



## Confidential Memo

**Date:** August 6, 2010  
**To:** Gregory Allen, Executive Director  
Dan Shapiro, Senior Vice President

**CC:** Valerie Thomas, Director  
Raymond Lopez, President  
Paul Barber, VP  
Dennis Groh, VP

**From:** William F. Slater, III, PMP, VA NSOC NSSS Project Manager

**Subject:** Responses to Performance Review from August 3, 2010

Greg,

These are my responses to my ESN Performance Review dated August 3, 2010.

### Statements that I am responding to:

#### Section – Ability to Learn / Job Performance

**“However needs to pull and process trouble tickets to fully appreciate his subordinates’ jobs and to demonstrate ability to pitch in and lead by example.”**

#### Response:

Pulling and processing tickets would not be the best use of my time, which is presently more than %120 occupied with management issues and management reports. Recently, a great deal of time has been expended on management issues, modifying and overhauling required PWS Task Reports, staff planning, staff recruiting, and writing SLAs and planning documents for the big transition from Year 1 to Year 2 on the NSSS Contract. In addition, as the contract transitions from Year 1 will require the following documents and deliverables.

Category	Transition Item	Timeline
Checklist Preparation	The NSSS Team Project Manager will work to prepare a checklist of the processes / functions and standard operating procedure documentation that is currently administered. This list will form the basis of the service expectations and serve as the roadmap for new contract year.	Days 1 - 15
PWS Task 1A	The NSSS Team Project Manager develop the following PWS Task 1A Reports based on	Day 16 - 30

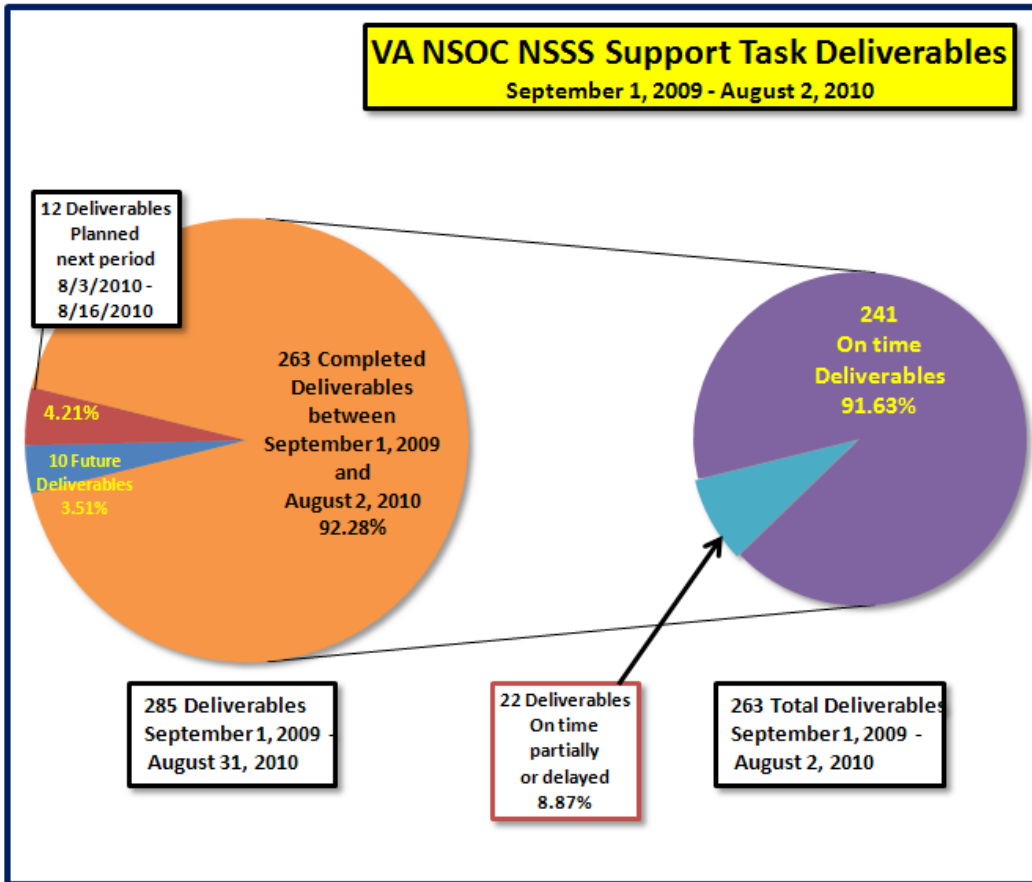


Reports	<p>the process items contained in the checklist.</p> <ul style="list-style-type: none"> <li>• 1A - Communication Management Plan</li> <li>• 1A - Lessons Learned</li> <li>• 1A - Process Improvement Plan</li> <li>• 1A - Project Management (PMP) &amp; Subsidiary Plans</li> <li>• 1A - Quality Assurance Surveillance Plan</li> <li>• 1A - Schedule Management Plan</li> <li>• 1A - Staffing Management Plan</li> </ul>	
Baseline Report Preparation	<p>During this period, the NSSS Team Project Manager and Site Manager(s) will work with VA Network Security Operations Center and other VA IT infrastructure personnel to understand, document, and assess the current security architecture system to establish a baseline for Option Year 1. This baseline document will describe how the security is currently configured, what processes are running, their functionality, the state of the standard operation procedure documentation, and provide recommendations for improvement etc.).</p>	Day 11 – 45
Baseline Report Preparation	<p>The NSSS Team Project Manager and Site Manager(s) will engage with VA Managers and business process owners supporting the network platform to better understand their specific business requirements. These requirements will be documented and added to the baseline documentation.</p>	Day 11 - 45
Staffing Model Ramp-up	<p>ESN will work with the NSSS Project Manager and Site Managers to recruit, process in, and indoctrinate the necessary network security analysts to meet the agreed upon Staffing Model for the 2010-2011 contract year.</p>	Day 1 – 60
Transition Sign-off	<p>The new Tier III NSSS Project Manager and the VA Management will sign off on the transition document.</p>	Day 60

NOTE: If I am busy resolving trouble tickets as suggested in this Performance Review, then my regular Job Duties as well as these Project Transition deliverable items listed above would not get done, not be done to sufficient quality, or could be significantly delayed. Any of these situations could result in getting the NSSS Contract back into another CURE Status situation with the VA and GSA. (Remember, the VA put ESN and the NSSS Contract into a CURE STATUS situation in the January – February 2010 over the situation of missing or excessively late deliverables.) So it really gets down to this: Does ESN really want to take the finite number of hours I have in a week and allocate those to resolving trouble tickets? Do we want to take the chance of us slipping required PWS Task deliverables because I was busy try to set some kind of example for the Team in terms of doing some number of tickets to keep up with the best trouble ticket takers on the Team? Or would it not be best to do the things that need to be done to keep the NSSS Contract out of CURE STATUS. Of course, this is my management’s call.

Final note about this, see the diagrams below to understand the required deliverables. The 45 to 60-day Project Transition period will be VERY INTENSE because it will require that we produce


the new project deliverables and the baseline report listed in the table above, IN ADDITION to keeping up with the regular required deliverables. I think that at least 50 to 60 hours a week will be the norm during the Project Transition from Year 1 to Year 2, just to keep up. So the decision about taking trouble tickets and setting the example for the Team needs consider the additional deliverable demands created by the Project Transition demands.





**NSOC NSSS Deliverable Report Schedule**  
**Version: 61**  
**Last Updated: August 6, 2010**

PWS Reference	Description	Frequency	File Name(s)	Most Recent Delivery	Next Expected
<b>1A</b>	Draft Program Management Plan	Once and as Requested	NSSS_Task_1a_OASP_YYYYMMDD.pdf	Jan. 15, 2010	Not yet requested.
			NSSS_Task_1a_Process_Improvement_YYYYMMDD.pdf	Sep. 8, 2009	Not yet requested.
			NSSS_Task_1a_Lessons_Learned_YYYYMMDD.pdf	Sep. 15, 2009	Not yet requested.
			NSSS_Task_1a_OASP_20100714.pdf	July 14, 2010	Not yet requested.
<b>1B</b>	Bi-Weekly Activity Report	Bi-Weekly	NSSS_Task_1b_Bi-Weekly_Activity_Report_YYYYMMDD.pdf	Aug. 3, 2010	<b>Aug. 10, 2010</b>
<b>1C</b>	Cost Management Report	Monthly	NSSS_Task_1c_Cost_Management_Report_YYYYMMDD.pdf	July 23, 2010	<b>Aug. 23, 2010</b>
<b>1D</b>	Travel Management Report	Monthly	NSSS_Task_1d_Travel_Management_Report_YYYYMMDD_v1.pdf	Jul. 23, 2010	<b>Aug. 23, 2010</b>
<b>1E</b>	Kickoff Briefing Presentation	Once	NSSS_Task_1e_Kickoff_Briefing_YYYYMMDD.pdf	Sep. 2009	None projected.
<b>1F</b>	Quarterly Close-Out Reports	Quarterly	NSSS_Task_1f_Quarterly_Closeout_Q2_YYYYMMDD.pdf	Jun. 18, 2010	<b>Sept. 18, 2010</b>
<b>2A</b>	Device Monitoring/Analysis Reports	Weekly	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_YYYYMMDD.pdf	Aug. 4, 2010	<b>Aug. 11, 2010</b>
<b>2B</b>	Statistical Analysis Report	Bi-Weekly	NSSS_Task_2b_Bi-Weekly_Statistics_Analysis_Report_YYYYMMDD.pdf	July 27, 2010	<b>Aug. 10, 2010</b>
<b>2C</b>	Operational Policies, Procedures and Guidelines	Monthly	NSSS_Task_2c_NSOC_Operational_Doc_Report_for_YYYYMMDD.pdf	July 22, 2010	<b>Aug. 24, 2010</b>
<b>2D</b>	Incident Reports (IR)	Monthly	NSSS_Task_2d_Incident_Report_YYYYMMDD.pdf	Aug. 4, 2010	<b>Aug. 11, 2010</b>
<b>2E</b>	Performance Support Report	Weekly	NSSS_Task_2e_Performance_Support_YYYY_MMDD.pdf	Aug. 2, 2010	<b>Aug. 9, 2010</b>
<b>2F</b>	Knowledgebase Report	Bi-Weekly	NSSS_Task_2f_Knowledgebase_Report_YYYYMMDD.pdf	July 27, 2010	<b>Aug. 10, 2010</b>
<b>2G</b>	Training Plan	On Request	NSSS_Task_2g_Training_Plan_YYYYMMDD.pdf	Not yet requested.	Not yet requested.
<b>2H</b>	Test and Exercise Plans Results	On Request	NSSS_Task_2h_Test_and_Exercise_YYYYMMDD.pdf	Not yet requested.	Not yet requested.
<b>2I</b>	Security Alerts and Implementation Report	Bi-Weekly	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_YYYYMMDD.pdf	Aug. 6, 2010	<b>Aug. 20, 2010</b>
<b>2J</b>	SLA Review Report	Monthly	NSSS_Task_2j_SLA_Review_Report_YYYYMMDD.pdf	Oct. 31, 2009	<b>*** Delayed ***</b>

 <b>NSSS Deliverable List - Submitted Reports</b> Last Updated: August 6, 2010 William F. Slater, III, PMP, NSSS Team Project Manager					
Count	Deliverable	PWS Task	Date Submitted	Date Due	File Name
	Daily ePO Reports		Daily	Daily	
	Weekly ePO Report		Weekly	Weekly	
	Daily NIPs Reports		Ad Hoc	Ad Hoc	
	Daily NIPs Reports		Daily	Daily	
	Daily CIPS Briefing		Mon - Fri	Mon - Fri	
183	Bi-Weekly Security Alerts and Implementation Report	2B	8/6/2010	8/6/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100806.pdf
182	Weekly Device Monitoring and Analysis Report	2A	8/4/2010	8/4/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100804.pdf
181	Weekly Incident Summary Report	2D	8/4/2010	8/4/2010	NSSS_Task_2d_Incident_Report_20100804.pdf
180	Bi-Weekly Activity Report	1B	8/3/2010	8/3/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100803.pdf
179	Weekly Performance Support Report	2E	8/2/2010	8/2/2010	NSSS_Task_2e_Performance_Support_20100802.pdf
178	Project Transition Document	1A	7/30/2010	7/30/2010	NSSS_Transition_Document_[DRAFT]_2010_0730_v1.doc
177	Monthly Travel Management Report	1D	7/29/2010	7/29/2010	NSSS_Task_1d_Travel_Management_Report_20100729.pdf
176	Monthly Cost Management Report	1C	7/29/2010	7/29/2010	NSSS_Task_1c_Cost_Management_Report_20100729.pdf
175	Weekly Device Monitoring and Analysis Report	2A	7/28/2010	7/28/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100728.pdf
174	Weekly Incident Summary Report	2D	7/28/2010	7/28/2010	NSSS_Task_2d_Incident_Report_20100728.pdf
173	Bi-Weekly Knowledgebase Report	2F	7/27/2010	7/27/2010	NSSS_Task_2f_Knowledgebase_Report_20100727.pdf
172	Bi-Weekly Statistical Analysis Report	2B	7/27/2010	7/27/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100727.pdf
171	Operational Documentation	2C	7/22/2010	7/24/2010	NSSS_Task_2c_NSOC_Operational_Creating_a_CND_Ticket_Doc_20100429.v3.7.doc
170	Weekly Performance Support Report	2E	7/26/2010	7/26/2010	NSSS_Task_2e_Performance_Support_20100726.pdf
169	Bi-Weekly Security Alerts and Implementation Report	2I	7/23/2010	7/23/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100723.pdf
168	Weekly Device Monitoring and Analysis Report	2A	7/21/2010	7/21/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100721.pdf
167	Weekly Incident Summary Report	2D	7/21/2010	7/21/2010	NSSS_Task_2d_Incident_Report_20100721.pdf
166	Bi-Weekly Activity Report	1B	7/20/2010	7/20/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100720.pdf
165	Weekly Performance Support Report	2E	7/19/2010	7/19/2010	NSSS_Task_2e_Performance_Support_20100719.pdf
164	Weekly Team Meeting Minutes Report		7/19/2010	7/21/2010	NDO_Weekly_Team_Meeting_Minutes_20100715_v2.pdf
163	NSSS SLA Discussion with Tier III Examples	1A	7/14/2010	7/14/2010	NSSS_Task_1a_SLA_Discussion_with_Tier_III_Examples_v03_2010_0714_.pdf
162	Quality Assurance Surveillance Plan	1A	7/14/2010	7/14/2010	NSSS_Task_1a_QASP_20100714.pdf
161	Weekly Device Monitoring and Analysis Report	2A	7/14/2010	7/14/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100714.pdf
160	Weekly Incident Summary Report	2D	7/14/2010	7/14/2010	NSSS_Task_2d_Incident_Report_20100714.pdf
159	Bi-Weekly Statistical Analysis Report	2B	7/13/2010	7/13/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100713.pdf
158	Bi-Weekly Knowledgebase Report	2F	7/13/2010	7/13/2010	NSSS_Task_2f_Knowledgebase_Report_20100713.pdf
157	Weekly Performance Support Report	2E	7/12/2010	7/12/2010	NSSS_Task_2e_Performance_Support_20100712.pdf
156	Operational Documentation	2C	7/9/2010	7/24/2010	NSSS_Operational_Procedure_for_Escalation_doc_20100708_v1.1.doc
155	Bi-Weekly Security Alerts and Implementation Report	2I	7/9/2010	7/9/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100709.pdf
154	Operational Documentation	2C	7/6/2010	7/24/2010	NSSS_Task_2c_NSOC_Operational_Creating_a_CND_Ticket_Doc_20100429.v3.5.doc
153	Weekly Device Monitoring and Analysis Report	2A	7/7/2010	7/7/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100707.pdf
152	Weekly Incident Summary Report	2D	7/7/2010	7/7/2010	NSSS_Task_2d_Incident_Report_20100707.pdf
151	Bi-Weekly Activity Report	1B	7/7/2010	7/6/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100706.pdf
150	Bi-Weekly Statistical Analysis Report	2B	7/7/2010	6/29/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100629.pdf
149	Bi-Weekly Knowledgebase Report	2F	7/7/2010	6/29/2010	NSSS_Task_2f_Knowledgebase_Report_20100629.pdf
148	Weekly Performance Support Report	2E	7/6/2010	7/6/2010	NSSS_Task_2e_Performance_Support_20100706.pdf



147	Weekly Device Monitoring and Analysis Report	2A	6/30/2010	6/30/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100630.pdf
146	Weekly Incident Summary Report	2D	6/30/2010	6/30/2010	NSSS_Task_2d_Incident_Report_20100630.pdf
145	Weekly Performance Support Report	2E	6/28/2010	6/28/2010	NSSS_Task_2e_Performance_Support_20100628.pdf
144	Monthly Travel Management Report	1D	6/25/2010	6/25/2010	NSSS_Task_1d_Travel_Management_Report_20100625.pdf
143	Monthly Cost Management Report	1C	6/25/2010	6/25/2010	NSSS_Task_1c_Cost_Management_Report_20100625.doc
142	Bi-Weekly Security Alerts and Implementation Report	2I	6/24/2010	6/25/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100624.pdf
141	Weekly Device Monitoring and Analysis Report	2A	6/23/2010	6/23/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100623.pdf
140	Weekly Incident Summary Report	2D	6/23/2010	6/23/2010	NSSS_Task_2d_Incident_Report_20100623.pdf
139	Bi-Weekly Activity Report	1B	6/22/2010	6/22/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100622.pdf
138	Ticket Priority Setting Procedures	2C	6/21/2010	6/24/2010	NSSS_Operational_Procedure_for_Ticket_Priority_Setting_doc_20100621.v1.2.doc
137	Weekly Team Meeting Minutes Report		6/21/2010	6/21/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0617_v1.pdf
136	Weekly Performance Support Report	2E	6/21/2010	6/21/2010	NSSS_Task_2e_Performance_Support_20100621.pdf
135	Quarterly Closeout Report - Q3	1F	6/18/2010	6/18/2010	NSSS_Task_1f_Quarterly_Closeout_Q3_20100618.pdf
134	Weekly Device Monitoring and Analysis Report	2A	6/17/2010	6/16/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100616.pdf
133	Weekly Incident Summary Report	2D	6/16/2010	6/16/2010	NSSS_Task_2d_Incident_Report_20100616.pdf
132	Bi-Weekly Statistical Analysis Report	2B	6/16/2010	6/16/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100616_v2.pdf
131	Bi-Weekly Knowledgebase Report	2F	6/16/2010	6/16/2010	NSSS_Task_2f_Knowledgebase_Report_20100616.pdf
130	Weekly Team Meeting Minutes Report		6/14/2010	6/14/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0610_v1.pdf
129	Weekly Performance Support Report	2E	6/14/2010	6/14/2010	NSSS_Task_2e_Performance_Support_20100614.pdf
128	Bi-Weekly Security Alerts and Implementation Report	2I	6/11/2010	6/11/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100611.pdf
127	Weekly Team Meeting Agenda Report		5/26/2010	5/26/2010	NDO_Weekly_Team_Meeting_Agenda_Report_2010_0526.doc
126	Weekly Device Monitoring and Analysis Report	2A	6/9/2010	6/9/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100609.pdf
125	Weekly Incident Summary Report	2D	6/9/2010	6/9/2010	NSSS_Task_2d_Incident_Report_20100609.pdf
124	Bi-Weekly Activity Report	1B	6/8/2010	6/8/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100608.pdf
123	Documentation for Incident Report Statistics Preparation	2C	6/3/2010	6/5/2010	NSSS_Task_2c_Incident_Report_Statistics_Preparation_Doc_20100603.v1.doc
122	Weekly Performance Support Report	2E	6/7/2010	6/10/2010	NSSS_Task_2e_Performance_Support_20100607.pdf
121	Weekly Team Meeting Minutes Report		6/2/2010	6/2/2010	NSSS_Weekly_Team_Meeting_Minutes_20100527_v1.pdf
120	Weekly Device Monitoring and Analysis Report	2A	6/2/2010	6/2/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100602.pdf
119	Weekly Incident Summary Report	2D	6/2/2010	6/2/2010	NSSS_Task_2d_Incident_Report_20100602.pdf
118	Bi-Weekly Knowledgebase Report	2F	6/1/2010	6/1/2010	NSSS_Task_2f_Knowledgebase_Report_20100601.pdf
117	Weekly Performance Support Report	2E	6/1/2010	6/1/2010	NSSS_Task_2e_Performance_Support_20100601.pdf
116	Bi-Weekly Statistical Analysis Report	2B	6/1/2010	6/1/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_2010601.pdf
115	Bi-Weekly Security Alerts and Implementation Report	2I	5/27/2010	5/27/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100527.pdf
114	Monthly Travel Management Report	1D	5/27/2010	5/27/2010	NSSS_Task_1d_Travel_Management_Report_20100527.pdf
113	Monthly Cost Management Report	1C	5/27/2010	5/27/2010	NSSS_Task_1c_Cost_Management_Report_20100527.doc
112	Weekly Team Meeting Agenda Report		5/26/2010	5/26/2010	NDO_Weekly_Team_Meeting_Agenda_Report_2010_0526.doc
111	Weekly Device Monitoring and Analysis Report	2A	5/26/2010	5/26/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100526.pdf
110	Weekly Incident Summary Report	2D	5/26/2010	5/26/2010	NSSS_Task_2d_Incident_Report_20100526.pdf
109	Bi-Weekly Activity Report	1B	5/25/2010	5/25/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100525.pdf
108	Weekly Performance Support Report	2E	5/24/2010	5/24/2010	NSSS_Task_2e_Performance_Support_20100524.pdf
107	Bi-Weekly Knowledgebase Report	2F	5/19/2010	5/19/2010	NSSS_Task_2f_Knowledgebase_Report_20100519.pdf
106	Weekly Device Monitoring and Analysis Report	2A	5/19/2010	5/19/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100519.pdf
105	Weekly Incident Summary Report	2D	5/19/2010	5/19/2010	NSSS_Task_2d_Incident_Report_20100519.pdf
104	Bi-Weekly Statistical Analysis Report	2B	5/18/2010	5/18/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100518.pdf
103	Weekly Team Meeting Minutes Report		5/17/2010	5/17/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0513_v1.pdf
102	Weekly Performance Support Report	2E	5/17/2010	5/17/2010	NSSS_Task_2e_Performance_Support_20100517.pdf
101	Bi-Weekly Security Alerts and Implementation Report	2I	5/13/2010	5/14/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100513.pdf
100	Weekly Team Meeting Agenda Report		5/12/2010	5/13/2010	NDO_Weekly_Team_Meeting_Agenda_Report_2010_0513.doc
99	Weekly Device Monitoring and Analysis Report	2A	5/12/2010	5/12/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100512.pdf
98	Weekly Incident Summary Report	2D	5/12/2010	5/12/2010	NSSS_Task_2d_Incident_Report_20100512.pdf
97	Bi-Weekly Activity Report	1B	5/11/2010	5/11/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100511.pdf
96	Weekly Team Meeting Minutes Report		5/10/2010	5/10/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0506_v1.pdf
95	Weekly Performance Support Report	2E	5/10/2010	5/10/2010	NSSS_Task_2e_Performance_Support_20100510.pdf
94	HIPS / NIPS Event Handling Process	2C	5/5/2010	5/5/2010	NSSS_Task_2c_NSOC_Operational_HIPS_NIPS_Event_Handling_Process_Doc_20100421.v5.5.doc
93	Operational Documentation	2C	5/5/2010	5/5/2010	Plan_for_Identifying_Top_10_VA_Malware_Risks_v1.0_2010_0505.doc
92	Operational Documentation	2C	5/5/2010	5/5/2010	Outbreak_Definition_v1.2010_0505.pdf
91	Weekly Team Meeting Agenda Report		5/6/2010	5/6/2010	NDO_Weekly_Team_Meeting_Agenda_Report_2010_0506.doc
90	Weekly Device Monitoring and Analysis Report	2A	5/5/2010	5/5/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100505.pdf
89	Weekly Incident Summary Report	2D	5/5/2010	5/5/2010	NSSS_Task_2d_Incident_Report_20100505.pdf
88	Ad Hoc Incident Summary Report	2D	5/5/2010	5/5/2010	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_Region_2_Conficker_Summary_20100505_v1.pdf
87	Bi-Weekly Knowledgebase Report	2F	5/4/2010	5/4/2010	NSSS_Task_2f_Knowledgebase_Report_20100504.pdf
86	Bi-Weekly Statistical Analysis Report	2B	5/4/2010	5/4/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100504.pdf
85	Weekly Performance Support Report	2E	5/3/2010	5/3/2010	NSSS_Task_2e_Performance_Support_2010_0503.pdf
84	Weekly Team Meeting Minutes Report		5/3/2010	5/3/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0429_v1.pdf
83	Ad Hoc Incident Summary Report	2D	4/30/2010	4/30/2010	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_for_Assessment_of_NIPS_XPress_Update_20100430_v3.pdf
82	Bi-Weekly Security Alerts and Implementation Report	2I	4/29/2010	4/30/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100430.pdf
81	HIPS / NIPS Event Handling Process	2C	4/29/2010	4/29/2010	NSSS_Task_2c_NSOC_Operational_HIPS_NIPS_Event_Handling_Process_Doc_20100421.v5.4.doc
80	Monthly Travel Management Report	1D	4/29/2010	4/29/2010	NSSS_Task_1d_Travel_Management_Report_2010_0429.pdf
79	Monthly Cost Management Report	1C	4/29/2010	4/29/2010	NSSS_Task_1c_Cost_Management_Report_20100429.doc
78	Weekly Incident Summary Report	2D	4/29/2010	4/28/2010	NSSS_Task_2d_Incident_Report_20100429.pdf
77	Weekly Team Meeting Agenda Report		4/28/2010	4/29/2010	NDO_Weekly_Team_Meeting_Agenda_Report_2010_0429.doc
76	Weekly Device Monitoring and Analysis Report	2A	4/28/2010	4/28/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100428.pdf
75	PowerPoint Slide Template Suggestions for Weekly Threat Brief		4/27/2010	4/29/2010	Sample_NDO_Malware_Templates.ppt
74	Bi-Weekly Activity Report	1B	4/27/2010	4/27/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100427.pdf
73	HIPS / NIPS Event Handling Process		4/21/2010	4/21/2010	NSSS_Task_2c_NSOC_Operational_HIPS_NIPS_Event_Handling_Process_Doc_20100421.v5.3.doc
72	Weekly Performance Support Report	2E	4/26/2010	4/26/2010	NSSS_Task_2e_Performance_Support_2010_0426.pdf
71	Weekly Team Meeting Minutes Report		4/26/2010	4/26/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0422_v1.pdf
70	HIPS / NIPS Event Handling Process	2C	4/21/2010	4/21/2010	NSSS_Task_2c_NSOC_Operational_HIPS_NIPS_Event_Handling_Process_Doc_20100421.v5.0.doc
69	Weekly Team Meeting Agenda Report		4/21/2010	4/21/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0422.doc
68	Weekly Incident Summary Report	2D	4/21/2010	4/21/2010	NSSS_Task_2d_Incident_Report_20100421.pdf
67	Weekly Device Monitoring and Analysis Report	2A	4/21/2010	4/21/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100421.pdf
66	Bi-Weekly Knowledgebase Report	2F	4/20/2010	4/21/2010	NSSS_Task_2f_Knowledgebase_Report_20100420.pdf
65	Bi-Weekly Statistical Analysis Report	2B	4/20/2010	4/20/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100420.pdf
64	Weekly Performance Support Report	2E	4/19/2010	4/19/2010	NSSS_Task_2e_Performance_Support_2010_0419.pdf
63	Weekly Team Meeting Minutes Report		4/16/2010	4/19/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0415_v1.pdf
62	Bi-Weekly Security Alerts and Implementation Report	2I	4/16/2010	4/16/2010	NSSS_Task_2i_Security_Alerts_and_Implementation_Report_20100416.pdf
61	Operational Documentation - ePo Report Creation	2C	4/16/2010	4/24/2010	NSSS_Task_2c_NSOC_Operational_ePo_Daily_Report_Procedure_Doc_20100401.v1.0.doc
60	Weekly Team Meeting Agenda Report		4/14/2010	4/15/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0415.pdf





59	Weekly Incident Summary Report	2D	4/14/2010	4/14/2010	NSSS_Task_2d_Incident_Report_20100414.pdf
58	Weekly Device Monitoring and Analysis Report	2A	4/14/2010	4/14/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100414_v2.pdf
57	Bi-Weekly Activity Report	1B	4/13/2010	4/13/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100413.pdf
56	Operational Documentation - Ticket Creation	2C	4/13/2010	4/24/2010	NSSS_Task_2c_NSOC_Operational_Creating_a_CND_Ticket_Doc_20100413.v2.4.doc
55	Operational Documentation - Event Handling	2C	4/13/2010	4/24/2010	NSSS_Task_2c_NSOC_Operational_Event_Handling_Process_Doc_20100316.v4.0.docx
54	Weekly Performance Support Report	2E	4/12/2010	4/12/2010	NSSS_Task_2e_Performance_Support_2010_0412.pdf
53	Incident Summary Report	2D	4/9/2010	4/9/2010	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_for_FakeAlertAVSoft_20100409.pdf
52	Weekly Team Meeting Agenda Report	2E	4/8/2010	4/8/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0408.pdf
51	Operational Documentation	2C	4/7/2010	4/24/2010	NSSS_Task_2c_NSOC_Operational_Creating_a_CND_Ticket_Doc_20100316.v2.3.doc
50	Weekly Device Monitoring and Analysis Report	2A	4/7/2010	4/7/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100407.pdf
49	Weekly Incident Summary Report	2D	4/7/2010	4/7/2010	NSSS_Task_2d_Incident_Report_20100407.pdf
48	Bi-Weekly Knowledgebase Report	2F	4/7/2010	4/7/2010	NSSS_Task_2f_Knowledgebase_Report_20100407.pdf
47	Bi-Weekly Statistical Analysis Report	2B	4/6/2010	4/6/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100407.pdf
46	Weekly Team Meeting Minutes Report	2E	4/5/2010	4/5/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0401_v3.pdf
45	Weekly Performance Support Report	2E	4/5/2010	4/5/2010	NSSS_Task_2e_Performance_Support_2010_0405.pdf
44	Weekly Team Meeting Agenda Report	2E	4/1/2010	4/1/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0401.pdf
43	Bi-Weekly Activity Report	1B	4/1/2010	3/31/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100330.pdf
42	Operational Documentation	2C	4/1/2010	4/24/2010	NSSS_Task_2c_NSOC_Operational_Ticket_Creation_Doc_20100401.v4.0.doc
41	Weekly Device Monitoring and Analysis Report	2A	3/31/2010	3/31/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100331.pdf
40	Weekly Incident Summary Report	2D	3/31/2010	3/31/2010	NSSS_Task_2d_Incident_Report_20100331.pdf
39	Weekly Team Meeting Minutes Report	2E	3/29/2010	3/29/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0325_v3.pdf
38	Weekly Performance Support Report	2E	3/29/2010	3/29/2010	NSSS_Task_2e_Performance_Support_2010_0328.pdf
37	Monthly Cost Management Report	1C	3/25/2010	3/25/2010	NSSS_Task_1c_Cost_Management_Report_20100325.doc
36	Monthly Travel Management Report	1D	3/25/2010	3/25/2010	NSSS_Task_1d_Travel_Management_Report_2010_0325.pdf
35	Weekly Team Meeting Agenda Report	2E	3/25/2010	3/25/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0325.pdf
34	Weekly Device Monitoring and Analysis Report	2A	3/24/2010	3/24/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100324.pdf
33	Weekly Incident Summary Report	2D	3/24/2010	3/24/2010	NSSS_Task_2d_Incident_Report_20100324.pdf
32	Bi-Weekly Knowledgebase Report	2F	3/24/2010	3/24/2010	NSSS_Task_2f_Knowledgebase_Report_20100324.pdf
31	Operational Documentation	2C	3/23/2010	3/24/2010	NSSS_Task_2c_NSOC_Operational_Event_Handling_Process_Doc_20100316.v4.0.doc
30	Bi-Weekly Statistical Analysis Report	2B	3/23/2010	3/23/2010	NSSS_Task_2b_Bi-Weekly_Statistical_Analysis_Report_20100322.pdf
29	Weekly Performance Support Report	2E	3/22/2010	3/22/2010	NSSS_Task_2e_Performance_Support_2010_0322.pdf
28	Weekly Performance Support Report	2E	3/22/2010	3/23/2010	NSSS_Task_2e_Performance_Support_2010_0322_v2.pdf
27	Weekly Team Meeting Minutes Report	2E	3/19/2010	3/19/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0318_v3.doc
26	Quarterly Closeout Report - Q2	1F	3/18/2010	3/18/2010	NSSS_Task_1f_Quarterly_Closeout_Q2_20100228.pdf
25	Weekly Team Meeting Agenda Report	2E	3/18/2010	3/18/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0318_v1.doc
24	Weekly Incident Summary Report	2D	3/17/2010	3/17/2010	NSSS_Task_2d_Incident_Report_20100317.pdf
23	Weekly Device Monitoring and Analysis Report	2A	3/17/2010	3/17/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100317.pdf
22	Bi-Weekly Activity Report	1B	3/16/2010	3/16/2010	NSSS_Task_1b_Bi-Weekly_Activity_Report_20100316.pdf
21	Weekly Performance Support Report	2E	3/15/2010	3/15/2010	NSSS_Task_2e_Performance_Support_2010_0315.pdf
20	Weekly Team Meeting Minutes Report	2E	3/12/2010	3/12/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0311_v2.doc
19	Weekly Team Meeting Agenda Report	2E	3/11/2010	3/11/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0311_v1.doc
18	Weekly Device Monitoring and Analysis Report	2A	3/10/2010	3/10/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100310
17	Weekly Incident Summary Report	2D	3/10/2010	3/10/2010	NSSS_Task_2d_Incident_Report_20100310.pdf
16	Bi-Weekly Knowledgebase Report	2F	3/10/2010	3/10/2010	NSSS_Task_2f_Knowledgebase_Report_20100310.pdf
15	Weekly Performance Support Report	2E	3/9/2010	3/9/2010	NSSS_Task_2e_Performance_Support_2010_0309.pdf
14	Weekly Team Meeting Minutes Report	2E	3/5/2010	3/5/2010	NSSS_Weekly_Team_Meeting_Minutes_2010_0304_v4
13	Weekly Team Meeting Agenda Report	2E	3/4/2010	3/4/2010	NSSS_Weekly_Team_Meeting_Agenda_Report_2010_0304_v1
12	Weekly Device Monitoring and Analysis Report	2A	3/3/2010	3/3/2010	NSSS_Task_2a_Device_Monitoring_and_Analysis_Report_20100303.pdf
11	Weekly Performance Support Report	2E	3/1/2010	3/1/2010	NSSS_Task_2e_Performance_Support_2010_0228.pdf
10	Monthly Travel Management Report	1D	2/26/2010	2/26/2010	NSSS_Task_1d_Travel_Management_Report_2010_0226.doc
9	Monthly Cost Management Report	1C	2/26/2010	2/26/2010	NSSS_Task_1c_Cost_Management_Report_20100226.doc
8	Bi-Weekly Statistical Analysis Report	2B	2/23/2010	2/23/2010	NSSS_Task_2b_BWSAR_20100222.pdf
7	Weekly Performance Support Report	2E	2/22/2010	2/22/2010	NSSS_Task_2e_Performance_Support_2010_0221.doc
6	Bi-Weekly Activity Report	1B	2/16/2010	2/16/2010	NSSS_Task_1b_BWAR_20100216.v3.doc
5	Weekly Performance Support Report	2E	2/14/2010	2/14/2010	ESN_NSOC_NSSS_Hines_VA_Project_Status_Report_2010_0214_Slater_William.pdf
4	Bi-Weekly Statistical Analysis Report	2B	2/8/2010	2/8/2010	NSSS_Task_2b_BWSAR_20100208.pdf
3	Weekly Performance Support Report	2E	2/7/2010	2/7/2010	ESN_NSOC_NSSS_Hines_VA_Project_Status_Report_2010_0207_Slater_William.pdf
2	Bi-Weekly Activity Report	1B	2/1/2010	2/1/2010	NSSS_Task_1b_BWAR_20100131.v2.doc
1	Weekly Performance Support Report	2E	1/31/2010	1/31/2010	ESN_NSOC_NSSS_Hines_VA_Project_Status_Report_2010_0131_Slater_William.pdf



**Ad Hoc Report Requests Tasked to the NSSS Team**  
 Last Updated: July 16, 2010

Requester	Description	Requested To	File Name	Date Requested	Most Recent Delivery	Next Expected Delivery	Remarks
Steven Mattocks, VA COTR	PWS Task Report Deliverable Updates - Ad Hoc Report	William Slater via teleconference	NSSS_Ad_Hoc_Report_for_Steven_Mattocks_2010_0716.pdf	July 13, 2010	July 16, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Job Descriptions & Responsibilities Ad Hoc Report	William Slater via in person	NSSS_Team_Member_Job_Descriptions_20100630_v11.pdf	June 29, 2010	June 30, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Ticket Priority Descriptions and Handling Procedures	NSSS Team via e-mail and Teleconference	NSSS_Operational_Procedure_for_Ticket_Priority_Setting_doc_20100621v12.doc	June 21, 2010	June 21, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	HIPS Report via SPLUNK on Three Specific IP Hosts	NSSS Team via e-mail and Teleconference	TBA	June 9, 2010	June 9, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Re-work of Data for Weekly TMS Threat Briefing	Chad Copenhaver via e-mail	Weekly_Threat_Brief_06-02-10_v2.pptx	June 3, 2010	June 3, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Reports showing details about network traffic going to a malicious IP address	Chad Copenhaver via e-mail	341451rtf and NIPS.rtf	June 2, 2010	June 2, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Feedback on NDD Concept of Operations Document	NSSS Team via e-mail and Teleconference	NDD_CONOPS_05132010_v12.docx	May 4, 2010	May 20, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Ad Hoc Outbreak Description Report	Doug Dziuba and William Slater via e-mail	Outbreak_Definition_v1_2010_0505.pdf	May 13, 2010	May 20, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Ad Hoc - Top 10 Malware Selection Procedure for Weekly Threat Management Briefing	Doug Dziuba via e-mail	Plan_for_Identifying_Top_10_Malware_Risks_v10_2010_0505.doc	May 4, 2010	May 5, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	Ad Hoc Incident Summary Report for Conficker Incident in Region 2	Doug Dziuba and William Slater via e-mail	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_Region_2_Conficker_Summary_20100505_v1.pdf	May 4, 2010	May 5, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	'Would you please send me a report on the NIPS Exposures due to Xpress Update	William Slater via e-mail	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_for_Assessment_of_NIPS_Xpress_Update_20100430_v3.pdf	Apr. 30, 2010	Apr. 30, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	'Would you please send me a report on the FakeAlert/AVSOF malware?	William Slater via e-mail	NSSS_Task_2d_NSOC_Ad_Hoc_Incident_Summary_Report_for_FakeAlert/AVSOF_20100409.pdf	Apr. 7, 2010	Apr. 9, 2010	N/A	
Ashraf Aziz, NSOC Team Lead	'Would you please send me the compliance numbers for R4 for the latest DAT?	John Deneen via e-mail	Researching this document name.	Feb. 23, 2010	Feb. 23, 2010	N/A	The report was created and sent via e-mail by John Deneen to Ashraf
Ashraf Aziz, NSOC Team Lead	Daniel Lauffer (BAH) requested an ePO report be run (for the last 30 days) for the IP addresses listed. This request is associated with tickets	NCD NSSS Team via e-mail	Researching this document name.	Feb. 19, 2010	Feb. 20, 2010	N/A	The report was created and sent via e-mail by Chad Copenhaver to
Ashraf Aziz, NSOC Team Lead	Minutes	Marci Givan, via William Slater	NSSS_Weekly_Team_Meeting_Minutes_2010_0304_v5	Mar. 2, 2010	Mar. 5, 2010	N/A	

**Section - Attitude**

**“However, his subordinates find him not enthusiastic but stressed out to a level that negativity affects their ability to get their work done and come to work each day and looking forward to doing their job.”**

**Response:**

I feel unappreciated by my Team, despite the fact that my efforts helped get contract out of Cure Status, and also helped win the second year on the contract. I know that each of these achievements were a Team effort, but it took a change in the Team leadership and Project Management to accomplish these significant achievements. Also, the basis of the communication below, I am going to dispute the negativity statement. Only one person on the Team thanked me when I made the following announcement to the Team:



FW: Preliminary Option Notice - Message (Plain Text)

Message Adobe PDF

Reply Reply Forward Call  
to All

Delete Move to Folder Create Rule Other Actions

Block Sender Safe Lists Not Junk

Categorize Follow Up Mark as Unread

Find Send to OneNote

From: Slater, William Sent: Thu 7/15/2010 3:18 PM

To: Ansarie, Sofian M. (GDIT/VA-NSOC); Bedient, Paul (GD/VA-NSOC); Bone, Matthew (ESN/VA-NSOC); Burrows, Glenn (ESN/VA-NSOC); Copenhagen, Chad (GDIT/VA-NSOC); DeCavitch, Emery (ESN/VA-NSOC); Deneen, John M. (GDIT/VA-NSOC); Dziuba, Douglas D. (ESN/VA-NSOC); Ellis, Lee D.; Leyman, Jeffrey P. (GDIT/VA-NSOC); Pena, Andrew (GD/VA-NSOC); wslater@esncc.com

Cc: 'gallen@esncc.com'; 'Shapiro, Dan'

Subject: FW: Preliminary Option Notice

Signed By: william.slater1@va.gov

Team,

Great news!!!

At ESN Headquarters today, we were notified in writing that ESN was indeed successful at being awarded option year 1 for the NSSS Team contract. The term of this option year 1 will be August 25, 2010 - August 24, 2011.

Congratulations on your hard work that helped make this happen. Thanks, each of you, for the role you played in helping the NSSS Team and ESN achieve this significant goal.

Let's resolve to work hard together as Team in the 2010/2011 contract year to deliver great value to the VA as we are given the opportunity and the tools to rise to the new challenges we will face in the IT Security Arena and do more and more of the Tier III type technical IT Security work that you guys signed up for.

Thanks again, Team!!! I am proud of all you!!!

Regards,

William Favre Slater, III, PMP, CISSP, CISA  
U.S. Department of Veterans Affairs  
Field Security Operations | Network and Security Operations Center (NSOC)  
CND, Computer Network Defense / NDO, Network Defense Operations  
Building 215 Hines VA, Hines, IL  
[william.slater1@va.gov](mailto:william.slater1@va.gov)  
[wslater@esncc.com](mailto:wslater@esncc.com)  
Phone: 708-938-1234 x5808  
Mobile: 312-758-0307  
Home Office: 773-235-3080



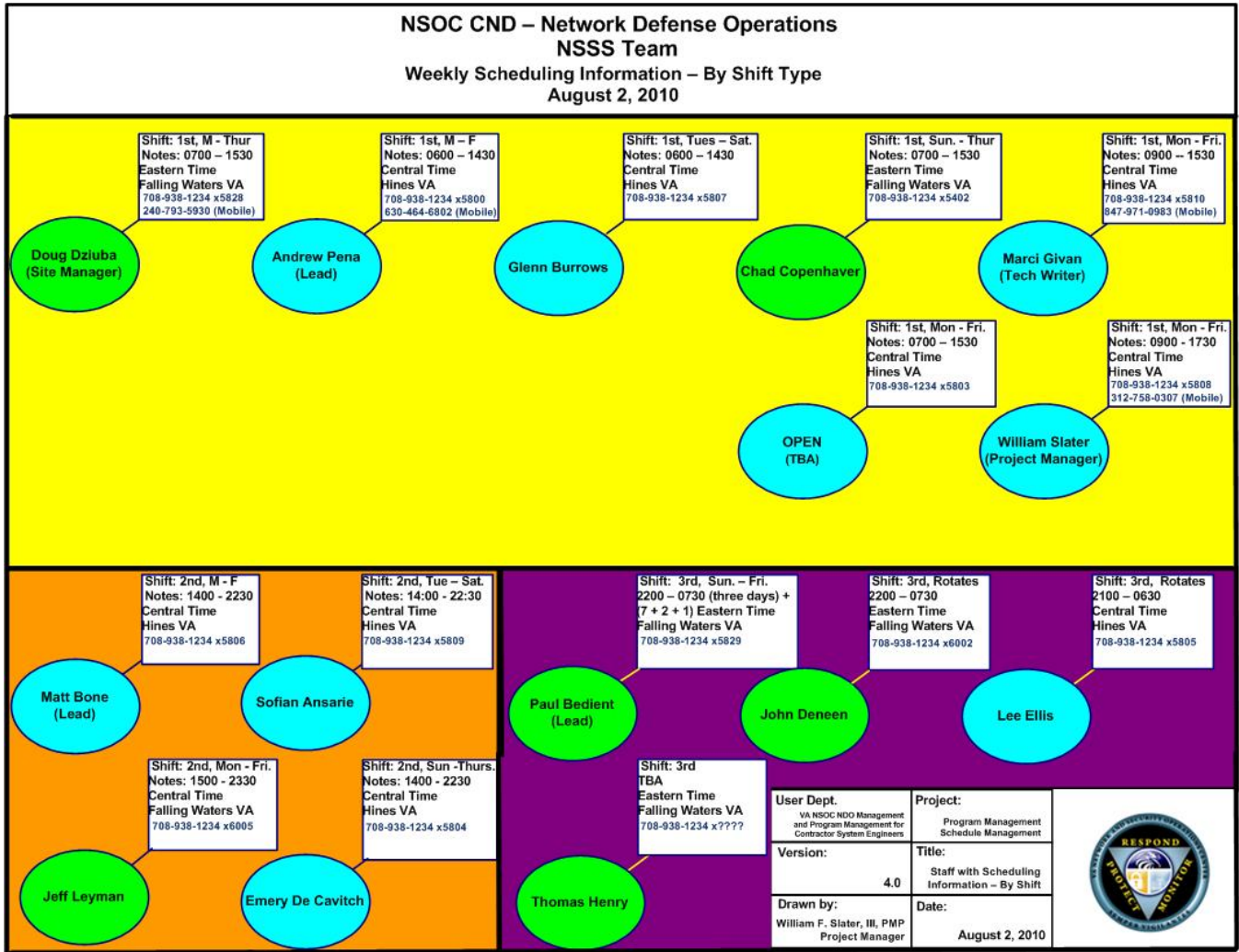


Other comments about working at the VA. Our VA Management and the VA COTR constantly conveys a sense that they usually never happy no matter how much work produce. This type of treatment creates a stressful environment for all of us. I believe it is unfair to attempt blame me for a general work atmosphere that the VA has created for all us.

## Team Rosters

**NSOC NSSS Team Report**  
**Last Updated: August 2, 2010**

First Name	Last Name	Employer	E-Mail	Work Phone	Position	Shift	Location
Sofian	Ansarie	GDIT	Sofian.Ansarie@va.gov	708-938-1234 x5809	Analyst	2nd Shift, Tue - Sat	Hines, IL - Hines VA
Paul	Bedient	GDIT	Paul.Bedient@va.gov	708-938-1234 x5829	Shift Lead	3rd Shift, Sun - Wed	Falling Waters, WV - Falling Waters VA
Matthew	Bone	ESN	Matthew.Bone@va.gov	708-938-1234 x5806	Shift Lead	2nd Shift, Mon - Fri	Hines, IL - Hines VA
Glenn	Burrows	ESN	Glenn.Burrows@va.gov	708-938-1234 x5807	Analyst	1st Shift, Tue - Sat	Hines, IL - Hines VA
Chad	Copenhaver	GDIT	Chad.Copenhaver@va.gov	708-938-1234 x5402	Analyst	1st Shift, Sun - Thu	Falling Waters, WV - Falling Waters VA
Emery	DeCavitch	ESN	Emery.DeCavitch@va.gov	708-938-1234 x5804	Analyst	2nd Shift, Sun - Thu	Hines, IL - Hines VA
John	Deneen	GDIT	John.Deneen@va.gov	708-938-1234 x6002	Analyst	3rd Shift, Mon - Thu	Falling Waters, WV - Falling Waters VA
Douglas	Dziuba	Security Advisers	Douglas.Dziuba@va.gov	708-938-1234 x5828	Site Manager	1st Shift, Mon - Fri	Falling Waters, WV - Falling Waters VA
Lee	Ellis	GDIT	Lee.Ellis@va.gov	708-938-1234 x5805	Analyst	3rd Shift, Wed - Thu	Hines, IL - Hines VA
Marci	Givan	ESN	marci.givan@va.gov	708-938-1234 x5810	Technical Writer	1st Shift, Mon - Fri	Hines, IL - Hines VA
Thomas	Henry	ESN	thomas.henry@va.gov		Analyst	3rd Shift, Wed - Sun	Falling Waters, WV - Falling Waters VA
Jeff	Leyman	GDIT	Jeff.Leyman@va.gov	708-938-1234 x6005	Analyst	2nd Shift, Mon - Fri	Falling Waters, WV - Falling Waters VA
Andrew	Pena	GDIT	Andrew.Pena@va.gov	708-938-1234 x5800	Shift Lead	1st Shift, Mon - Fri	Hines, IL - Hines VA
William	Slater	ESN	william.slater1@va.gov	708-938-1234 x5808	Project Manager	1st Shift, Mon - Fri	Hines, IL - Hines VA





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### Section – Quality / Quantity of Work

**“Volume, accuracy and quality of work are appropriate to the current length of experience in this position, though subordinates claim he takes credit for other people’s work.”**

#### Response:

This is an untrue statement. **I have never taken credit for anyone else’s work** and can provide numerous examples where I have openly and generously acknowledged the contributions of others in work products I have turned in.

### Section - Responsibility / Dependability

**Needs to improve team building, communication skills, and bring the stress level down for subordinates.**

#### Response:

There are schedule and geographic limitations that make “Team Building” very challenging. I have had to work for the most part with the Team I inherited. As far as joint sub-team projects, I have worked very well with Andrew Pena to get the PWS Task 2I - Bi-Weekly Security Alerts and Implementation Report produced every two weeks since April. I have also worked very well with Marci Givan, Ken Conquest, Doug Dziuba, and Chad Copenhaver to get other reports produced under tight the deadlines that the VA has so frequently set for us.

Much of the stress was produced by these circumstances because the Team knew the following:

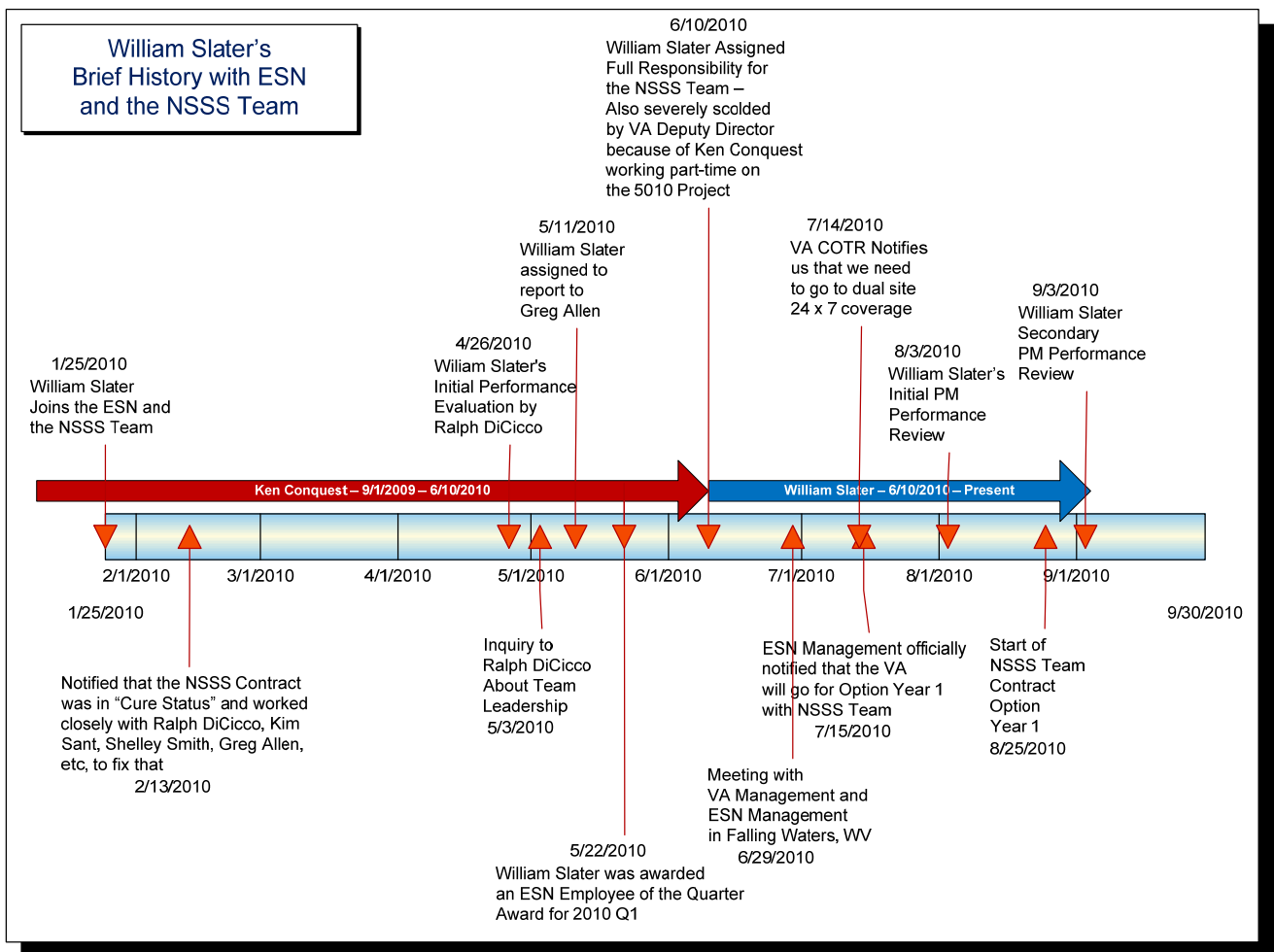
- 1) The VA Management runs an intense, demanding, and challenging environment.
- 2) The Team was not properly equipped to do the work defined in the Performance Work Statement and we are still struggling to get tools and procedures in place, from September 1, 2009 through today, August 6, 2010.
- 3) The entire Team witnessed the fact that Ralph DiCicco and Ken Conquest were removed as Team Management as far as the VA was concerned.
- 4) The entire Team was aware that ESN came dangerously close to losing the NSSF contract in the first Year of the contract.
- 5) The entire Team was in fear of not having jobs in a tough Economy in the first Year of the Contract if the VA had declared the contract in default, and also if ESN was not awarded the second Year on the NSSF contract.
- 6) In the eyes of the VA, William Slater was responsible for the Team from January 25, 2010 until present, yet the Team reported to Ken Conquest until his departure on June 10, 2010.
- 7) The Team felt strongly that Ken Conquest got a raw deal and mistreatment by VA Management.
- 8) William Slater has a different personality and management style from Ken Conquest and the other previous ESN Management.



- 9) The Team has quite possibly had difficulties and expectations of William Slater because he has a direct management and communication style, and because he is willing to hold his Team members accountable for their performance as well as their workplace behavior.

Not one of the nine items listed above was the fault of William Slater.

**A Timeline is provided for reference:**





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## Section – Other Comments Regarding Present Performance

**“Needs to remember that he can’t do it without his team and learn to trust them and communicate, coordinate, and cooperate better with his team.”**

**Response:**

I am very well aware that I need the cooperation of a well-motivated, high performance Team in order to accomplish our objectives and to be successful. I am working on this on a daily basis.

**“Needs to do a better job of deflecting customer criticisms and resultant pressure from his team to create a more enjoyable work environment.”**

**Response:**

I am always working on this but I have no direct control over the behavior of VA Management (particularly Ash Aziz has a bad habit sending scolding e-mails with Reply All responses directly to the Team). Nevertheless, as the Project Manager, I am responsible for my Team and their performance, so yes, I will do everything I can to deflect criticisms and try to make things better for the Team.

**“Needs to develop a rapport with his customer where he is not hesitant to say something that isn’t going to be popular, like proposing a better alternative; standing up to an overburdening workload that the current team cannot handle; or questioning whether tasking is within scope.”**

**Response:**

This probably either an unfair or untrue criticism, or it requires more elucidation. There are two primary issues here:

- 1) The Team and ESN management are not privy to most of the conversations and communications I have with VA management, though a great deal of this is documented in status reports.
- 2) VA Management will often communicate directly with a Team member or the Site Manager and omit me from conversations until something has been completed. At the rapid pace and high-pressure that characterize the nature of work and working conditions in this environment, it is difficult to do anything about such transactions after the fact. Plus, it would be career limiting to “dress down” VA Management for these communications, though I have directly requested several times that VA Management copy me on communications with my Team.





**“Creating a team environment and lessening the stress level for his team must happen quickly to prevent ESN from losing key ESN and subcontractor personnel resources, which could impede progress made on this project, and is unacceptable to ESN management. Corrective action is required immediately to prevent further HR actions.”**

**Response:**

I would like to have clearly defined goals and objectives that are attainable and measurable.

There are several statements in this document that are either false or one-sided. I am writing a response document (this document) and will submit it by Friday, August 6, 2010.

**Situation Assessment:**

Difficulties were created by the length of time required for the transition of the Team leadership from Ken Conquest to William Slater. These difficulties have been complicated because members of the Team were naturally confused: Should they be loyal to the supervisor to whom they were officially assigned? Or should they be loyal to the Team Project Manager, who was not officially their boss. The confusion and awkwardness created by this situation created additional stresses on the entire Team.

Other difficulties have arisen because of behaviors that I witnessed while the Team was under Mr. Conquest's leadership, yet I was not empowered to correct. For example, I addressed issues of Emery De Cavitch's performance in the areas of excessive breaks, office behaviors, and poor work performance several times with Ken Conquest and felt that he did little to correct the situation. In fact, some of the issues I am experiencing now I believe are the result of Mr. De Cavitch possibly going on the offensive and trying to attack his boss by making false accusations.

Nevertheless, in the interest of meeting the VA's performance expectations as well as ESN's expectations, I will not be hesitant to administer disciplinary measures if and when the need arises.

Appendix A contains my Contribution Statement and Appendix B Contains my Plan of Action to Meet ESN Management's Goals and Expectations to be successful as the Project Manager of this Team and to help ensure that the Team will continue to be successful. Other Appendices in this document reference forms and documents that can help me be successful.



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**Closing Comments:**

Thanks for taking the time read and digest all this.

I greatly value my time, my Team, our accomplishments, and my relationships here at ESN, and hope that I will be treated fairly and justly with regards to some of the recent allegations that have been made.

Please let me know if you have any questions or comments about the content listed here.

Best regards,

A handwritten signature in black ink that reads "William F. Slater, III". The signature is written in a cursive style with a horizontal line underneath.

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## *Appendix A - Contribution Statement*

### My Contribution Statement

William F. Slater, III

August 6, 2010

I will demonstrate through word, thought and deed that I am an effective, dedicated and inspired manager, who can lead by example and who can inspire every member of my Team to perform at an optimal level, in order to provide services that delight the customer and exceed their expectations. I will also at the same time strive to help each member of the Team become the best IT Security professional that they can be, and be a personal resource and mentor to all who need one.



---

## *Appendix B - Plan of Action*

My plan of action will be to actively implement the ideas and principles that I learned in a Management Seminar I attended in October 2007.

### ***Introduction***

A while back, I attended the Franklin Covey Management Training Seminar titled “Seven Habits of Highly Effective Managers” in Downtown Chicago. There were 16 participants attending. The seminar was derived from the principles of Dr. Steven Covey’s bestselling business book, “the Seven Habits of Effective People.” It was excellent in every way. Among the highlights was training in some valuable tools that will help make me a more effective manager, along with some excellent concepts in leading people.

In this report, I have strived to share what I learned from the seminar and also the actual tools we were introduced to during the seminar. I know the things I learned in this seminar will benefit me for the rest of my life. But it is my hope that others in our organization can also benefit from the ideas and tools detailed in this paper.

### ***What Are the Seven Habits of Highly Effective Managers?***

The diagram below from Dr. Steven Covey’s bestselling business book, “the Seven Habits of Effective People,” was the “roadmap” for the order in which the habits were presented.

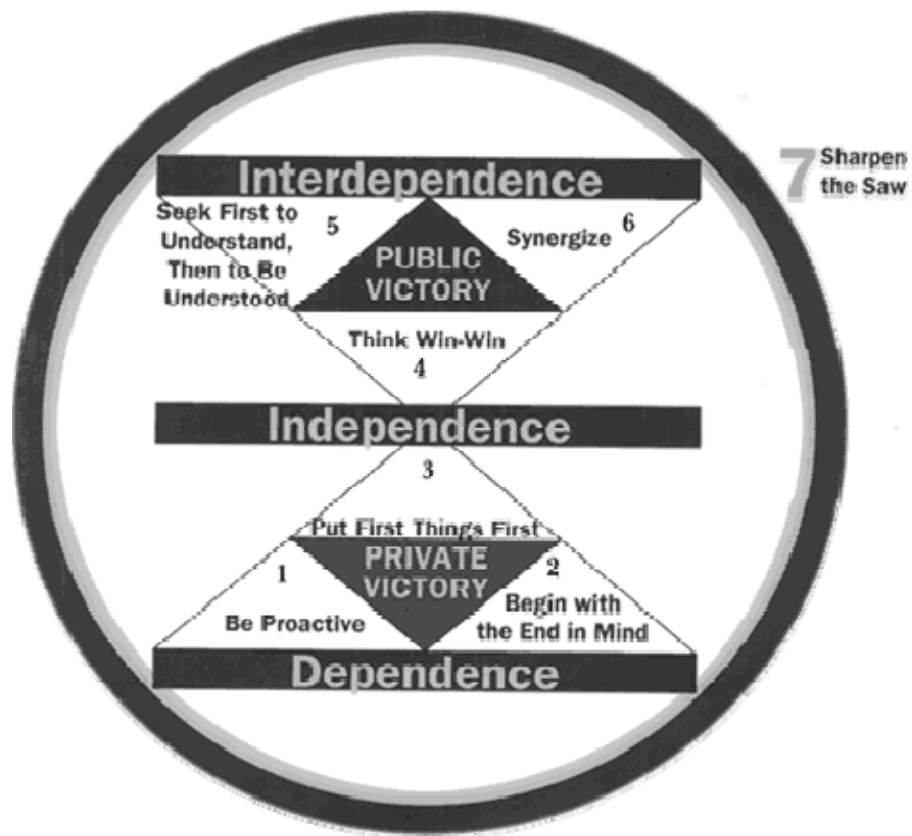


Figure 1 – The Stephen Covey Diagram of Seven Habits of Highly Effective People





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The actual seven habits we reviewed are listed and summarized below.

Using your resourcefulness and initiative to break the barriers to results.

Make the contribution you are capable of making.

Focus on a few “wildly important goals” and track your progress.

Make Win-Win Performance Agreements to motivate superb performance.

Practice Empathic Listening and give honest, accurate feedback

Always see the Third Alternative – the truly creative solution or decision.

Unleash the potential of your Team members by tapping the “whole person.”

### ***Application to My Present Position***

Among the most important principles discussed that can help me be a more effective manager:

- You manage things not people. You lead and inspire people to accomplish the mission.
- You need to get your own house in order before you can be an effective leader and lead others.
- Great leaders trust their people, inspire, equip, and empower them to be successful.

This seminar made me more mindful of my responsibilities to be a positive, effective leader and how applying these concepts can help ensure my success and the success of my Team.

### ***Application to My Personal Life***

The concepts covered in this seminar, particularly regarding being more organized and also using the tools show in the appendices, are applicable to my personal life as well as my professional life. I am already using some of the concepts and tools to make me more effective in my personal life.



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## ***Overall Opinion of the Class***

Shown below is the feedback I gave on my seminar evaluation form:

The class was very effective because:

- 1) great content
- 2) great tools and processes
- 3) great facilitator
- 4) great participants to share with, work with and learn from
- 5) it was presented in a good setting, a great environment that was very conducive to learning and growth
- 6) it had relevant ideas and tools that will be immediately useful when I return to work

I would definitely recommend this class to anyone who is in or who is aspiring to be in a leadership role.

## ***Personal Reflection***

While the concepts covered in this seminar are very simple to understand, and for the most part, rather easy to implement, finding the person who applies all these concepts is an uncommon thing. The two areas I saw that I need to work on were the Empathic Listening skills and also the Constructive Feedback. I also discovered in this seminar that the will to succeed and the application of having a well-disciplined life, where these seven habits are applied, can lead to success both in my personal life and in my professional life. A few times during the seminar, the phrase, "so you can have those *mountaintop experiences*" was used. To me, that phrase indicates the experience and feeling of a person who has been successful at applying the seven habits, and attains the sensation that one feels when they have reached the summit of a mountain they have been climbing. That is precisely what I am aiming for, by applying these principles, adding these additional disciplines and tools into my personal and professional life.

## ***Conclusion***

Attending this seminar, with all the things I learned and useful materials I received, was a real growing experience. When I was first scheduled to attend this seminar, I knew it would be worthwhile and offer some helpful information, so I came in with an open mind and a positive attitude. However, it surprised me because the practical information and tools offered in this seminar were all of such high quality, that they will help make me a more effective manager and a more effective IT professional throughout the rest of my career.

## *Some Tools for Highly Effective Managers*

The following tools were explained and used with different student partners in the class.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Hidden-Resource Finder	1 – Be Proactive	This is a valuable aid for finding resources to accomplish tasks or projects when we face constraints on resources, money or both.	This is essentially a brainstorming tool to help overcome roadblocks when tasks or projects need to get done but the resource pool(s) have been exhausted, or people are denying you access to the resources you need to complete your objectives.	This is a quick way to tap into additional resources that you may have previously not considered.
Contribution Statement	2 – Begin with the End in Mind	This tool makes the person focus on what their contribution to the organization will be, and then put that in writing.	This is a useful tool because it makes the person think about what their contribution will be, and then write it down. If done as recommended by the instructor, sharing the contribution statement with others, including the Team and my manager is a powerful form of communication.	I wrote a Contribution Statement on the first day of the seminar. I have shared this statement, as recommended by the instructor, with my team and my manager.
5-Minute Meeting Planner	2 – Begin with the End in Mind	This is a useful tool to ensure that meetings and planned, and that they each have a purpose.	Proper use of this tool ensures that people's time will not be wasted, and that the manager will be seen as being able to plan and organize and meeting.	This is a useful tool. While I always have an agenda for meetings I plan and conduct, I will probably use this tool also from time to time.



Tool Name	Area	Primary Purpose	Usefulness	Comments
5-Minute Presentation Planner	2 – Begin with the End in Mind	This tool makes sure that presentations are purposeful and to the point.	This can be used for presentations delivered both inside work and outside of work.	It is a very useful tool, even if it is a bit simplistic for long presentations. One of the really useful things about this tool is the checklist of presentation requirements at the bottom of page one. This can help ensure that the presenter doesn't forget anything that could be necessary for the presentation.
5-Minute Project Planner	2 – Begin with the End in Mind	This is a very high-level tool to define the purposes of a project and the help organize the planning effort.	This tool can serve to quickly communicate to colleagues in a well-organized way, what the purposes of a project are, and it is one methods to help ensure that the project will be seen in a positive light and that it will be approved.	This is helpful in getting started with a project.
Work Compass	3 – Put First Things First	This tool, when used at the beginning of each week, will list and focus the individual on the "Wildly Important Goals" (WIGs) as well as the key objectives to be accomplished under each of the WIGs.	When this Work Compass is put in a prominent place, such as the individual's planning book, it is useful to be a constantly reminder about the WIGs and the key objectives to be accomplished during that week. It also serves as documentation in the future about what needed to be accomplished during a given week.	I will be using this tool to help me be better organized.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Time Matrix – Quadrant Categorizer Tool	3 – Put First Things First	This tool helps an individual understand the categories of the daily activities that they are involved in, and how some of those activities can be time-wasters.	Categorizing activities in this manner helps me understand the value of Quadrant II activities and how these leadership activities can help avert crises, and minimize time and impact of Quadrant II activities.	This is a really useful tool. It makes me more committed to planning and spending most of my time doing Quadrant I and Quadrant II activities.
Four Management Mindsets and the Continuums of Consideration vs. Courage:  Win-Win Win-Lose Lose-Lose Lose-Win	4 – Think Win –Win	This tool helps define the types of interaction that people can have, and helps managers be mindful of creating situations that can be described as Win-Win.	This tool graphically categorizes these mindsets and serves as a kind of caution about the negative results of these mindsets:  Win-Lose Lose-Lose Lose-Win	The emphasis on the continuums of degrees of courage and consideration required for each of these mindsets was a useful reminder to me about the dynamics and the types of effort that go into having these interactions.
Win-Win Performance Agreement	4 – Think Win –Win	This tool captures in writing the principles of the Win-Win mindset, and establishes the expectations of a Win-Win situation and methods to achieve them.	This tool, in a highly organized way, will help capture the necessary steps to create a Win-Win performance and mindset. It also serves as good documentation, showing the intentions of what is expected, a timetable, and how the progress toward these goals will be measured.	This is an extremely useful tool and I will be using it when I need it.





Tool Name	Area	Primary Purpose	Usefulness	Comments
Emotional Bank Account – Making Deposits and Withdrawals	4 – Think Win –Win	This tool is a simple checklist to help people understand the effect of behaviors on the trust levels and quality of relationships.	This can help people understand the effects of both good and bad behaviors and how they can build up or tear down relationships and the trust that needs to exist in order to make things work well in a relationship.	This is a very useful tool, even though some might bristle at the name, “Emotional Back Account.”
Feedback Facilitator	5 – Seek First to Understand Then to be Understood	This tool helps provide Constructive Feedback in an organized way.	This is used to accurately communicate constructive feedback in an organized way.	This is a very useful tool but I think that its use could carry with it some career limiting implications and results.
Empathic Listening Checklist	5 – Seek First to Understand Then to be Understood	This covers the Do’s and Don’ts of Empathic Listening.	This is an important tool to help an individual understand the way they are listening and providing feedback when interacting with a person.	I personally found this to be one of the most challenging concepts in the seminar and one where I need more practice.
Empathic Listening Framework	5 – Seek First to Understand Then to be Understood	This framework shows how to give feedback during a conversation so that the person you are interacting with will understand that you are engaging in empathic listening.	This is very useful but requires a great deal of thought and practice, at least for me.	(See comments above.)



Tool Name	Area	Primary Purpose	Usefulness	Comments
Constructive Feedback Guideline Checklist	5 – Seek First to Understand Then to be Understood	This checklist contains the various types of Feedback Techniques and categorizes them as Do's or Don'ts, and it provides examples of what each of the types of Do's and Don'ts	This is very useful and requires practice.	I will be using this tool at work.
Third-Alternative Finder	6 – Synergize	This tool helps a manager find other alternatives when a problem needs to be solved.	This tool is very useful because it helps you come up with other solutions that can better solve a problem, but which had not been previously considered.	While this is a useful tool, I probably won't be using it more than once or twice a month, because the challenges I have are not conducive to having the solutions worked out in this manner. Something about the way a government position adds structure can create a framework of bureaucracy that doesn't permit the use of such tools.
Team Member Survey: The Four Dimensions of the Whole Person	7 – Sharpen the Saw	This tool helps a manager understand that a person must be understood and viewed from the dimensions of Heart, Mind, Body and Spirit.	If Team members open up and share the ideas listed in this survey, it will help the manager understand them better as a person. If you understand people better, you can relate to them better and lead them more effectively.	I shared this survey with my tool and two have already responded.



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## ***Appendix C – Hidden Resource Finder***

### **HIDDEN-RESOURCE FINDER**

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The Hidden–Resource Finder helps you identify resources you never knew you had so you can overcome obstacles and accomplish your goals.

Write your challenge in the middle and brainstorm out from the four resource categories. Reference the questions on the next page.

<b>CHALLENGE</b>	
<b>People</b>	<b>Knowledge</b>
<b>Budget</b>	<b>Technology/Tools</b>



---

## HIDDEN-RESOURCE FINDER

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### HIDDEN-RESOURCE QUESTIONS

#### People

- Who could help us?
- Who has interests or goals that are aligned with ours?
- Whose view of this challenge is totally different from ours?
- Who else could we brainstorm with?

#### Budget

- Suppose the existence of the entire organization depended on this project. What would we do to get the budget?
- No budget? No approval? We just haven't talked to the right people yet. Who else could we talk with?
- What kind of business case do we need to make that would persuade people to give us the budget?
- What partnerships could we form to get the budget?

#### Knowledge

- What don't we know that we need to know?
- If we could ask anyone in the world about this, whom would we contact?
- What's the best, richest, most up-to-date source of information on this subject? How do we get to it?
- Imagine that these obstacles didn't exist—how would we proceed?



---

### **Technology/Tools**

- What tools and technology do we need?
- What tools and technology do we have access to?
- If we had our choice of technology, what would we use?
- Who has it? What's in it for them to provide us the use of it?



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## *Appendix D - 5-Minute Presentation Planner*

### **5-MINUTE PRESENTATION PLANNER**

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**Presentation Title**

---

**Location**

**Date and Time**

---

**What is the audience and what are their needs?**

**What is the overall goal of my presentation?**

**What are the three main supporting points I want to make?**

- 1.
- 2.
- 3.

**What do I want the audience to do as a result of my presentation?**



---

**How many people will be in the room?**

**What equipment and materials will I need?**

Handouts

Screen

Flip chart and markers

Speakers

Computer

Microphone

Projector

Other

**Notes**





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***Appendix E - 5-Minute Project Planner***

**5-MINUTE PROJECT PLANNER**

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<b>Project Title</b>	<b>Project Leader</b>
<b>Start Date</b>	<b>Target Finish Date</b>

**What's the purpose of this project?**

**What are the desired results of this project?**

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

**How does this project advance the organization's most important priorities?**

**Who are the key stakeholders? What are their needs?**

Stakeholders	Needs

**Which factor is most important—time, cost, or quality? Why?**

**What is the budget?**


**What resources do we need for this project (people, equipment, material, facilities)?**



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## Notes

## Appendix F - Work Compass

WORK COMPASS <sup>TM</sup> 	
<b>Week of:</b>	
<b>WILDLY IMPORTANT GOALS</b>	
<b>WIG 1</b>	
<b>WIG 2</b>	
<b>WIG 3</b>	
<b>THIS WEEK'S FOCUS</b>  What are the few key objectives I must  accomplish this week to advance my WIGs?	
<b>Objective</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Objective</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Objective</b>	<input type="checkbox"/>



<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>
<b>Task</b>	<input type="checkbox"/>

**NOTES**

**WORK COMPASS INSTRUCTIONS**

**Step 1:** Record your wildly important goals (WIGs). Where possible, write the WIGs in terms of measures—from what to what by when?

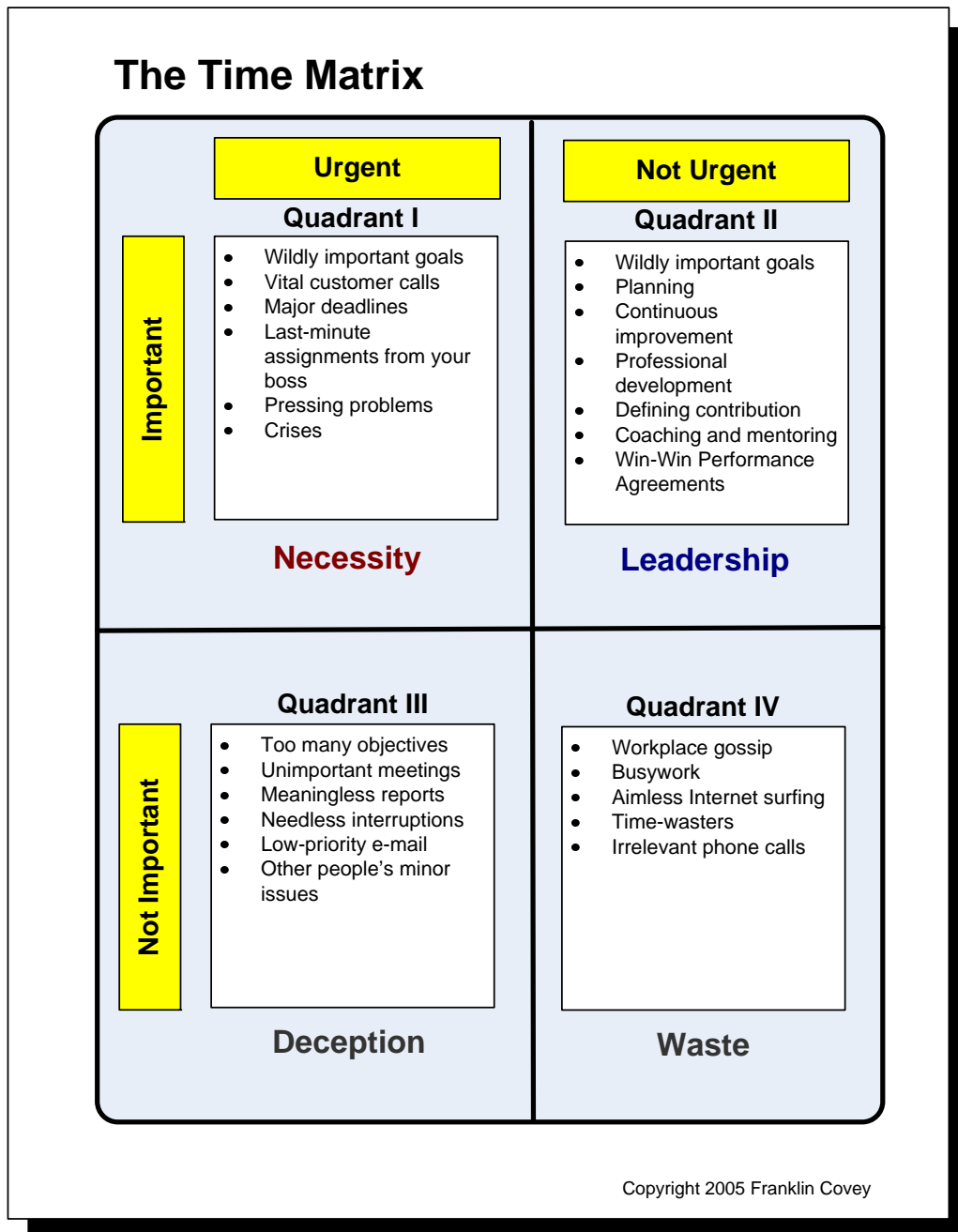
**Step 2:** Under “This Week’s Focus,” record the few key objectives you must accomplish to advance the WIGs. (Think in terms of results, not just activities.)

**Step 3:** List a few key tasks under each objective.

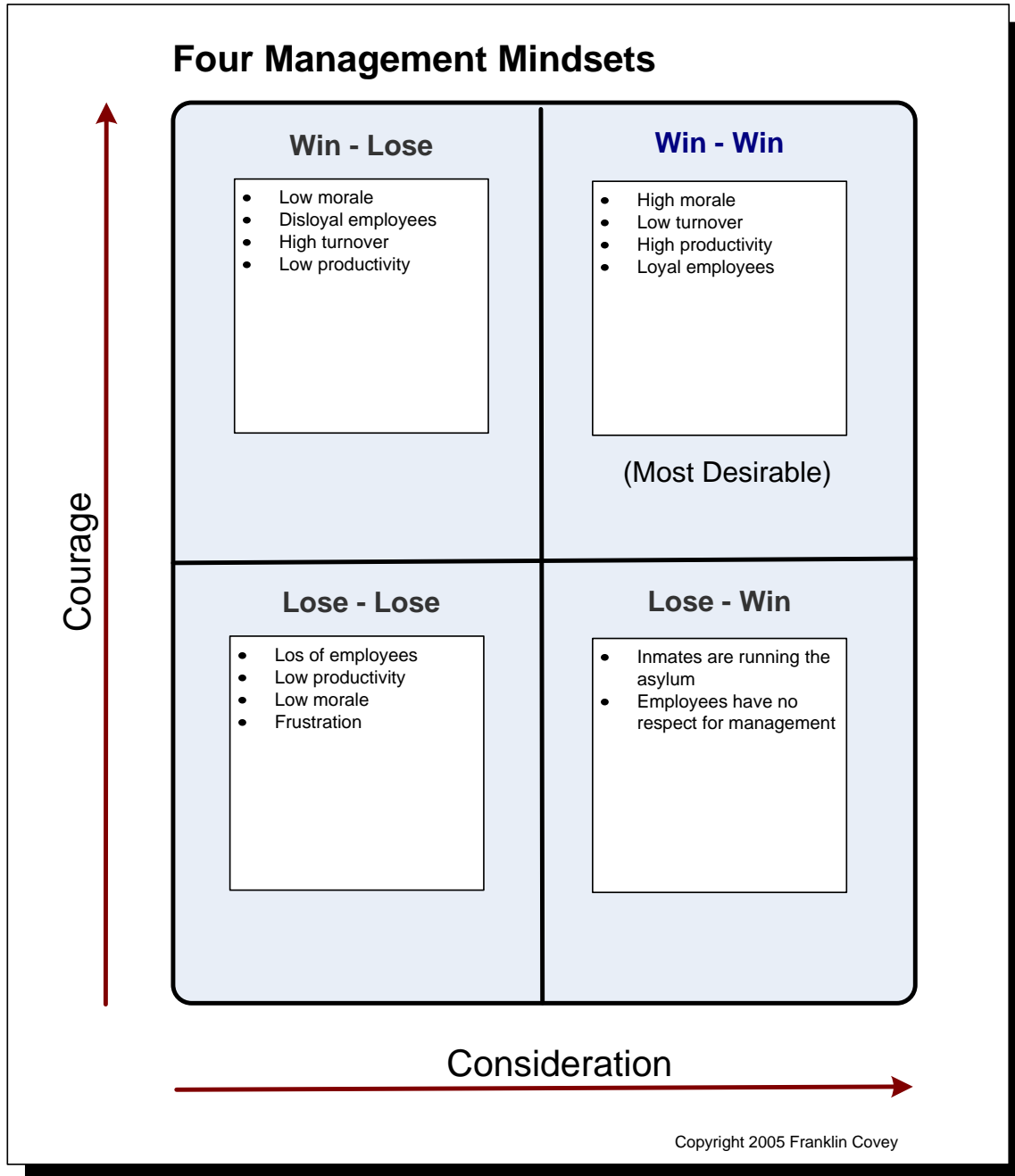
**Step 4:** At the end of the week, evaluate your performance.

## Appendix G - Time Matrix – Quadrant Categorizer Tool

Doing a self-analysis and understanding where you spend most of your time as a manager, and trying to organize most of your life into Quadrant II will make you a more effective manager.



**Appendix H – Four Management Mindsets, and Win-Win Performance Management**



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## Traditional Performance Management vs. Win – Win Performance Management

### Traditional Performance Management

- Boss decides what to work on
- Ambiguous or unclear individual work goals
- Little notion of consequences
- Awkward, infrequent performance reviews that are disconnected from the results.
- Unmotivating or unclear.
- Boss rates employee's performance on vague criteria.

### Win – Win Performance Management

- Boss and employee decide together what the desired results are
- Clear goals with clear measures
- "Wins" clearly defined for all parties, as well as the consequences for nonfulfillment
- Frequent reviews where all parties account for progress toward goals
- Highly motivating because driven by "wins" for all parties.
- Boss and employee both rate performance on clear criteria.

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***Appendix I – Win-Win Performance Agreement***

**WIN-WIN PERFORMANCE AGREEMENT**

<b>Agreement Between</b> _____ <b>and</b> _____
<b>For</b> _____
<b>Time Period:</b> _____

**Desired Results**

<b>Goal</b>	<b>Measure(s)</b>	<b>Deadline</b>	<b>Weight</b>

**Guidelines**

**What key criteria, standards, policies, or procedures should be followed?**



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## **Resources**

**What people, budget, and tools are available?**

## **Accountability**

**How will we give feedback? How often?**

## **Consequences**

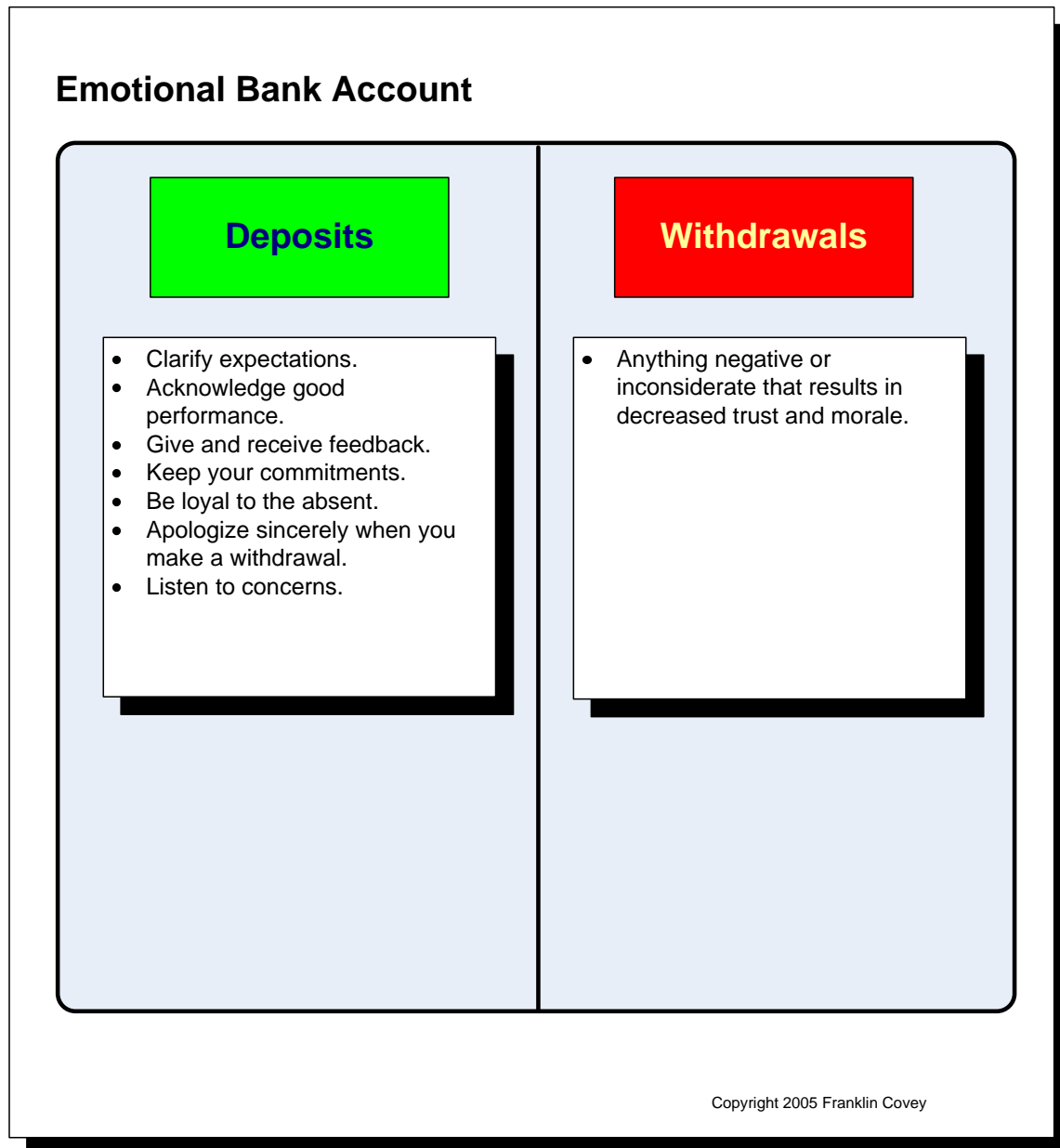
**What are the rewards if the agreement is fulfilled?**

**What are the consequences if the agreement is not fulfilled?**

## **Notes**

## Appendix J – Emotional Bank Account

The concept of the “emotional bank account” helps managers and Team members understand the importance of treating one another with consideration, so trust and morale will be high.





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## ***Appendix K – Feedback Facilitator***

### FEEDBACK FACILITATOR

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Answer these questions to prepare to give effective feedback—either positive or negative.

Who needs this feedback (e.g., boss, team, individual, etc.)?

When will I share the feedback?

What is the issue?

What are the facts?

What is the impact of this issue on results?

What are the anticipated responses I should prepare for?



Use this table to record action items and follow-up dates.

Action Item	By When

Notes

## Appendix L – Empathic Listening Checklist

Empathic Listening	
<div style="background-color: red; color: white; padding: 10px; font-weight: bold; font-size: 1.2em;">Don't</div>	<p><b>Judge</b>            Agree or disagree with what the other person is saying.  <i>"I couldn't agree more!"</i>  <i>"Are you out of your mind?"</i></p> <p><b>Probe</b>            Ask questions to obtain information.  <i>"Where did you get that idea?"</i>  <i>"So you want to quit, is that it?"</i></p> <p><b>Advise</b>            Recommend solutions or give counsel.  <i>"When I was in that situation..."</i>  <i>"You oughta..."</i></p>
<div style="background-color: green; color: blue; padding: 10px; font-weight: bold; font-size: 1.2em;">Do</div>	<p><b>Reflect Content</b>            Put the meaning of the person's words in your own words.  <i>"So you're saying..."</i></p> <p><b>Reflect Feeling</b>            Concentrate on and echo the way the person feels.  <i>"Where did you get that idea?"</i>  <i>"You're frustrated about..."</i></p>

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## Appendix M – Empathic Listening Guidelines

### Useful Responses When Listening Empathically

It sounds like you feel \_\_\_\_\_ about \_\_\_\_\_.

So you are saying \_\_\_\_\_.

I'm really trying to understand. Are you saying \_\_\_\_\_.


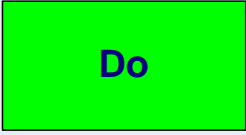
You feel \_\_\_\_\_ about \_\_\_\_\_.

Angry, frustrated,  
excited, sad, irritated,  
happy, nervous,  
hesitant, embarrassed,  
foolish, upset,  
discouraged, stifled,  
disrespected,  
emotional, confused,  
speechless, unsure,  
enthusiastic

Content, topic. Or  
meaning of what is  
being said.

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## Appendix N – Constructive Feedback Guideline Checklist

Constructive Feedback Guidelines	
	<p><b>Label</b>            Accusatory language is a major “withdrawal” from the Emotional Bank Account and it breeds mistrust.  <i>“You’re on of those nervous types, aren’t you?”</i></p> <p><b>Use Comparative Language</b>            Comparisons make people feel insecure.  <i>“You should do this job the way Howard does it.”</i></p>
	<p><b>Think Win-Win</b>            Make sure your motive is to help the other person as well as to fulfill your own responsibilities. If your motive is not genuine, reconsider giving feedback.</p> <p><b>Describe Your Concerns</b>            A key to effective feedback is to describe your feelings and concerns – not the person.  <i>“It seems to me that...”</i>  <i>“I’m concerned about...”</i></p> <p><b>Give Specific Examples</b>            Focus on facts rather than opinions.  <i>“You were late to work Monday, Tuesday, and Friday.”</i></p> <p><b>Listen Empathically</b>            Listen empathically to the response to your feedback.  <i>“I’m interested in hearing your view of this situation.”</i>  <i>“So you are saying...”</i>  <i>“It sounds like you feel...”</i></p>

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**Appendix O – Third Alternative Finder**

**THIRD-ALTERNATIVE FINDER**

**Issue**

Criteria of Success

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<b>PROTOTYPE 1</b>	<b>COUNTERTYPE 1</b>
<b>PROTOTYPE 2</b>	<b>COUNTERTYPE 2</b>
<b>PROTOTYPE 3</b>	<b>COUNTERTYPE 3</b>
<b>PROTOTYPE 4</b>	<b>COUNTERTYPE 4</b>



---

**PROTOTYPE 5**

**COUNTERTYPE 5**



**Based on the criteria of success and the prototypes and countertypes above, what is the Third Alternative?**

**Notes**



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## ***Appendix P - Team Member Survey - Four Dimensions of the Whole Person***

Name: \_\_\_\_\_

Date: \_\_\_\_\_

<b>Heart</b>	What have you always loved doing?
	What job-related opportunities are you passionate about?
<b>Mind</b>	What are you really good at?
	What opportunities do you see for growth and development?



<b>Body</b>	Do you feel you are fairly compensated?
	How can we improve your work environment?
<b>Spirit</b>	What would make your work more meaningful to you?
	What contributions would you love to make in your current role?



