



Department of Energy

Bonneville Power Administration
P.O. Box 3621
Portland, Oregon 97208-3621

PUBLIC AFFAIRS

September 16, 2010

In reply refer to: DK-7

Joseph M. Williams

Ex 6

RE: BPA-2010-1892-F

Dear Mr. Williams:

This letter is a final response to your Freedom of Information Act (FOIA) request dated August 11, 2010, to the Bonneville Power Administration (BPA).

In your letter, you requested information pertaining to Job Announcement 7533-10-DE, Operational Excellence Consultant, GS-0301. The information you requested was in the form of eight questions. In a conversation today it was explained to you that though the FOIA may provide documents that answer questions, FOIA does not respond to questions directly. You agreed to accept documents that may provide answers to your questions.

The documents located by BPA in response to your request were: A Declaration for Federal Employment form, an email, personal resume` and DD Form 214 of the selectee. Enclosed are the non-exempt portions of these documents. BPA has determined that some of the information contained in these documents should be withheld in whole or part under applicable FOIA exemptions, as explained below.

Exemption 6

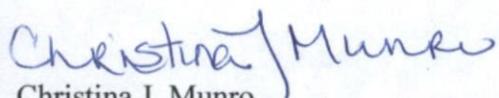
5 USC § 552(b)(6) of the FOIA (Exemption 6) protects personnel, medical and similar files from disclosure when the disclosure would result in a clearly unwarranted invasion of personal privacy. This exemption is intended to protect individuals from the injury and embarrassment that could result from an unnecessary disclosure of personal information.

In order to determine whether information should be withheld under Exemption 6, an agency must (1) identify whether a privacy interest exists for the information, (2) identify whether release of the information would further the public interest by shedding light on the operations and activities of the Government, and (3) weigh the identified privacy interests in withholding the information against the public interest in disclosing the information, in order to determine whether disclosure of the information would constitute a clearly unwarranted invasion of personal privacy.

If you are dissatisfied with this determination, you may make an appeal within thirty (30) days of your receipt of this letter to Director, Office of Hearings and Appeals, Department of Energy, 1000 Independence Avenue, Washington, D.C., 20585. Both the envelope and letter must clearly be marked "Freedom of Information Act Appeal."

I appreciate the opportunity to assist you with this matter. If you have any questions about this letter, please contact Laura M. Atterbury, FOIA/Privacy Act Specialist, at 503-230-7305.

Sincerely,

A handwritten signature in blue ink that reads "Christina J. Munro". The signature is written in a cursive style with a large initial 'C'.

Christina J. Munro

Freedom of Information Act/Privacy Act Officer

Enclosures: Responsive Documents

Declaration for Federal Employment

Form Approved
OMB No. 3206-0182

GENERAL INFORMATION

1. FULL NAME (First, middle, last) ◆ Karen A Phillips	2. SOCIAL SECURITY NUMBER ◆ Ex 6
3. PLACE OF BIRTH (Include city and state or country) ◆ Ex 6	4. DATE OF BIRTH (MM/DD/YYYY) ◆ Ex 6
5. OTHER NAMES EVER USED (For example, maiden name, nickname, etc) ◆ Ex 6	6. PHONE NUMBERS (Include area codes) Day ◆ Ex 6 Night ◆ Ex 6

Selective Service Registration

If you are a male born after December 31, 1959, and are at least 18 years of age, civil service employment law (5 U.S.C. 3328) requires that you must register with the Selective Service System, unless you meet certain exemptions.

- 7a. Are you a male born after December 31, 1959? Ex 6 YES Ex 6 NO If "NO" skip 7b and 7c. If "YES" go to 7b.
7b. Have you registered with the Selective Service System? Ex 6 YES Ex 6 NO If "NO" go to 7c.
7c. If "NO," describe your reason(s) in item #16.

Military Service

8. Have you ever served in the United States military? YES Provide information below NO
If you answered "YES," list the branch, dates, and type of discharge for all active duty.
If your only active duty was training in the Reserves or National Guard, answer "NO."

Branch	Start Date	End Date	Type of Discharge
U.S. Coast Guard	05/20/1987	09/18/1993	Ex 6
U.S. Coast Guard	07/05/2003	08/30/2007	

Background Information

For all questions, provide all additional requested information under item 16 or on attached sheets. The circumstances of each event on this list will be considered. However, in most cases you can still be considered for Federal jobs.

For questions 9, 10, and 11, your answers should include convictions resulting from a plea of *nolo contendere* (no contest), but omit (1) traffic offenses of \$300 or less, (2) any violation of law committed before your 16th birthday, (3) any violation of law committed before your 18th birthday finally decided in juvenile court or under a Youth Offender law, (4) any conviction set aside under the Federal Youth Corrections Act or similar state law, and (5) any conviction for which the record was expunged under Federal or state law.

During the last 10 years, have you been convicted, been imprisoned, been on probation, or been on parole? (Includes felonies, firearms or explosives violations, misdemeanors, and all other offenses.) If "YES," use item 16 to provide the date, explanation of the violation, place of occurrence, and the name and address of the police department or court involved. YES NO
Ex 6

Have you been convicted by a military court-martial in the past 10 years? (If no military service, answer "NO.") If "YES," use item 16 to provide the date, explanation of the violation, place of occurrence, and the name and address of the military authority or court involved. YES NO
Ex 6

Are you now under charges for any violation of law? If "YES," use item 16 to provide the date, explanation of the violation, place of occurrence, and the name and address of the police department or court involved. YES NO
Ex 6

During the last 5 years, have you been fired from any job for any reason, did you quit after being told that you would be fired, did you leave any job by mutual agreement because of specific problems, or were you debarred from Federal employment by the Office of Personnel Management or any other Federal agency? If "YES," use item 16 to provide the date, an explanation of the problem, reason for leaving, and the employer's name and address. YES NO
Ex 6

Are you delinquent on any Federal debt? (Includes delinquencies arising from Federal taxes, loans, overpayment of benefits, and other debts to the U.S. Government, plus defaults of Federally guaranteed or insured loans such as student and home mortgage loans.) If "YES," use item 16 to provide the type, length, and amount of the delinquency or default, and steps that you are taking to correct the error or repay the debt. YES NO
Ex 6

Declaration for Federal Employment

Form Approved:
O 48 No. 3206-0182

Additional Questions

14. Do any of your relatives work for the agency or government organization to which you are submitting this form? (Include: father, mother, husband, wife, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, and half sister.) If "YES," use item 16 to provide the relative's name, relationship, and the department, agency, or branch of the Armed Forces for which your relative works.
- YES NO
Ex 6
15. Do you receive, or have you ever applied for, retirement pay, pension, or other retired pay based on military, Federal civilian, or District of Columbia Government service?
- YES NO
Ex 6

Continuation Space / Agency Optional Questions

16. Provide details requested in items 7 through 15 and 18c in the space below or on attached sheets. Be sure to identify attached sheets with your name, Social Security Number, and item number, and to include ZIP Codes in all addresses. If any questions are printed below, please answer as instructed (these questions are specific to your position and your agency is authorized to ask them).

Certifications / Additional Questions

APPLICANT: If you are applying for a position and have not yet been selected, carefully review your answers on this form and any attached sheets. When this form and all attached materials are accurate, read item 17, and complete 17a.

APPOINTEE: If you are being appointed, carefully review your answers on this form and any attached sheets, including any other application materials that your agency has attached to this form. If any information requires correction to be accurate as of the date you are signing, make changes on this form or the attachments and/or provide updated information on additional sheets, initialing and dating all changes and additions. When this form and all attached materials are accurate, read item 17, complete 17b, read 18, and answer 18a, 18b, and 18c as appropriate.

17. I certify that, to the best of my knowledge and belief, all of the information on and attached to this Declaration for Federal Employment, including any attached application materials, is true, correct, complete, and made in good faith. I understand that a false or fraudulent answer to any question or item on any part of this declaration or its attachments may be grounds for not hiring me, or for firing me after I begin work, and may be punishable by fine or imprisonment. I understand that any information I give may be investigated for purposes of determining eligibility for Federal employment as allowed by law or Presidential order. I consent to the release of information about my ability and fitness for Federal employment by employers, schools, law enforcement agencies, and other individuals and organizations to investigators, personnel specialists, and other authorized employees or representatives of the Federal Government. I understand that for financial or lending institutions, medical institutions, hospitals, health care professionals, and some other sources of information, a separate specific release may be needed, and I may be contacted for such a release at a later date.

- 17a. Applicant's Signature: Ex 6 _____ Date 6/24/2010
- 17b. Appointee's Signature: _____ Date _____
(Sign in ink)
- | |
|---|
| Appointing Officer:
Enter Date of Appointment or Conversion
MM / DD / YYYY |
|---|

18. **Appointee (Only respond if you have been employed by the Federal Government before):** Your elections of life insurance during previous Federal employment may affect your eligibility for life insurance during your new appointment. These questions are asked to help your personnel office make a correct determination.

- 18a. When did you leave your last Federal job? DATE: MM / DD / YYYY
- 18b. When you worked for the Federal Government the last time, did you waive Basic Life Insurance or any type of optional life insurance?
- | | | |
|--------------------------|--------------------------|--------------------------|
| YES | NO | Do Not Know |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- 18c. If you answered "YES" to item 18b, did you later cancel the waiver(s)? If your answer to item 18c is "NO," use item 16 to identify the type(s) of insurance for which waivers were not canceled.
- | | | |
|--------------------------|--------------------------|--------------------------|
| YES | NO | Do Not Know |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Wood, Cheryl A - NHQ-1

From: K R PHILLIPS Ex 6
Sent: Thursday, January 07, 2010 2:47 PM
To: Jobs at BPA
Subject: Ops Excel Consultant job #7532-10
Attachments: Phillips resume 7532-10.doc; Phillips 7532-10 KSAs.doc; DD214.pdf

Please accept my application for Operational Excellence Consultant, GS-0301-13, job #7532-10. I am applying under VEOA for active duty served July 2003 to Aug 2007.

Karen A. Phillips

Ex 6

Attachments: Resume, KSAs, DD214

1/7/2010

1/8/10

1/17/10

KAREN A. PHILLIPS

Ex 6

Objective: To gain employment with Bonneville Power Administration as Operational Excellence Consultant, GS-0301-13, announcement 7532-10 and 7533-10-DE

SUMMARY OF QUALIFICATIONS

Senior military officer with over twenty years of increasing leadership in wide range of specialties. Graduate degree in Quality Systems Management with experience in process mapping, outcome based performance and performance measurement systems as they apply to homeland security, environmental protection, engineering standards, waterways safety, and human resource management. Strong interpersonal skills, adept at consensus building, negotiating, coalition building, and conflict resolution. Youth sports coach. U.S. citizen, Secret clearance.

WORK HISTORY

Senior Reserve Officer, U.S. Coast Guard Sector Portland, Oregon 4/2009 - present

Commander, U.S. Coast Guard Reserves

Salary: \$23,700/year, part-time

Hours per week: 60 days in 2009 @ \$395/day

- Program Manager responsible for the training and administration of 90 Reserve members. Define responsibilities, training objectives and performance goals for members; track performance metrics and manage results with policy and personnel action. Improve outcomes, readiness status and training programs through short term projects and administration.

• Ex 6

Director, Great Lakes Waterways Planning, Cleveland, Ohio 6/2005 - 8/2007

Commander, U.S. Coast Guard active duty

Salary: \$113,000/year

Hours per week: 40-50

- Program Manager for joint exam program between U.S. Coast Guard, Transport Canada and St. Lawrence Seaway Corporations (US & Canada), improving efficiency and effectiveness of ship inspections to prevent the spread of non-native species into the Great Lakes. Doubled inspection efforts and improved compliance of regulations. Awarded Meritorious Service Medal for program management
- Led multiple process improvements teams. Collaborated with cross-functional teams of lawyers, environmental specialists and safety experts. Streamlined the permitting process, improved legal standing, and reduced cycle time. Reduced workload for multiple offices; improved customer service.
- Policy Analyst for environmental issues on Great Lakes, forming partnerships with Canada, state officials from 8 Great Lake states and non-government organizations to build regional strategies, share results.
- Assistant Department Head for staff of 25 military and civilian personnel. Managed Balanced Scorecard metrics for department.

• Ex 6

Homeland Security Planner, Norfolk, Virginia 6/2003 - 6/2005

Lieutenant Commander, U.S. Coast Guard

Salary: \$85,872/year

Hours per week: 40-50

- Completed Emergency Notification Project for U.S. Coast Guard to satisfy thesis requirements for Master of Science degree in Quality Systems Management (QSM). Aligned project with Six Sigma, DMAIC plus Results process improvement model (Define, Measure, Analyze, Improve & Control). Mapped existing processes, benchmarked emergency systems, pilot tested product, evaluated results and made recommendations for implementation. Return on Investment of 10.3, and net savings of \$64K/year.
- Emergency Planner: Coordinated the on-time development and publication of first maritime transportation security plan for Commonwealth of Virginia. Researched and partnered with local, regional, state and federal agencies as represented on governing Board of Directors. Improved coordination of port security protocols in 2nd largest port on east coast. Awarded Commendation Medal for project.
- Exercise Director for cruise ship training exercise for mass casualty terrorist attack; the first of its kind in the Port of Norfolk. Successfully partnered 26 diverse agencies in national exercise under U.S. Northern Command. Coordinated development of joint training objectives: maximized participation, leveraged resources. Built consensus for disaster planning between local, state and federal government agencies.
- Project Manager for merging of three offices into one 300+ employee organization. Built transition plan to improve work methods, organizational structure, and management controls in the midst of ambiguous guidance. Facilitated change through functional teams and subject matter experts. Awarded Commendation Medal for project management.
- **Ex 6**

Senior Marine Inspector, Portland, Oregon

9/1993 -6/2003

Lieutenant Commander, USCG Reserves

Salary: \$10440/year

Hours worked: 36-48 days per year

- Managed the annual certification program for commercial shipping customers. Responsible for inspecting domestic and foreign ships to detect safety hazards and verify compliance with applicable U.S. code and international shipping laws. Prevented accidents, injuries and negligence throughout maritime transportation industry.
- Managed accident investigation activities for three field offices. Analyzed investigation case cycle time and personnel case load, adjusted policy guidance and resource allocation. Successfully addressed back log and reduced cycle time within 6 months.
- Investigated and reported on vessel casualties and discrepancies. Inspected involved facilities, interviewed witnesses, documented results. Identified root causes, took action to prevent reoccurrence. Assisted in major Federal investigations, tracking control documents and protecting evidence.

EDUCATION

Masters of Science Degree in Quality Systems Management
National Graduate School, Falmouth, Massachusetts

2005

Completed following coursework as part of 33.0 credit hour Master of Science (QSM) program: Six Sigma and the DMAIC Model, Performance Based Management, Process Improvement & Team Dynamics, A Systems Approach to Strategic Planning, Project Management, Financial Systems Applications, Focused Analysis, Benchmarking and Organizational Performance Assessment.

Bachelor of Science Degree in Civil Engineering, with honors
U.S. Coast Guard Academy, New London, Connecticut

1987

Valley Forge High School, Valedictorian
Parma Heights, Ohio

1983

Karen A. Phillips

Operational Excellence Consultant GS-0301-13, job # 7532-10, 7533-10-DE

1. Knowledge of multiple business process management, process improvement, and quality assurance methodologies and tools (e.g., process controls, process mapping, value chain, TQM, Lean, Six Sigma, Root Cause Analysis, etc.) (Describe your experience in applying methods and tools in support of operational excellence and continuous improvement.)

Masters of Science Degree in Quality Systems Management, National Graduate School, 2005

Class	grade	credit hours
Performance Based Management		3.00
Process Improvement & Team Dynamics		3.00
A Systems Approach to Strategic Planning		3.00
Master's Business Project 1: Project Planning		3.00
Project Management	Ex 6	3.00
Financial Systems Applications		3.00
Six Sigma and the DMAIC Model		3.00
Master's Business Project 2: Focused Analysis		3.00
Benchmarking		3.00
Organizational Performance Assessment		3.00

Maritime Security Notification Project Completed a project for the U.S. Coast Guard as the requirement for graduate degree in Quality Systems Management. The project was aligned with Six Sigma DMAIC + R (Define, Measure, Analyze, Improve & Control plus Results) process improvement model. The team project required the application of DMAIC and respective tools.

The mission of the Maritime Security Notification Project was to decrease by 50% the average time that it takes to notify customers in the event of a port security threat. The project included conducting an exercise of the actual process, mapping the process and measuring the results. The mapping included the use of SIPOC diagram (Supplier, Input, Process, Output, Customer), as well as flow charts of the process. Measurements included a financial analysis (process costs, internal and external costs of failure) as well as measuring the elements of quality: accuracy, timeliness, rework, and errors. Analysis of the process was captured in a Cause & Effect Diagram, including follow up with customers to find the "tall pole" causes for failure. The measurements were summarized into opportunities for improvement.

The analysis included benchmark studies of emergency notification systems which indicated strong opportunity for automating the process and improving accuracy and efficiency. The options presented by benchmarking studies were assessed using a priority matrix, and several components were addressed for the resulting process improvements. These included the development of several process controls including a new data base, procedures for keeping it current, the creation of written procedures and an auditing/QA process. The major emphasis for improvement was the use of an automatic phone tree notification system. A pilot test of the automated phone tree resulted in notification within 30 minutes, a time reduction of 85% and personnel savings of 80%. Assuming the unit continued use of the process controls and the automatic phone tree, the results indicated a Return on Investment of 10.3, and net savings of \$64,103 in the first year. Although there was no actual reduction in FTE as the result of automation, the freeing up of these personnel for other duties is critical to emergency response. This business project prompted further evaluations for greater use of automated notification systems throughout the Coast Guard.

The graduate coursework also included a vast exposure to other measurement and analysis tools that were not applicable to my specific project, including Lean. The final course included extensive look at Baldrige criteria and Baldrige award winning companies. Completed the Commandants Performance Excellence 3 day workshop in 2003. Started the TQM journey as trained facilitator for USCG in 1993.

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2. Skill at applying analytical methods, best practices and techniques to assess and improve a broad range and complex business operations sufficient to provide leadership and practical expertise to an electrical utility. (Describe your experience in providing leadership and expertise to an organization for process and operational improvement.)

As Senior Officer, possess a broad range of multi-mission management experience in the U.S. Coast Guard with over 22 years of service. Practical management skills include Military Readiness, Safety Compliance & Enforcement, Personnel Management, Financial Management and Emergency/ Hurricane Response.

Marine Event Permitting Project. Led permitting process improvement team for the Great Lakes. Mapped the process for requesting marine event permits and restricting waterways in the Great Lakes. Created a Working Group(WG) with subject matter experts from various offices including legal, boating safety, law enforcement, waterways safety and NEPA (National Environmental Protection Act). As the project evolved, added various subject matter experts for fireworks, boat races, and homeland security. The WG reviewed existing policies, identified gaps in policy and created a list of objectives. With 200 requests annually, an increasing number of cases were being returned for rework, costing personnel hours and reducing customer satisfaction. Root Cause analysis revealed several causes:

- 1) High rate of turnover in field office staff who collected the applications
- 2) Lack of training of field office staff
- 3) Lack of policy and/or conflicting policy between national, regional and local offices.

Further analysis revealed potential omissions that affected legal standing with NEPA requirements, as well as deficiencies with waterways safety and security best practices. Under my leadership, the WG created new policy and procedures for marine event permits and restricted waterways. Upon policy approval, the WG created an annual training program, using the new policy and instructors from the working group. The training program was recognized by national leadership and duplicated for use in other regions. In short order the region experienced a dramatic improvement in the quality and timeliness of submissions for waterway permits and restrictions, improved legal standing, and reduced cycle time. This also reduced rework, improved customer service, and improved waterway safety and security.

Senior Reserve Officer, Sector Portland Regularly review performance metrics for 90 members of Reserve forces. Using a Business Intelligence database, review personnel readiness statistics such as dental health, medical health, training completion and administrative requirements. Coordinate inside and outside resources and the scheduling of Reserve members to meet the requirements. Establish policy and procedures for compliance with military training requirements. Direct follow up and/or disciplinary action as needed. Participate in monthly teleconference calls with Senior Reserve Officers from region to share Best Practices. Since assuming responsibilities of the position 6 months ago, all readiness metrics have steadily improved.

Quality Control Inspector - Qualified compliance officer and inspector, enforcing standards of engineering practice and maritime safety through quality control, inspection and enforcement. Experience includes lifesaving systems, navigation systems, fire-fighting systems, diesel engine safety systems, electrical and power systems, fuel systems, wooden hulls, steel repair, welding inspection, vessel construction, stability testing, steam propulsion safety systems, pollution prevention, vessel manning, crew licensing and drug testing requirements. As an inspector, routinely contributed to the operational quality of ships and operating companies, preventing accidents and negligence on the waterways.

Balanced Scorecard - Managed the department data calls and analysis for semi-annual Balanced Scorecard review. As Deputy for Prevention Division, Ninth Coast Guard District in Cleveland, Ohio, was a member of the Senior Leadership Group that managed and reviewed the District Balanced Scorecard and Business Plan. Modeled after Baldrige, the Balanced Scorecard evaluates mission

Karen A. Phillips

Operational Excellence Consultant GS-0301-13, job # 7532-10, 7533-10-DE

performance from four strategic categories: Customer Focus, Mission Performance, Employee Resources and Capital Resources.

Responsible for several key Mission Performance measures for the Prevention Division. Investigated the national performance measures currently in use for the program and made recommendations to update several measures to coincide. For example:

For Environmental Protection (oil pollution), the old indicator tracked number and quantity of oil spills in the Great Lakes to reflect when prevention efforts had failed. Recommended new measures that computed a ratio of "number of oil spills" to "number of vessel transits", and "volume of oil spilled" to "volume of oil transported" to compare with national averages and address local economic variations.

For Environmental Protection (invasive species), the old performance measures captured the number of enforcement cases. Initiated new indicators to capture new business objectives. The performance measures drove policy decisions and resources. This also established the baseline and metrics for future business planning.

Marine Safety - Developed a proactive approach to accident prevention by analyzing accident results and causes, then adjusting prevention and inspection targets. An example of this was a renewed focus on taking action against licensed mariners because oil spill reports reflected a high incidence in operator error during fueling in port. As licensed mariners were fined, they pursued better training, improved their skills and vigilance, resulting in fewer oil spills. Other examples include: a high occurrence of fishing vessel drowning resulting in special inspection teams prior to opening day of commercial fishing season. An evaluation of high risk operations prompts a review of marine events and restricted waterway policy.

Hurricane Response & Resource Management - As Deputy Incident Commander, directed 20 member team of a 24 hour watch, tracked incident situation and resources from logistics, personnel, ships and operational specialty teams. Led the Lessons Learned Team post-hurricanes. Created a survey form and database to capture Best Practices and Lessons Learned following Hurricanes Katrina and Rita. The assessment resulted in major changes to the design and use of specialty teams, and the creation of new port salvage specialists in the U. S. Coast Guard, as well as many modernization efforts agency-wide.

Financial Manager - Managed branch funds of \$280K and reviewed budget for department funds over \$1.5 M. Completed cost/benefit analysis for special operations out of country. Saved \$31,200 thru implementation of reduced per diem and an apartment contract. Developed activity based cost accounting categories for department funds, resulting in improved budget tracking, increased accountability and reduced waste. Improved staff efforts in cost savings through policy changes and audits while publicly recognizing significant savings with personal awards.

3. Skill at applying project management principles and techniques, set objectives and targets, create work plans, and reliably deliver results in an environment of competing demands. *(Provide examples of the projects or other work you have organized and managed, how you prioritized that work, and the outcomes in terms of delivering on expectations.)*

Area Maritime Security Plan for the Commonwealth of Virginia - Managed a staff of 6 and interagency partnerships for the research, writing, editing, approval and publication of the 150+ page Virginia Area Maritime Security (AMS) Plan. Developed a project map for creation of the statewide plan in a short timeline (6 months). Created a GANTT chart using Microsoft Project, identified critical path and drafted resource requirements. Upon approval of the project map, designed an outline for the chapter developments, proposed a staff of writers and job descriptions, recruited temporary hires (reserves),

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assigned research teams, designed the draft-edit-approval process and the budget. Overcame competing demands with multiple layers of internal review, inexperience of temporary hires, challenges in acquiring data from partner agencies and changing guidance on final deliverables. Personally originated over one third of the plan, edited 100%. Presented final plan to the Area Maritime Security Committee (Board of Directors) comprised of senior Federal agents and Chief Operating Officers from top shipping companies and port authorities. Received approval from the Committee and higher authority, met all deadlines and budget. Earned a Commendation Medal for the project.

Senior Officer - Frequently manage and prioritize multiple staff, projects and programs. Tools of the trade include managing project folders (both electronic and physical), keeping a phone log, scheduling project milestones, managing calendar of events/milestones/deadlines, delegating to staff, communicating expectations & milestones, scheduling meetings/teleconferences with partners, teams, & subordinates to review results and plan for future work, capturing meeting results with minutes &/or summaries, sharing these results thru e-mail &/or daily briefings, constantly changing priorities and deadlines with great success. A snapshot into a year as Commander in USCG, Cleveland, Ohio includes the following:

Program Manager - (50%) Monitored program performance, wrote policies, procedures, business objectives for regional program; led international partnerships; managed project staff(s); attended regional interagency meetings and conferences, performed liaison work, prepared and delivered presentations on USCG business; completed several improvement projects rewriting waterways management policies for Great Lakes, coordinated program development between field units and headquarters. Earned Meritorious Service Medal for Program Management.

Forum/Conference Project Coordinator (25%) - Coordinated multiple professional forums and conferences from 40 - 400 participants. Managed staff of 2-3 personnel, set/published agendas, solicited speakers, managed hotel contract, managed guest invites/confirmations, advised senior management on agenda, delivered updates/briefings to senior leadership. All conferences well attended. Successfully promoted professional exchange between industry and government regulators involved with waterways.

Military duties (10% of annual time, 30-50% of time during project) - Admiral Change-of-Command ceremony with 200 guests (3 month project). Managed team of 8 personnel, met all military ceremony and protocol requirements, hosted numerous VIP and Senior government officials without a hitch. Regional Combined Federal Campaign coordinator for USCG in Northern Ohio (3 month project). Raised \$42,000 and broke all previous records of participation percentages and total donations. Hurricanes Katrina/Rita Response (30 day deployment). Adjusted program management and delegated duties accordingly to meet short fuse deadlines.

Deputy Department Head (10%) - Performed daily duties of DH during absences, managed staff of 25, provided daily briefings to senior leadership team, responded to inquiries from internal/external customers and field commanders; managed civilian hiring processes, set up interview boards, confirmed final decisions. Managed balanced scorecard data calls and analysis.

Financial Manager (5%) Supervised program fund management for \$280K/annual operating budget. Supervised the development of quarterly spend-down reports using Excel tables and graphs, PowerPoint. Conducted annual budget review for \$1.5M department budget and presented to Chief Financial Officer and Department Head.

Karen A. Phillips

Operational Excellence Consultant GS-0301-13, job # 7532-10, 7533-10-DE

4. Ability to establish and maintain high credibility and reliance in a consultant-style relationship with clients.

(Describe your experience forming business relationships with subordinates, peers and superiors and work groups. Describe your experiences in which you have coached and counseled others. Discuss techniques used to facilitate meetings, present project information, and renegotiate timelines and priorities with stakeholders and sponsors. Additionally, describe experiences when you were able to make changes to a project in order to meet timelines.)

U.S. Coast Guard/Canadian Partnership

Established working partnership with Transport Canada and the St. Lawrence Seaway Corporations to reduce the risk of introducing Aquatic Invasive Species into the Great Lakes via ballast water on ocean-going ships. The Work Group (WG) included operations managers from 4 agencies and their headquarters (technical experts), regional offices (peers) and field offices (subordinates). As leader and facilitator of the partnership, I started the WG off by developing a Mission Statement. The Mission Statement documented the agreements between agencies, while discussions in the development stage helped to air differences and agree to disagree in several areas. The WG then built measurable objectives and a timeline.

As chairperson, I facilitated and led bi-monthly teleconferences and quarterly meetings. As the driver of several regional initiatives, I built credibility by delivering strong servant-leadership and administrative support. I carried the bulk of the administrative duties. My staff and I wrote the minutes, summarized meetings and distributed to participants. I built a reputation for getting things done. I relied heavily on the expertise in the work group, and built credibility by giving voice to those experts. As I drew out their expertise, the other agencies started to seek my counsel, and we built a mutual trust. Synergy started to build and objectives started being met.

Several techniques that were used in the interagency work group included the use of process improvement tools. I interviewed each agency on its exam programs and mapped out (flow-charted) each process. I requested copies of their databases and completed basic analysis. I played "catch ball" and tossed it back at them to verify the flow charts and data summaries. When the work group all met together, I displayed the flow charts and job matrices and verified gaps that I found. I then challenged the group to reallocate resources to fill the gaps and remove duplication as agreed upon in the mission statement and objectives. The local managers then negotiated the use of local resources to fill the gaps. As each agency committed resources, trust increased. Best Business Practices emerged through the collaboration, and performance measures improved. The customers readily acknowledged the improvements in service as changes were made. Received the Meritorious Service Medal for the program, a highly coveted award for senior officers.

U.S. Coast Guard Multi-Agency Terrorism Drill

During a separate project as USCG Exercise Director, successfully partnered 26 diverse agencies and businesses in national exercise under Department of Defense (DOD). Led multiple exercise meetings with local and state agencies and businesses. Presented Power Point slide show and handout materials from Northern Command and built a unified vision for the region to train for a potential bioterrorism event. Coordinated development of joint training objectives with multiple emergency responders, maximizing participation and leveraging resources. Built consensus for disaster planning between emergency response agencies, DOD, Federal Bureau of Investigations, and local port businesses. Through strong working relationship, integrated the regional medical response team into major field exercise for first time in its

Karen A. Phillips

Operational Excellence Consultant GS-0301-13, job # 7532-10, 7533-10-DE

history. Recruited rare participation of cruise industry, improving port & vessel security partnership. I built credibility through good communications, networking, solid counsel and a valid mission.

Meeting Practices

Pre-meeting checklist:

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- Reserve room
 - Send invites using Calendar in Microsoft Outlook
 - Draft Agenda (with optional solicitation for agenda items)
 - Confirm speakers
 - Arrange water, snacks, as appropriate
 - Reserve projector, sound system as appropriate
 - Reserve flip charts, white board, sticky notes as appropriate
 - Prepare handouts, Power Points as needed
 - Confirm attendees

Meeting Checklist:

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- Sign-in sheet
 - Assign or solicit volunteer for taking notes
 - Assign or solicit volunteer for flip chart/white board scribe
 - Review agenda, gain consensus on agenda,
 - Review ground rules, as appropriate
 - Discuss use of Parking Lot as needed (for items worthy of later follow-up)
 - Introduce speaker(s), facilitator(s)
 - Write down summary or action items on visual display. Get consensus.
 - Wrap-up meeting with review of summary, action items.
 - Schedule next meeting as appropriate

Facilitator, Coach, Counselor Practices:

A facilitator is a good coach. A coach is "One who instructs in the fundamentals and directs team strategy." A good coach and a good facilitator are recognized by a winning team. The key is to recognize that its not about me, but its about making the team the best they can be.

I have been a supervisor for over 20 years and counseled many subordinates on performance. I have facilitated and led many work groups, both interagency and within my agency; some of the more predominant projects are highlighted in this submission. Almost every personal award and medal I have received involved my leadership of a team or work group. These include:

- *Meritorious Service Medal* for my partnership work with Canada and St. Lawrence Seaway;
- *Coast Guard Commendation Medal*, first award, for my leadership completing the Area Maritime Security Plan and partnering with multiple homeland security agencies;
- *Coast Guard Commendation Medal*, 2nd award, for my leadership of the Sector Implementation Team and the partnership with 2 other units to merge into one command;
- *Coast Guard Achievement Medal* for my work improving engineering review and administrative processes
- *Coast Guard Commandants Letter of Commendation* for my investigative work

CONTINUATION SHEET FOR CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

NAME (Last, First, Middle)

PHILLIPS, KAREN A.

SOCIAL SECURITY NO.

Ex 6

SEPARATION DATE (Same as block 12.b.)

2007-08-30

CONTINUATION OF INFORMATION FROM DD FORM 214

BLOCK 18 CONTINUED: PERFORMANCE EXCELLENCE CRITERIA WORKSHOP, DEC 2003; NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM, INCIDENT COMMAND SYSTEM PLANNING WORKSHOP, 1/WK, SEP 2003; CONTINGENCY PREPAREDNESS PLANNER, (3/WKS), SEP 2003;
 HOME OF RECORD AT TIME ENTERED ON ACTIVE DUTY: VANCOUVER, WA
 LAST DAY OF ACTIVE DUTY: 30 AUGUST 2007
 DUTY STATION: COAST GUARD DISTRICT ANTAE, CLEVELAND
 TOTAL CUMULATIVE ACTIVE DUTY: 10 YEARS, 11 MONTHS, 01 DAY
 NOTHING FOLLOWS

SIGNATURE OF MEMBER BEING SEPARATED

KAREN A. PHILLIPS

Ex 6

OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title and signature)

H. J. TORRES, GS7, USCG

Guetchen O. Torres

FOIA Request Received 8/11/10, Log# BPA-2010-01892-F

The Operational Excellence Consultant (GS-301-13) vacant position was advertised under two authorities: Delegated Examining (open to all US citizens) and Merit Promotion (open to US citizens with Federal Eligibility). I have attached both vacancy announcements. BPA selected a candidate off the Merit Promotion announcement (7532-10), the Merit Promotion announcement.

1. Karen Phillips
2. United States Coast Guard, retired
3. Female

5. The selectee has not previously worked for the Bonneville Power Administration.
6. Previous employer was US Coast Guard

8. The selecting official for this position was Darby Collins. Her position is Special Assistant to the Executive Vice President.