



FSA *Now*

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Leadership Excellence Training



The Leadership Training storyboard: excellence in the making

In the coming months, FSA will roll out Leadership Excellence Training for FSA managers. This training module builds on last year's Manager Excellence training program, focusing on collabo-

ration, performance management, and the leadership principals and values that Terri Shaw expects of FSA management.

The leadership training will be given to all of FSA's managers (approximately 165) in seven day-and-a-half sessions from May to July. Each session will instruct about 25 employees, drawn from headquarters and the regions. Four FSA managers, Charlie Coleman, Deb Wiley, Michaelyn Milidantri, and Charles Johnson, will join representatives of the Public Strategies Group (PSG) as co-facilitators of the program.

"The training opens up a lot of possibilities," said Anne Teresa, FSA University Director. "Managerial roles are recognized as crucial within the workplace, and FSA's leadership is seeking continual manage-
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Update: One-ED

In recent months, the One-ED initiative made some significant advances. Human Resources and Training, OGC and OCR Legal teams, OIG and OCFO Audit teams, Payment Processing, and Postsecondary Education Policy functions completed presenting their business cases to the Executive Management Team (EMT). As a result, the Human Resources, Training and Payment Processing functions will be competitively sourced; while the OGC and OCR Legal teams, Postsecondary Education Policy, as well as the OIG and OCFO Audit teams will restructure and reengineer.

A contracting official has been assigned and is working with members of the affected functional areas to draft a statement of work (SOW) for HR and Training and one for the Payment Processing function. The two SOW's are anticipated to be released to the public in early June. With the assistance of outside consultants, members of the

HR and Training and Payment Processing units will draft proposals and submit them to the Department by early July under the current anticipated timeline. The internal proposals will be reviewed against all competing submissions to determine the best value, i.e. performance and cost.

If employees are chosen, they will be given performance-based agreements subject to an annual review. Contractors, should they win, will be issued a typical one-year contract with four one-year options. Assistant Secretary Bill Leidinger has stated that the Department is offering to retrain and reassign employees impacted by this process should it be necessary.

Designed to promote operating efficiency and effectiveness, One-ED is the Department's new way of doing business. One-ED "demands aligning our performance management systems to ensure we meet expectations and reward high performance," said

FSA in the City of Brotherly Love

Spotlight on...

This feature is the first in a series focusing on FSA's regional offices. Read fun and interesting facts about the cities in which FSA regional offices reside and find out more about FSA's accomplishments around the country.

FSA Now Interviews Philadelphia Area Case Director, Nancy Klinger

FSA: What would you like all of FSA to know about the Philly team?

Klinger: We are dedicated, committed professionals who care about the mission of this agency. We work hard to do what's right.

FSA: What is unique about your office?

Klinger: The camaraderie and cohesiveness of our staff. We have been together for a long time. We are much like a large family. I am also very proud of the dedication that the staff has to implementing the mission of our organization. In a few words we try to do the right thing at the right time for the right reasons.

FSA: How does the Philadelphia office help to put America through school?

Klinger: We ensure that the right dollars get to the right students at the right time. As the Philadelphia Case Management and Oversight Team, our job is to ensure that institutions are administratively capable and financially responsible to remain eligible to participate in the Title IV programs. In order to accomplish this, we use a variety of tools which include program reviews, risk analysis, compliance assistance and training. Sometimes, the most important thing we can do is listen.

FSA: Tell us about some of your special programs.

Klinger: Our office has been heavily involved in resolving campus security issues. We believe that it is a very important part of our job to ensure that students and their families make an informed choice about where to go to school. It is heart wrenching to hear some of the situations

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"It is a beautiful city. Some of the architecture is breathtaking. It is also known as the cradle of liberty."

- Nancy Klinger, Area Case Director

Nicknames: Keystone State, Quaker State

Motto: Virtue, liberty and independence

State flower: Mountain laurel

Number of FSA employees: 24

Philly History

- * The original capital of the nation, Philly was laid out by William Penn Jr. in 1682.
- * The Quaker community, who found great success in the trade and commerce industries, was established Philly.
- * Philly was envisioned as a "greene countrie towne" and still manages to retain a certain quaintness.
- * Just blocks away from the noisy crowds of downtown you can find shady, cobbled alleys lined with red-brick colonial houses and Fairmount Park, which make it easy to forget you're in a major metropolis.



Terri Shaw visits with the Philadelphia regional staff

Philly Attractions

The Art Museum is breathtaking. The Philadelphia Orchestra is known around the world. The Jersey shore is just a 50-minute drive way. Don't forget the Eagles, the Flyers, the 76ers, the Philies, Liberty Bell, Independence Hall, the Betsy Ross house, and Valley Forge. There is a lot to see and do in Philly.

Philly Food

If ever in Philly try a cheese steak, soft pretzel, or a pork roll. Eat at Geno's, Jim's or Pat's. These popular restaurants are located in South Philly. Don't forget to say, "With or with out the Whiz" (Cheese Whiz). For soft pretzels visit Sansome Street Pretzel Bakery. The pretzels there are delicious. Folks in the Philly office make a few pretzel runs there each week. Taylor's Pork Roll can be found at the Reading Terminal Market.

Visiting Philly

Take a trip to Philly in the spring or fall. Summers are humid although the 4th of July fireworks celebrations are awesome.

Leadership Excellence Training, con't.

ment development within FSA. This training aims to turn good managers into great leaders."

The first day of Leadership Excellence Training focuses on collaboration within the work environment. Participants will focus on the meaning of collaboration, and when it should be used. The second day is structured around managing through the Education Department Performance Appraisal System (EDPAS). Overall, managers will work toward creating an environment of success within the workplace.

FSA University Project Leader Bill Ryan acknowledges that training managers to excel in leadership is a continuous process, saying the training will not end, but begin, after the day and a half. "The tools for managerial success will be given to Leadership Excellence participants in the training, but the real learning will take place on the job," said Ryan.

The training is composed of a variety of scenarios, discussions and workshops. Participants will undergo leadership coaching and

participate in facilitated discussions and action learning circles. This forum will let managers discuss the best practices in an open environment, allowing them to learn from one another and carry this information into the workplace.

FSA University utilizes a storyboard process in developing training modules such as Leadership Excellence. The storyboard depicts each element of the training manual visually. When FSAU places these images in succession, it allows pieces to be moved and gives FSAU a better sense of the whole. FSAU has built upon last year's Manager Excellence training, incorporating feedback into the storyboard.

The training was developed through FSA University, and does not exist anywhere else within ED; however, there is a possibility Leadership Excellence will be opened to other members of FSA or ED in the future.

"This training all relates to real work and directly relates to FSA," said Ryan.

Klinger Interview, con't.

young people have endured. We are also working to plan a private career school conference in 2004. This is a new endeavor for us. We hope to do as fine a job as Dallas, Chicago and Kansas City have done. The HBCU Training Initiative is coming up this summer. Joe Kern has volunteered his services.

FSA: Has the city of Philadelphia particularly benefited by having FSA in the city? How?

Klinger: I believe that being here locally is important to financial aid administrators, parents and students. We have strong ties to the financial aid community and meet regularly with them to discuss the issues of the day. It is always easier to work with people once you can put a face to the name. Communications are better because there is an element of trust. Many times we help students and parents that have questions or problems. We have also done outreach at events designed to get the word

Did You Know?

Parent-Teacher Conferences



FSA Employees are allowed to take time off for parent teacher conferences! Employees may take two hours of excused absence for a parent teacher conference, up to 12 hours a calendar year. These hours are applicable, whether the conference is initiated by parent or the teacher, and parent employees are encouraged to use them.

These hours can be applied by submitting the Standard Form 71 "Request for Leave for Approved Absence." More specific details can be found on ConnectEd or by contacting Carla Holt in HR.

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FSA Now is a monthly newsletter for FSA staff available on FSA.net. To share feedback or contribute ideas, e-mail FSA Communications.

One-ED, con't.

Secretary Paige. "One-ED allows us to demonstrate our commitment to providing high quality service necessary to help our education partners achieve significant results."

At the heart of One-ED is the Strategic Investment Process (SIP) which links human capital management, competitive sourcing and restructuring. This process reviews functions within the Department to determine whether they should be retained in-house or competitively sourced to obtain the best value for the Department.

Over the course of a several-year, multi-phase process, work functions at the Department will be reviewed as part of the SIP.

Phase I reviewed Human Resources and Training, OGC and OCR Legal teams, OIG and OCFO Audit teams, Payment Processing, and Postsecondary Education Policy: FSA & OPE. The next phase will review duplicate functions performed throughout the Department such as IT, acquisitions and financial management.

What does this mean for each FSA staff member? Bottom line: the Department is committed to ensuring FSA delivers the best possible value and service to America's students. One-ED will allow us to "provide even greater education leadership and exert greater impact towards realizing our goals and of improving academic achievement, teacher excellence and safe schools and communities," said Secretary Paige.

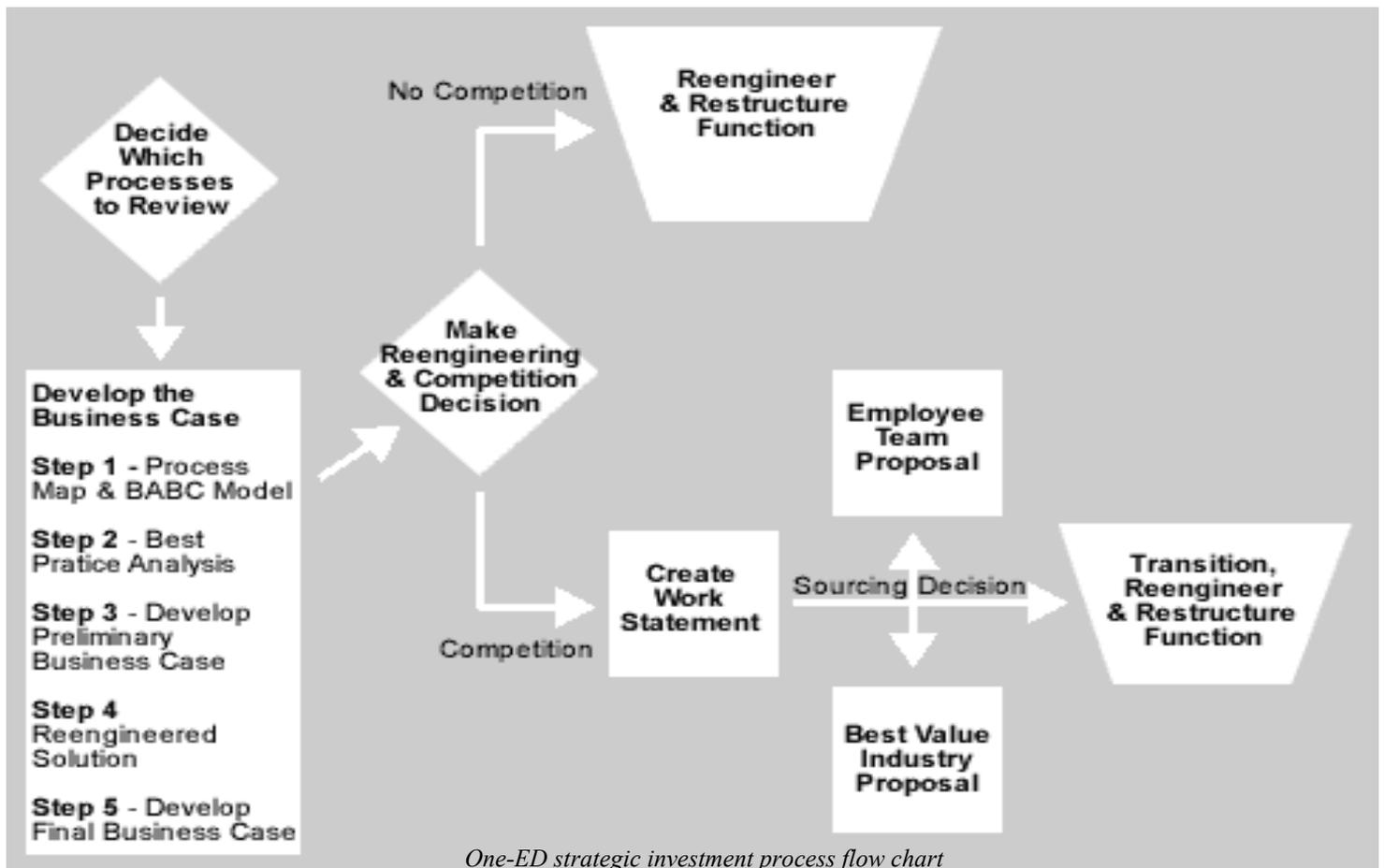
Farewell Interns



Ebony Hicks and Susan Shell lay out their last FSA Now.

Communications interns Ebony Hicks and Susan Shell leave FSA this month. Ebony graduates from American University on May 11, with a masters in fine arts. She plans to travel in Europe this summer and then move to Durham, NC. Susan graduates from George Washington University on May 18, with a bachelors in history. She will move to London, England, in June to participate in a six-month work abroad program.

FSA Now thanks Ebony and Susan for their hard work and dedication!



One-ED strategic investment process flow chart



My FSA

FSA Now talked to John Fare about his role in Enterprise Performance Management Services.

Q: What is your role at FSA?

A: My role is to provide the necessary leadership and coordination in four specific areas within FSA, and to bring about a successful outcome in achieving FSA's objectives. In the proposed reorganizational structure, I am responsible for Enterprise Performance Management Services, which encompasses Project Management Oversight and Strategic Planning, Acquisitions Planning / Contract Management, Operational Performance Analysis / Internal Review, and High Risk Management.

Q: When did you join FSA? Why did you come here?

A: I came to FSA on January 3, for two reasons. I believe there's no better career than helping put America through school because a solid education can only improve the lives of those who achieve it. I also wanted to complement an already strong leadership team at FSA, and use my experience to add to the Leadership Team's ability to achieve our goals.

Q: What is your background?

A: I have a B.S. in Finance from Siena College, and a certificate in Computer Programming from the State University of New York at Farmingdale. My business experience covers the past 25 years and primarily includes managerial and leadership positions in IT at Sperry Corporation, Martin Marietta, and Sallie Mae.

Q: What has been the best thing so far at FSA? What has been the biggest adjustment?

A: The people – so many kind people that have made me feel very comfortable and welcome here. That has definitely been the best thing so far. I think the biggest adjustment has been the same as it is at any new job – getting to understand the various organizations within ED and all of the other agencies we interface with.

Videoconferencing Arrives At FSA

The Senior Leadership Team held its third monthly meeting in grand fashion with most regional offices attending via the Department's new videoconferencing system. Ushering in a new era of communication at FSA, the videoconferencing system allows employees from any FSA facility to meet face-to-face in real time without the hassle or expense of leaving their building.

The system, installed through a joint effort between the Department of Education and FSA, accommodates up to 70 participants per site at FSA's Atlanta, San Francisco, Chicago and Washington, DC (UCP) regional training facilities. The Department has installed smaller facilities capable of accommodating up to 12 participants in the remaining regions. By mid-summer, all regional locations will have fully operational videoconferencing capabilities.

"What an improvement," said Ralph LoBosco, Area Case Director, Kansas City. "This system will transform communications at FSA and bring us closer together as an organization."

Usage costs are similar to those of a routine conference call and, with transmission speeds approaching T-1 levels, participants from across the country can meet face-to-face in real time.



Terri Shaw addresses the Senior Leadership Team on the new videoconferencing system.

For additional information on FSA's new videoconferencing capabilities, please contact Bill Davis at (202) 377-4310.