducted workshops for American University's Management Skills Institute series on project design, implementation, and evaluation, and for Oberlin College's training program on enhancing the role of women in professional development. An established leader in training, management consulting, and strategic planning, Ms. Fanning is frequently called upon to advise organizations and

international governments in these areas. She holds an M.A. in Organizational Management and Development from American University.

Dr. Ron Finnell has over 20 years of experience in management, organizational development, and education. He has worked with a variety of corporations, governments, nonprofit organizations, and academic institutions in quality improvement, valuing and managing diversity, executive and management development, team-building, conflict resolution, and program evaluation. Dr. Finnell's public and private sector experience includes work with the United Nations, the U.S. Office of Personnel Management, the Consortium of Information and Telecommunications Executives, the Educational Testing Service, and the Metropolitan Transit Authority of Los Angeles. He has conducted statutorily-mandated research studies for the U.S. Merit Systems Protection Board. Dr. Finnell received a Ph.D. in Public Administration from the University of Southern California, an M.A. in Legal Studies, an M.P.A. in Human Resources, and a B.S. in Business and Management.

James Fremming has over 25 years of experience as a strategic planner, project and program evaluator, analyst, and trainer with public and private sector organizations and higher education institutions. Although most of his sectoral experience emphasizes program efforts in economic growth and environmental management, Mr. Fremming has served as an evaluation methodologist for dozens of activities in a broad variety of substantive areas. Since 1994, he has led a team of senior-level, on-site consultants offering training and technical assistance in strategic planning and performance measurement for the U.S. Agency for International Development's Office of Strategic and Economic Analysis, Bureau for Asia and the Near East. Mr. Fremming has made substantial contributions to the development and review of strategic plans and performance measurement applications in field mission and regional programs; provided analytic support to USAID responses to a series of program performance data quality audits conducted by the Office of the Inspector General; collected and reviewed data as contributions to USAID's Annual Performance Report; and provided technical comments on the adequacy of draft Agency and State Department official guidance addressing implementation of the Government Performance and Results Act of 1993 and related legislative requirements. Active in several international associations and issue-focused interest groups, he has moderated and chaired panel discussions, made numerous presentations, and consulted on such topics as public sector strategic planning, data quality assurance, and compliance with GPRA. Mr. Fremming's analytical and management consulting experience extends to include the Department of State, the Department of Health and Human Services, the Peace Corps, the U.S. General Accounting Office, and the World Bank. As a Project Manager and Senior Social Scientist at GAO, he was a major contributor to the design and completion of several reports on the status of program evaluation in the U.S. Federal government. He has Master's degrees in political science (Northwestern University) and international studies (American University), and has taught political science at three major U.S. universities.

Molly Hageboeck has over 25 years of experience providing consulting advice in strategic planning, performance measurement, and evaluation, and institutional strengthening for public sector organizations. In her work as consulting practitioner and manager of development projects and programs, Ms. Hageboeck has led a number of multi-country evaluation efforts, most recently for the United Nations and for USAID. She was involved in the development and dissemination of the Logical Framework and more recent program analysis frameworks, and has served as team leader and methodology specialist for numerous project evaluations and meta-evaluation analyses. Ms. Hageboeck has consulted on evaluation and organizational management issues for the United Nations, U.S. Peace Corps, the U.S. Federal Mediation and Conciliation Service, the U.S. Trade Representative, USAID, and several private sector organizations. In addition to writing The Manager's Guide to Data Collection, she developed a primer on strategic planning and performance measurement. Ms. Hageboeck's experience in organizational analysis and change led to the creation of USAID's Center for Development Information and Evaluation (CDIE), where she designed and implemented systems for monitoring the quality and cost of the Agency's work in evaluation. She holds an M.P.A. in Economic Development from Princeton University.

Dr. Michael Hendricks has over 20 years of experience in the evaluation of education and human service programs. His survey research skills include designing innovative, rapid, and decision-oriented data collection and analysis procedures for program monitoring and evaluation. Dr. Hendricks has consulted in program

evaluation and planning, organizational development, and management training for numerous government and international organizations, including USAID, the World Bank, the U.S. Department of Health and Human Services, the Danish International Development Agency, the Ontario Ministry of Health and Family Welfare, the Ontario Ministry of Education, Virginia Board of Health Professions, and other governmental, private, and non-profit organizations. Among his many published works are *Inspectors General: A New Force in Evaluation*, *International Innovations in Evaluation Methodology*, and *Improving the Recommendations from Evaluation Studies*. The recipient of an M.A. in Social Psychology, a Ph.D. in Program Evaluation/Social Psychology, Dr. Hendricks completed a post-doctoral fellowship in Methodology and Evaluation Research, all from Northwestern University.

Jerry Harrison-Burns is a monitoring and evaluation specialist and organizational development consultant with over 30 years of experience in project development, strategic planning, and management in international projects and programs in public and private sector organizations throughout the world. A problem-solver with a background in small group psychology and community development, Mr. Harrison-Burns has worked with grass-roots projects, micro-enterprise and large business development, leadership training programs, and other educational and staff development activities across such diverse sectors as economic growth, democracy and governance, the environment and natural resources management, as well as health, population, and nutrition. His experience with the U.S. Agency for International Development includes providing technical assistance in strategic planning and performance monitoring to numerous field missions; writing guidance on performance data analysis; supporting team building and management planning efforts; and conducting and managing data collection and analysis for the 2 USAID Annual Performance Reports in preparation for compliance with the Government Performance and Results Act of 1993. Involved since 1994 with USAID's internal reengineering efforts, Mr. Harrison-Burns has consulted with, and provided strategic planning and performance measurement technical assistance to, state, Federal, and international agencies, including the California Department of Health, the National Institute on Drug Abuse, the Office of Education, the Pan-American Health Organization, the U.S. Department of Agriculture, and the U.S. Department of State.

Joyce R. Jarrett is a pioneer in quality management for over 10 years. As Chairman and Chief Executive Officer of Jarrett/Thor International, Ms. Jarrett concentrates on leadership, partnership, and workforce involvement in the change management process. (Jarrett/Thor's government clients include, among others, the Federal Quality Institute, DOD, DOE, NASA, USDA, the Departments of Labor, Interior, and Education, State of Connecticut, and the Army Recruiting Command. Private sector clients span the aerospace industry, business systems developers, automobile manufacturers, banks and financial lending institutions, researchers in science and technology, airline companies, universities, and business and professional associations.) As a Senior Quality Executive with the Federal Quality Institute from 1992 to 1994, Ms. Jarrett consulted with government agencies to implement National Performance Review recommendations. On loan from NASA, where she was Director of Quality and Productivity Improvement Programs (1985 to 1992), she was responsible for planning and evaluating NASA's improvement efforts. Prior to 1985, Ms. Jarrett was head of the Business Management Branch, Space and Earth Sciences Directorate at NASA's Goddard Space Flight Center, where she managed the business and administrative ADP functions in support of scientific research. Her board affiliations include the Board of Directors of Central Data Processing, Inc., the Board of Advisors for St. Johns College of Business Administration, and the Executive Council for the Shingo Prize; she is a member of the American Society of Quality Control and the American Institute of Aeronautics and Astronautics. The author of several articles on management improvement, Ms. Jarrett is a frequent speaker on total quality management at local, national, and international conferences.

Brad Leonard specializes in executive management and planning, financial/resource management, quality assurance, and human resource management. In 1993, he was detailed from the U.S. Department of the Interior to the Office of the Vice President to implement the recommendations of the National Performance Review and the development of a budget information network. Mr. Leonard has held senior positions within the Federal government, including the Department of Interior (as Acting Assistant Secretary--Policy, Management and Budget, and Director--Office of Quality Assurance) and the Office of Management and Budget, Executive Office of the President (as Chief, Interior Branch--Natural Resources Division, and Fiscal Economist--Fiscal Analysis

Branch, Budget Review Division). In addition, he has worked at the senior level for the states of Rhode Island, Colorado, and Illinois. Mr. Leonard holds an M.A. from Syracuse University.

Dr. Russ Linden is President of Russ Linden and Associates, whose firm specializes in leadership, innovation, and organizational development for government and non-profit agencies. (Representative clients include the National Geographic Society, National Association of Attorneys General, Departments of the Navy and Army, U.S. Customs Service, Chief Counsel's Office of the IRS, Veterans Administration, National Academy of Science, U.S. Geological Survey, USDA/Farm Services Agency, the FBI Academy, and over three dozen state, local government, and non-profit agencies.) Dr. Linden has advised teams on applications of process reengineering to government, at the Vice President's National Performance Review and at the Federal Quality Institute. Currently a consultant with the State Department and Treasury's Financial Management Service on major reengineering and change efforts, he holds adjunct faculty positions at the University of Virginia and the Federal Executive Institute. Dr. Linden's teaching and research interests include self-managing teams, process reengineering, managing organization-wide change, and managing innovative organizations in Japan and in the United States. He has been named an Associate of the Alliance for Redesigning Government, a National Academy of Public Administration program fostering innovations in government. His recent books, well-regarded sources of information on reengineering and innovation in government, include *Seamless Government: A Practical Guide to Reengineering in the Public Sector*(1994), and *From Vision to Reality: Strategies of Successful Innovators in Government* (1990).

Dr. Lyn Oglesby has over 20 years of international and domestic experience as lecturer, trainer, educator and curriculum developer. She has specialized in strategic planning, quality management, reengineering, organizational systems and behavior, multi-cultural and diversity issues, program evaluation, and relocation/change issues. As a training consultant, Dr. Oglesby designed and conducted seminars and workshops on organization development and systems, strategic planning, leadership development, team building, process consultation, program development and evaluation, diversity and intercultural communications, building partnerships, change management, process reengineering, downsizing, problem solving and decision making, negotiation and conflict resolution, customer service training, preventing sexual harassment, time management, interpersonal skills, and supervision and group performance. Her clients include the Office of Personnel Management, the Internal Revenue Service, Department of Justice, Federal Highway Administration, Nuclear Regulatory Commission, Federal Railroad Administration, Rural Electrification Administration, the U.S. Army, and the USDA Graduate School. Dr. Oglesby has worked in the Office of the Majority Leader of the U.S. Senate and has taught in several major universities. She holds a Ph.D. from the University of Texas and a Certificate from the Johns Hopkins Fellows in Change Management Graduate Program.

Donald Spears is an MSI Associate and specialist in training development and management, organizational analysis, and project and program management. Mr. Spears has conducted seminars on project planning, implementation, and evaluation for such organizations as the U.S. Department of Agriculture, the Pan American Health Organization, the World Bank, USAID. He was a member of MSI's team providing training in reengineering operations for USAID's senior managers, and recently was involved in the design and facilitation of focus groups to assess the results review and resource request cycle within USAID's Africa Bureau. Using his broad-based skills in problem solving and group facilitation, Mr. Spears has led training teams in the design and delivery of executive management seminars and training of trainers workshops, and has conducted training in conflict resolution, negotiations, leadership, interpersonal communications, and cross-cultural awareness for U.S. and state government-based teams at the Nuclear Regulatory Commission, National Institutes of Health, Naval Research Labs, and the Department of Labor. He holds an M.P.A. in Organization Theory and Development from the American University.

Carl Thor, President of Jarrett/Thor International, Inc., concentrates on developing performance measurement, benchmarking, gain-sharing, and award programs around the world. Prior to his work with Jarrett/Thor, he was President of International Consulting for the Cumberland Group, and worked for 15 years with the American Productivity and Quality Center in Houston, Texas, holding a variety of positions, including President and Vice

Chairman. At the American Productivity and Quality Center, he led the development and delivery of popular seminars in measurement, gain-sharing, benchmarking, and assessment methods, and spoke and wrote articles, essays, book chapters, and reviews about issues of productivity and quality. Before joining APQC in 1977, Mr. Thor held positions in Planning and Operations for Anderson, Clayton and Company in the United States and in Brazil, and spent three years in supply planning for Exxon. His current board and advisory affiliations include positions as Director of Fundameca, the Mexican Quality Center, and Chief Examiner for the Shingo Prize for Excellence in Manufacturing. In addition, he served at the Secretariat for the Network of Quality and Productivity Centers. Mr. Thor has advised non-profit centers in many countries, has been an adjunct university professor, and is Vice President of the World Confederation of Productivity Science. Co-editor of the *Handbook for Productivity Measurement and Improvement*, co-author of *TQM Trilogy*, and author of *The Measures of Success*, Mr. Thor holds an MBA from the University of Chicago.

Janet C. Tuthill is a specialist in management training and strategic planning, implementation, and monitoring and evaluation. At MSI she provides corporate quality control through the management of short-term technical assistance in strategic planning, performance measurement, and organizational development efforts. In her career as facilitator, coach and manager of teams and task forces, trainer and training materials developer, and program implementer/evaluator, Ms. Tuthill has worked throughout the private and public sector, with international organizations and institutions, including USAID, the United Nations, U.S. Peace Corps, the World Bank, the African Development Bank, the Inter-American Development Bank, and the Ford Foundation. For USAID's Africa Bureau, Ms. Tuthill provides ongoing management oversight and technical assistance in strategic planning and performance measurement, assists the Environment and Natural Resource Management group in impact measurement, and has developed planning and management systems for the Development Fund for Africa. She is a member of MSI's facilitation team assisting the U.S. Fish and Wildlife Service as teams create vision and action statements for the National Wildlife Refuge System. Ms. Tuthill often consults for organizations in the humanities and education, for example, providing ongoing strategic planning assistance to Gallaudet University. She holds an M.A. in International Studies from the University of Denver.

Charles Vandenburg has over 14 years of experience developing and implementing programs for improving organizational performance, increasing management and interpersonal effectiveness, and improving productivity. His specific skills include data gathering, team-building, strategic planning, leadership, supervisory development and expertise in human resources management and organization development in both the public and private sectors. Mr. Vandenburg worked as Personnel Officer for the U.S. Forest Service and as Human Resources Manager in the high technology industry before forming his own consulting practice. He has specialized in productivity and quality improvement, particularly as applied to strategic planning, organizational assessment, work design, socio-technical system analysis and design, compensation and incentive program design, quality function deployment, and statistical process control. Mr. Vandenburg has advised and consulted for the Washington State Parks System, Digital Equipment Corporation, U.S. Public Health Service, USDA Forest Service, Washington State Energy Office, USAID/Mauritius, and private organizations (including Pacific Medical Center, McCaw Communication, Spectra Technology, Aetna Insurance, Pacific First Federal Savings, and Virginia Mason Medical Center). He holds an M.S. in Organization Development from Central Washington University.

Jerry VanSant is a management and organization specialist with 24 years of experience providing consulting services to private firms and government agencies, both domestic and overseas. As a specialist in strategic planning, performance measurement, evaluation, and organizational development and management, he has conducted needs assessments, and consulted with, managed, and advised public and private sector program staff across a range of institutional issues. His assignments have been wide-ranging, including elements of project and information systems design, program information planning, market research, planning for loan and grant assistance, and policy development. Mr. VanSant's current consulting interests are in leadership and organizational renewal, and in 1999 he joins the Stanford Institute of Public Policy at Duke University as a visiting professor of international development policy. His long-standing history as a senior staff member of Research Triangle Institute includes a recent position directing a 100-person technical unit providing research and technical assistance worldwide in policy support, urban finance, human resource development, and

management across such sectors as health, population, education, human capacity development, and democracy and governance. This work was linked with several of MSI's large strategic planning and performance measurement efforts. Mr. VanSant's assignments in the United Nations Development Programme, U.S. Agency for International Development, and the World Bank, and with government agencies in Asia, Central Europe and the New Independent States, the Caribbean, and the United States, translate into his broad experience on how to address institutional challenges faced by public and private sector agencies. A frequent management consultant to the Ford Foundation, the University of Pittsburgh, and several private voluntary organizations, Mr. VanSant has published several articles and a book on issues of strategic planning, management and organizational performance, and development sustainability. He holds an MBA in management from Pace University.

Dr. Alan Hurwitz is an accomplished expert in organizational change and conflict management. He has worked with a number of U.N. agencies and projects worldwide, including UNICEF (UNIPAC) in Copenhagen, UNESCO in Paris, WHO in Sierra Leone, and a joint UNDP/World Bank funded project which involved several bilateral funders and host government agencies. His more than twenty years experience includes large-scale organizational change efforts, bringing together people with different perspectives to work toward common goals, designing and conducting management training programs in a broad range of organizations. Dr. Hurwitz's multilateral clients include the Inter-American Development Bank, the Organization of Eastern Caribbean States (OECS), multinational corporations such as AT&T, public and non-profit organizations such as the Government of Malawi and the World Trade Institute. Dr. Hurwitz has a B.A. from Yale College and an Ed.D. from the Center for International Education of the University of Massachusetts. He has published numerous articles, including "The Transnational Culture of Quality - Implementing Total Quality Efforts Across Countries and Cultures" in The Journal for Quality and Participation, (September, 1992), "Make OD Not War", in Management Review, (April, 1992), and "Organizational Structures for the New World Order" in Business Horizons (May, 1996).

Dr. Bill Thomas has over thirty years of experience in organizational development consulting, training, facilitation, and program design and management. He has worked extensively, though not exclusively, with federal agencies to improve management and supervisory practices during periods of significant organizational change. Since 1992, Dr. Thomas has designed and delivered courses in strategic planning, program design, and management skills for the US Agency for International Development, and various other government agencies and programs. He has facilitated numerous teambuilding retreats and workshops for federal agencies such as the US Fish and Wildlife Service, the Defense Information Systems Agency, the Census Bureau, the Central Intelligence Agency, the US Army, the US State Department, and the Defense Mapping Agency. In addition to his Ph.D. in Adult Education and M.A. in comparative literature from the University of Maryland, Dr. Thomas has extensive training in Group Dynamics, Management and Organization Development, Experiential Education, and Human Relations from the NTL institute, the Mid-Atlantic Association for Training and Consulting, the Center for Creative Leadership, the Center for the Application of Psychological Type, and the Gestalt Institute of Cleveland. Earlier in his career, he taught for 5 years as an Assistant Professor of Humanities and Behavioral Science at St. Mary's Seminary College in Baltimore.

Fred Mills has been engaged in the practice of Federal sector human resource management and organizational analysis for 19 years, and possesses broad experience and in-depth expertise in a number of HR specialties and subdisciplines. Specific areas of focus and recent project activities include compensation systems design and development, performance management, strategic workforce planning, and manpower/workload analysis. Mr. Mills has been with Federal Management Partners since the firm's establishment in 1990, and previously held staff human resource management positions with the Library of Congress and the Central Intelligence Agency. He earned a Master's degree in Public Administration from the Maxwell School at Syracuse University, and holds the Certified Compensation Professional (CCP) designation from World@Work. Mr. Mills has served as an instructor on human resource management topics for Federal supervisors and managers, and has co-authored papers and presentations on critical Federal sector human resource issues for delivery at professional conferences and workshops.

Tim Barnhart has over twenty years of HR experience in a broad range of disciplines including organizational analysis, business process reengineering, workforce planning, career development, staffing and selection, position classification, performance management, and training design and development. Mr. Barnhart is president and founder of Federal Management Partners. He has worked as an HR professional for four different Federal agencies and has completed a number of projects related to FWS's requirements. He supported the Navy in conducting a cost-comparison under A-76 and served on a Navy task force to identify A-76 best practices. He has conducted a wide range of organizational and position management analyses, position classification studies, and business process analyses for a variety of Federal Agencies, and has developed staffing and workload models for Grants Management professionals and Acquisition professionals in the Federal government. He supported the National Imagery and Mapping Agency in developing a strategic workforce planning process and was a principal architect of NIMA's WORKFORCE21 HR system that is designed as a tool to shape and acquire the strategic workforce assets needed by the Agency. He holds a B.A. degree from the College of William and Mary and an M.A. from Syracuse University.

Information for Ordering Activities

Mission Oriented Business Integrated Services (MOBIS)

Industrial Group 874, Industrial Class 874

Contract Number: GS-23F-8012H

Contract Period: October 17, 1997-October 31, 2012 (with one 5-year option)

Contract Administration Source: MOBIS Project Manager

E-mail: MobisPM@msi-inc.com tel: (202) 484-7170 or www.msiworldwide.com

Business Size: Large, Woman-Owned Business

Contract Item Numbers: SIN 874-1 and 874-1RC Consulting Services; SIN 874-2 and 874-2RC Facilitation Services; SIN 874-3 and 874-3RC Survey Services; SIN 874-7 and 874-7RC Program Integration and Project Management Services

Maximum Order Limitation: \$1,000,000

Note: A delivery order that exceeds the maximum order may be placed with the contractor selected in accordance with ordering provisions provided. The order will be placed under the schedule contract. The maximum order threshold for an agency placing orders under this contract is \$1,000,000 for all Special Item Numbers (SINs). If your order exceeds \$1,000,000, we encourage you to seek further price reductions with the service provider. The maximum order level acts as a trigger device for ordering agencies to request better pricing and terms. There is no maximum value for individual task orders.

Minimum Order Limitation: \$300

Authorized Federal Supply Schedule Price List (per hour):

SINS 874-1 Consulting Services, 874-2 Facilitation Services, 874-7 Program Integration and Project Management Services

Fixed Burdened Hourly Rates	YR 11	YR 12	YR 13	YR 14	YR 15
Position Title & Labor Codes	11/07 - 10/08	11/08 - 10/09	11/09 - 10/10	11/10 - 10/11	11/11 - 10/12
Nationally Recognized Expert	232.36	240.03	247.95	256.13	264.58
Principal/Expert/Trainer	204.03	210.76	217.72	224.90	232.32
Senior Associate/Assistant Trainer	152.24	157.26	162.45	167.81	173.35
Associate/Training Coordinator	105.75	109.24	112.84	116.56	120.41
Support Staff	63.12	65.20	67.35	69.57	71.87

Fixed Burdened Hourly Rates	YR 16	YR 17	YR 18	YR 19	YR 20
Position Title & Labor Codes	11/12 - 10/13	11/13 - 10/14	11/14 - 10/15	11/15 - 10/16	11/16 - 10/17
Nationally Recognized Expert	273.31	282.33	291.65	301.27	311.21
Principal/Expert/Trainer	239.99	247.91	256.09	264.54	273.27
Senior Associate/Assistant Trainer	179.07	184.98	191.08	197.39	203.90
Associate/Training Coordinator	124.38	128.48	132.72	137.10	141.62
Support Staff	74.24	76.69	79.22	81.83	84.53

874-3 Survey Services

Item	Qty	Year 11	Year 12	Year13	Year 14	Year 15
Printing of instrument	1	0.20	0.21	0.22	0.23	0.24
Software (per survey)	1	5,032.39	5,198.46	5,370.01	5,547.22	5,730.28
Computer Rental	1	671.02	693.16	716.03	739.66	764.07
Printer Rental (per month)	1	419.34	433.18	447.47	462.24	477.49
Training Manual for Interviews	1	50.32	51.98	53.70	55.47	57.30

Item	Qty	Year 16	Year 17	Year 18	Year 19	Year 20
Printing of instrument	1	0.25	0.26	0.27	0.28	0.29
Software (per survey)	1	5,919.38	6,114.72	6,316.51	6,524.95	6,740.27
Computer Rental	1	789.28	815.33	842.24	870.03	898.74
Printer Rental (per month)	1	493.25	509.53	526.34	543.71	561.65
Training Manual for Interviews	1	59.19	61.14	63.16	65.24	67.39

MOBIS Labor Category Descriptions and Qualifications **Effective 11-01-2007**

Each of the labor categories below represents different experiential levels in the following areas:

Functional Technical Categories:

- Strategic and business planning
- Policy change
- Institutional development
- Performance measurement, monitoring, assessment and evaluation
- Quality management
- Business process reengineering
- Knowledge management consulting
- Benchmarking
- Strategic sourcing
- Activity-based costing
- Financial management analysis related to an improvement effort
- Statistical process control
- Construction and implementation of surveys
- Individual and organizational assessments and evaluations
- Process improvements
- Process modeling and simulation
- Organizational design
- Change management
- Development of leadership/management skills
- Training in improving customer service and satisfaction, assistance in the performance of privatization studies, training in support of related business functions, program integration, and project management.

Functional Levels:

Nationally Recognized Expert. Individual who has received national or international-level recognition in the technical area of the proposed work. These individuals are considered to be the leading technical advisors in the specific functional category, and have written and lectured extensively in one of the key functional areas noted above. Typically, these individuals have led U.S. Government Agency initiatives and/or have been in the senior echelon of leading policy institutes. Requires 12-25 years of relevant experience in the functional category(ies) in which the individual is proposed.

Principal/Expert/Trainer. Management level supervisory or specialized technical assistance services, or senior training services. Requires 12-25 years of relevant experience in the functional category(ies) in which the individual is proposed. Advises and assists in the comprehensive planning and setting of priorities for program initiatives and activities. Typically will serve as the team leader of the effort, directing approach and managing the contractor's solutions. Supervises and directs technical staff Holds primary responsibility for program progress

Senior Associate/Asst. Trainer. Senior level technical assistance services, senior administrative services, or senior level training services. Requires 8-20 years of relevant experience in the functional category(ies) in which the individual is proposed. Knowledge and skills of pertinent regulations, policies and precedents which affect the use of program and related support resources in the functional area. Coordinates with contractor management and Government personnel to ensure that the issue has been properly defined and that the solution will satisfy Government requirements. Responsible for overall technical, business, and financial management of programs and projects. Prepares and communicates program status, progress and results. Defines and develops technical approaches for solving complex problems. Ensures availability and effective use of company resources to achieve customer requirements and goals. Holds responsibility for program progress.

Associate/Training Coordinator. Mid level technical assistance and administrative services or training coordination services. Requires 3-12 years of relevant experience in the functional category(ies) in which the individual is proposed. Demonstrated experience in organizing, scheduling and facilitating technical reviews. Knowledge and skill in applying analytical and evaluative methods and techniques to issues concerning the efficiency and effectiveness of program operations. Develops technical approaches for solving complex problems.

Support Staff. Junior level technical assistance, as well as routine administrative, secretarial, and operations support as required by the Task Order, in support of the scope of work requirements. Requires 0-2 years of relevant experience in the functional category(ies) in which the individual is proposed.

Labor Category	Academic Degree	Plus Approximate Years of Relevant Work Experience
Nationally Recognized Expert	Ph.D.	12
	JD / ABD	15
	MS, MA, MBA	18
	BS, BA	20
	Less than Bachelor's	25
Principal/ Expert/Trainer	Ph.D.	12
	JD / ABD	15
	MS, MA, MBA	18
	BS, BA	20
	Less than Bachelor's	25
Senior Associate/ Asst. Trainer	Ph.D.	8
	JD / ABD	10
	MS, MA, MBA	12
	BS, BA	15
	Less than Bachelor's	20
Associate/ Training Coordinator	Ph.D.	3
	JD / ABD	5
	MS, MA, MBA	6
	BS, BA	8
	Less than Bachelor's	12
Support Staff	Ph.D.	0
	JD / ABD	0
	MS, MA, MBA	0
	BS, BA	0
	Less than Bachelor's	2



MANAGEMENT SYSTEMS INTERNATIONAL
600 Water Street, S.W.
Washington, D.C. 20024
Tel: (202) 484-7170 X Fax: (202) 488-0754
<http://www.msiworldwide.com>