



## management consulting

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### CHANGE MANAGEMENT/BPR

#### 1. Procurement Vendor Table Maintenance Unit Implementation

TCBA was engaged by the U.S. Census Bureau to design, develop and implement a Vendor Table Maintenance Unit. As a part of this engagement, our team was required to provide the following specialized procurement-related services:

- Capture existing data regarding more than 100,000 vendors providing goods, services or materials to the Census Bureau;
- Review “as-is” processes and procedures relative to maintaining vendor data;
- Identify gaps, weaknesses, and ambiguities in current processes;
- Identify existing operating sections or units and personnel engaged in tracking, monitoring or maintaining vendor information;
- Design a standardized centralized process for managing all vendor related information within a single operating unit;
- Identify required staff core competencies needed to ensure responsible maintenance of vendor data;

- Develop comprehensive operating policies and procedures for a de novo unit dedicated to creating, monitoring and maintaining vendor table data;
- Assist with implementing the Vendor Table Maintenance Unit on a Census-wide basis; and
- Provide on-the-job training and change management support to the Bureau during the transition from a decentralized to a centralized vendor table maintenance function.

#### 2. Business Tax Process Reengineering

TCBA performed a review of the business tax process for the DC Office of Tax and Revenue (OTR) in order to identify process deficiencies. For all business tax types, TCBA identified, assessed, and documented OTR’s processing cycles; evaluated accounting, processing, and management controls in place for each cycle; and made recommendations for improvements. Process deficiencies were corrected through development of either new controls, procedures or training. TCBA developed a desk procedures manual incorporating the revised procedural steps and applicable controls resulting from the assessment of each process and assisted OTR management in the development of performance measures by position.

### **3. Implementation of Management Study Recommendations**

As a subcontractor, TCBA assisted in monitoring and evaluating the implementation of recommendations of an earlier management study pertaining to performance improvement in Baltimore City Schools. The follow-up analysis focused on recommendations for performance management, financial management, and management information systems. Included was a review of how each system met the needs of the enterprise schools to improve school performance in accordance with the Maryland School Performance Program.

### **4. Change Management Support**

The Department of Utilities (DU) enlisted the help of the Norfolk Department of Human Resources to build the appropriate change management infrastructure within the Department of Utilities, so that the DU could effectively implement the accepted recommendations and critical issues noted in the Operations and Management Review report, as well as institutionalize continuous process improvement. The Norfolk Department of Human Resources was interested in supplementing its team of change management professionals with change management consultants who understood the existing DU environment and the challenges that the DU was facing. The professional services provided by TCBA addressed the following change management areas:

- *Staff for Facilitation Support Services* - TCBA worked with the Norfolk Department of Human Resources in its efforts that included tasks associated with successful change management within the

Department of Utilities. TCBA provided management training and development support services including facilitation, coaching and intervention. The TCBA team focused on strategy, structure, systems, and implementation. TCBA met monthly with the Department senior management group to discuss vision and values and provide consulting support to shape corporate culture and behavior and leadership team development.

- *Staff for Coordination Support Services* - TCBA worked with the City's Department of Human Resource and Department of Utilities to provide analysis of the implementation of determined courses of action and made recommendations as requested or was necessary. TCBA conferred with the Human Resource Department Director and designated staff to help clarify strategies, transform strategy into implementation plans and lead change initiatives at the Department of Utilities.

## **HOMELAND SECURITY**

### **1. Emergency Preparedness Training**

TCBA designed, developed and implemented a comprehensive Emergency Preparedness Training Program for the District of Columbia's Emergency Management Agency. TCBA completed the following engagement tasks:

- Conducted a training needs analysis - evaluated the District of Columbia's Public School emergency preparedness against the Federal Emergency Management Plan