

GSA Acquisition Policy Federal Advisory Committee (GAP FAC) Acquisition Workforce Subcommittee Meeting

April 18, 2023

The General Service Administration (GSA) Acquisition Policy Federal Advisory Committee (GAP FAC) Acquisition Workforce Subcommittee (AWFS) convened for the ninth public meeting at 3:00 PM on April 18, 2023, virtually via Zoom, with Nicole Darnall, Chair, and Anne Rung, Co-Chair, presiding.

In accordance with FACA, as amended, 5 U.S.C. App 2, the meeting was open to the public from 3:00 PM to 5:00 PM EST

Committee Members Present:

Nicole Darnall, Chairperson	<i>Arizona State University</i>
Anne Rung, Co-Chairperson	<i>Varis, LLC</i>
Darryl Daniels	<i>Jacobsen Daniels Assoc.</i>
Mark Hayden	<i>New Mexico General Services Department</i>
David Malone	<i>Director, Procurement & Supply Management</i>

Absent:

Gail Bassette, Steven Schooner, Kristin Seaver, and Clyde Thompson

Guest Speakers & Presenters:

Professor Andrew Hoffman	<i>University of Michigan</i>
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GSA Staff Present:

Boris Arratia	<i>Designated Federal Officer</i>
Stephanie Hardison	<i>Deputy Designated Federal Officer</i>
David Cochennic	<i>GAP FAC Support Team</i>
Skylar Holloway	<i>GAP FAC Support Team</i>
Beth Frazier	<i>Closed Captioner</i>
Nicole Pancino	<i>ASL Interpreters</i>
Julie Peters	<i>ASL Interpreters</i>

CALL TO ORDER

Boris Arratia, Designated Federal Officer, opened the public meeting by welcoming the group before reminding the public that there would be time for comments and statements at the end of the meeting. Boris then performed a roll call to confirm attendance and a quorum. After meeting the quorum, he turned the meeting over to Chairperson Nicole Darnall.

WELCOME & OPENING REMARKS

Chairman Nicole Darnall welcomed the committee and mentioned that one of their recommendations was change acceleration. She introduced speaker Andrew Hoffman, who presented a discussion on Change Management, to ensure that the group had done its due diligence in crafting the recommendations.

GUEST SPEAKER

Andy has worked with many companies incorporating climate change into their strategy. Bringing sustainability and climate change into an organization is hard work. Andy shared a roadmap for organizational change with the subcommittee. There are two processes that I think about when it comes to the organizational framework. One process is broken down into four phases by a scholar named Kurt Lewin. The other is broken down into eight steps by a scholar named John Carter.

The first phase is a diagnosis which tells what is wrong and what needs to be fixed. A good vision has three parts: a clear state of the present reality, a clear state of the desired future, and a roadmap from point A to point B. All these need to be present and come out of the diagnosis.

Phase two is unfreezing, which is getting the organization ready for change. The three steps correlating to this phase are establishing a sense of urgency, forming a powerful guiding coalition, and creating a vision.

This prepares us for phase three, which is movement. Movement is focused on four steps. It is focused on communicating the vision, empowering others to act, planning for and creating short-term wins, consolidating improvements and producing more change.

The final phase is to refreeze and communicate back to people on the objectives of why this change was undertaken, which ties into the step of institutionalizing new approaches.

GUEST SPEAKER Q & A

Q: Anne Rung - Do you have examples of creating best practices around sustainability?

A: Andy Hoffman – It depends on where the pressure is coming from. Currently, employees are exercising their strength and leverage within organizations. McKenzie had a letter signed by the rank and file saying they wanted clients to disclose their carbon emissions. Something similar happened at Amazon, where change came from inside acting against climate change. An important point is that these kinds of events are not objective occurrences. You frame them so that they become an urgent challenge or threat.

Q: (to Boris Arratia): Nicole Darnall - Has GSA undertaken an assessment internally about its total climate impacts associated with the acquisition life cycle?

A: Boris Arratia: I don't think they've done a full assessment, but I will get back to you. I know we have activity on the public building service side since there is a good amount of work on sustainability on that side.

Q: Nicole Darnall: Was it framed as an urgent call of action on the public building service side?

A: Boris Arratia: It started due to a law that caused GSA to create the Green Building High Performing team, which started a while ago and has grown gradually since then.

Q: Nicole Darnall: Can you offer us techniques to manage the blockers?

A: Andy Hoffman: It depends on what kind of people they will listen to or what kind of arguments they will listen to. You have people in power or even people online that have a following. It's how you draw them in, through personal connections or people they trust. It all depends on how you frame it. You need to frame it in a way that will resonate with them.

Q: Anne Rung: Have you seen guiding coalitions that have been successful and some that haven't been successful? What was the difference between them?

A: Andy Hoffman: It's important to know who's necessary to move this forward, recognizing personality conflict, and political or power dynamics that can bring the team to a close. It's all about managing people, getting the right people in the room and not leaving anyone out.

Q: Boris Arratia: The people we target in GSA are busy and have many competing priorities, including climate and sustainability. We spoke about urgency, but how can we think about how to make this stand out over other competing priorities?

A: Andy Hoffman: Is there a way to frame this where you don't have to display something else to put this at the top? How does climate change dovetail with operations? How does it fit in with everything else so that it is synergistic? You must add it to the other priorities to showcase its importance.

Q: Nicole Darnall: A lot of urgency is expressed to create a net zero environment. With this urgency comes the risk of creating too much change too quickly, which can create pitfalls. What are your thoughts on how to advance the change in a steady way and still head to the urgency of the call?

A: Andy Hoffman: Yes, there is urgency to go net zero, but what does it look like? It's abstract to say that there is irreversible damage by a certain year if we don't take matters into our own hands. You can't push too hard or too fast without knowing where people stand. You have to get people's level of engagement and motivation.

Q: Darryl Daniels: With the steps in the change model, is there something we should zero in and focus on or consider, given that we are dealing with the government?

A: Andy Hoffman: You have to think about the context in which you are doing this, for example, empowering others to act. If you know how to do that, maybe people don't need to be empowered as much. You need to get them to do it. If you don't know, and you want them to have the freedom to improvise and come up with ideas on how to get there, empowering others to act becomes more important. I would have to convince someone in GSA that climate change is an issue rather than someone from the Environmental Protection Agency (EPA).

REVIEW OF KEY TAKEAWAYS

Chairperson Darnall opened the Jamboard to review the takeaways from Andy Hoffman's presentation and reflected on how the recommendations were built. There is an opportunity to shift the language of the drafted recommendations and ask how this will inform some of the work undertaken. The group proceeded to discuss how today's presentation changed the drafted recommendations. The group agreed Andy's presentation confirmed several things the group had discussed and came up with the following takeaways:

- Ties to the strategic mission and most acquisition activities. Not just one more box to check. Not a zero-sum game.
- Create a slogan or phrase to ignite action.
- What else are we competing with? What else is on the table that could be synergistic?
- Processes can be messy, especially in large, complex organizations, and we need to acknowledge this.
- Focus explicitly on building a vision that understands that people are busy.

Planning for the May 4, 2023, Full Committee Meeting

Boris Arratia explained the next steps to the group in preparation for the May 4 full committee meeting. The group will work to finalize their recommendations for the public meeting and will conduct a dry run on April 25, 2023.

PUBLIC COMMENTS

Chairperson Darnall opened the discussion to the public, but there were no questions or comments.

CLOSING REMARKS

Chairperson Darnall thanked the subcommittee for participating and looks forward to seeing them next week. The group will continue to review their recommendation slides.

ADJOURNMENT

Boris Arratia adjourned the meeting at 5:00 P.M. EST.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

DocuSigned by:

8/11/2023
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Nicole Darnall
Chairperson
GAP FAC Acquisition Workforce Subcommittee

DocuSigned by:

9/27/2023
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Anne Rung
Co-Chairperson
GAP FAC Acquisition Workforce Subcommittee