

November 1<sup>st</sup>, 2017

## EXECUTIVE NOTES

**PETE BOYER, AMY WRIGHT, TODD BARNES**  
"Next Big Thing"



As most if not all of you are currently engaged in a particular field of technology, and, thus, used to the constant change that is inherent to the industry, we'll cut to the chase: the field of Information Technology is exploding, at the moment. Technologies that existed only in the minds of science fiction writers twenty years ago, and were thought to be so far off at the time as to, likely, only be witnessed and experienced by our generational successors, are, lo and behold, among us. Cryptocurrencies that exist only in the ether (and the technology behind them that allow disparate parties to transmit information transparently, independent of government or corporate intermediaries), "smart" refrigerators that can monitor when you are running low on certain items and notify you that it's time to make a grocery run, voice activated "assistants" that "learn" on their own and start to understand the habits and interests of their owners (bosses?), data analytics tools that are predictive and can inform those who are responsible for running our cities as to the most efficient and effective means of resource allocation to prevent issues before they arise and improve services overall, and the list goes on.

By any measure, keeping up with all of these changes can be a daunting task. For a consulting company, like ours, though, sitting back and watching the change occur is simply not an option ("lead, or get out of the way" is how the saying goes, I think). Moreover, as a company that is rapidly developing a reputation within the industry as a "thought leader" in many of these emerging areas, it is incumbent upon us to stay abreast – and ahead – of the changes. For this reason, we have been conducting a good deal of research into several exciting new fields within the larger IT arena and, based on our accumulated experience to date, investigating what a Macro practice area might entail.

Our own, Todd Hager, has been spearheading many of these efforts, both within the company and externally, throughout the greater GovCon and Federal IT communities. In recent months we have both sponsored and moderated forums on such wide-ranging and disparate topics such as Drone technology and IoT (thank you, again, David Preznuk!) and the promise of Blockchain technology in addressing

many inefficient and unsecure governmental functions, and are seeking ways in which to participate in the nascent discussions around governmental adoption of AI. We have, also, been writing a series of articles this year centered around Agile/DevOps adoption and are developing white papers on a number of additional topics, as well.

Beyond the external leadership we have been exemplifying of late, we are actively seeking both technical input and other forms of assistance involving the establishment of the practices described above. And, with the assistance of our Consultant Care Director, Benae Francis, will be forming consultant Communities of Interest, which are open to all, and, we hope, will provide a free-flowing space in which to discuss the limits and possibilities of each. The feedback and ideas that this type of open dialogue will generate should, ultimately, inform our decision-making around our offerings when we launch these practices in earnest.

In addition to your participation in the ongoing conversations, other ways you can participate and lend your expertise are by helping us to identify the emerging technologies of interest to your customers, raising your hand to get trained on these technologies, and by contributing to the thought leadership and our intellectual capital by drafting articles or white papers on these topics. By taking these steps, we will begin to reach the communities beyond our walls who may be seeking guidance and direction in these areas.

Clearly, we have a tremendous amount of activity going on at the moment, as we expand our capabilities beyond our core "bread and butter" service offerings (which, for the record won't be going away, so not to worry!). When you are, more or less, starting a new practice from scratch, it nearly always requires more work and a longer timeline to profitability than originally anticipated. That said, we are fully committed to this strategy of providing true "next-generation" consulting services to the public sector, and are invigorated by the vision of what lies ahead.

# STRATEGIC INITIATIVES

TODD HAGER

"Quality is a Strategic Differentiator"

## Why Quality Matters

As a small business in the federal marketplace emerging as a large business in the next few months, it is important for Macro Solutions to be clearly differentiated from competition in the "full and open" space. We will be competing much more regularly with the likes of Deloitte, IBM, and Accenture in the federal space. Among the many things we need to do in order to compete effectively, we need to incorporate quality into all our engagements, our internal operations and all our product deliverables. This will save us time and money, and help us compete on equal footing with bigger firms.

## The 1-10-100 Rule

In last month's Project Management Review meeting, Benaé introduced the concept of the "1-10-100 Rule" where. "an ounce of prevention is worth a pound of cure." This is a very simple yet effective place to start in understanding the cost of quality and the impact on the operation. If we prevent something from going out to a client by having solid processes and careful execution, our cost of doing so is equal to 1 unit. Should we need to correct something after it has come out of our area, caught by QC or attentive folks downstream in the process, it costs us about 10 times as much as prevention to make the correction and get the product or service back on track. If something goes all the way to the customer and they find the issue, then we incur about 100 times as much cost as prevention to correct the problem. This "failure cost" can also be much higher if the customer decides our quality is no longer good enough to support their needs and decides to work with someone else.

## Our Quality Processes

Macro Solutions has invested a lot of time and money focused on preventing quality errors by clearly articulating processes and providing support to ensure their successful execution. In doing so, the company has been certified in the following areas:

- ISO 9001 – Quality Management
- ISO 20000 – IT Services Management
- ISO 27001 – IT Security Management
- CMMI – Services and Development

## What You Can Do About It

Get reacquainted with the Employee Handbook, PMs should stay familiar with the PM Handbook, the leadership team should consult the Org Handbook for

## 1-10-100 Rule



management guidance, and the finance team has the Finance Team Handbook. These are all "living documents" subject to continuous improvement. Benaé as our Quality Manager is always looking to keep these documents current and relevant. Keep the 1-10-100 rule in mind when delivering for your internal and external customers. Work with your manager, Benaé and the leadership team to be sure that the processes for your area are clearly articulated and that you and your fellow teammates are adequately and appropriately trained.

## FINANCE

PATRICK REARDON

As of the beginning of October, Devon has returned from maternity leave. The direct deposit testing and communications with the bank has resumed. We understand everyone's desire for this Unanet feature and we will work as quickly as possible to get it up and running.

Also this month, we will continue our development of training guides, begin tax planning for 2017, and continue with monthly closes on or around the 15th. The finance team appreciates your patience as year-end approaches, and our workload increases.

We are now taking advantage of a feature of Unanet we have not used before: Timesheet Alerts. Each user will now notice alerts that appear in their timesheet when they edit it each day. Using this mechanism, we can provide clear communications to all Macro teammates, and notify you of timesheet deadlines to ensure that we can complete our month-end goals efficiently.

As always, if you have specific questions or concerns, please reach out to [unanet@macrosolutions.com](mailto:unanet@macrosolutions.com).

# BUSINESS DEVELOPMENT

PAUL CHANDLER

Since the last publication of the Macro Minute Macro Solutions has received two contract awards from the U.S. Department of Health & Human Services (HHS). These two contracts are terrific wins for Macro Solutions, as it has becomingly increasingly difficult to win re-competed work in the current environment. Many kudos go to everyone involved in these efforts, from PM John Fales and our staff on site at HHS to the many people who supported this effort at Macro headquarters, including Contracts, Human Resources, Business Development (BD), Finance, and the Executive team.

In addition, we are pleased to announce that Macro Solutions was a part of Unisys' winning team for the re-compete of the Information Technology Development Systems (ITDS) & Support project, a sizeable multi-award Blanket Purchase Agreement (BPA) in support of the Public Buildings Service (PBS), a major operating division of the General Services Administration (GSA). Unisys is one of the largest incumbents on PBS' incumbent contract vehicle, and we expect to begin working the capture process alongside Unisys and its other teammates in the coming weeks. We also have some good news to share regarding a subcontract opportunity at the U.S. Department of Agriculture (USDA), known as the Shared Services Line of Business Support (SS LoB) project. Macro Solutions supported two separate SS LoB bids, and each company received an Indefinite Delivery/Indefinite Quantity contract award from USDA. We look forward to working alongside both companies as each pursues distinct Financial Management and Human Capital Management-related task orders in the near future.

While we are excited to relay the good news above, we must also report that Macro Solutions was an unsuccessful bidder for projects at the Health Resources & Services Administration (HRSA) and the Department of Homeland Security's Science & Technology Directorate (S&T). While we have not received an official debrief from HRSA, meaning that we do not have a lot of insights into the strengths and weaknesses of our proposal, we believe that Macro fell just short mainly due to the strength of the incumbent contractor. As for the aforementioned S&T project, the Homeland Security Department provided Macro with a very detailed and thoughtful debrief via email, and this document provides us with an interesting perspective on the Government's review of our proposal, one that will surely inform future proposals.

Over the past several weeks Macro Solutions has recently submitted two new proposals and one "Request for Information" (RFI) response, adding to the list of proposals that are awaiting award. Most recently, Macro responded to a RFI from GSA, which is seeking contractors that can support a projected multiple-award BPA for Agile Application Development. Capture work is ongoing around this effort, and Macro has excellent relationships with the customer for this project. In addition, we have also submitted two subcontract bids, one a major software development project at the Overseas Private Investment Corporation, a quasi-governmental agency; and the other a large Oracle Enterprise Business System-based Human Capital Management project with the United States Air Force (USAF).

While we continue to wait on these and other awards to be issued, the BD team remains focused on executing a number of active proposals: notably, a prime contract bid for the USAF's Small Business Enterprise Application Solutions (SBEAS) contract vehicle and two subcontract bids, one an enterprise-wide procurement to modernize the Navy's acquisition system and the other a large data management and application support project that underpins the Army's human resources Information Technology capabilities and mission. Capture and proposal efforts also remain underway for work associated with the Federal Deposit Insurance Corporation's Agile Team Vehicle; a sizeable contract that will support enterprise applications at the Securities and Exchange Commission; and a near-term subcontract bid at the United States Department of the Treasury.

Finally, during our admittedly limited downtime the BD team has been evaluating our new business pipeline so as to gain a better picture of our resource needs through the end of this calendar year and beyond. This planning effort is critical as it will help us align resources to support future bids and prioritize capture activities. This effort will also help us improve our own internal operations and implement new, more efficient ways to deal with Task Order Request for Proposals (TORFPs) in the future, a skill that will be critical as TORFPs are released on several of the major contracts – Alliant 2 Small Business (A2SB) and U.S. Army Information Technology Enterprise Solutions 3 Services (ITES-3S) – that Macro Solutions hopes to win later this year and in early 2018.

# CONSULTANT CARE

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"Do Pulse Surveys Really Matter?"

How many times have you received your Macro Solutions pulse survey notice and felt that your opinion doesn't matter, or that you would come back to it later? Chances are that if you didn't complete the question when it arrived, you probably are going to forget about it completely.

What are employee pulse surveys?

An employee pulse survey is a fast and frequent survey system, that does away with complex questions and is intentionally designed to be done every few weeks. They give a quick insight into the health of a company, hence the name 'pulse'.

Thanks to technology, an employee pulse survey can be done securely over the Internet, rather than using paper or custom in-house survey software and we have the results within days after the survey period closes. Receiving feedback so often and so quickly means that we are getting an insight into morale and employee satisfaction regularly rather than reviewing a survey which has collected data for weeks and received months after it was closed to comments.

The main benefits to Macro and our employees are:

- Near real-time measurement of employee engagement and satisfaction
- Improved employee engagement
- Pulse surveys increase positive company culture
- Encourages employees to focus on topical subjects
- Employee pulse surveys provide powerful motivational insights
- They allow for analysis of improvements over time
- Frequent reminder that management values employee feedback
- Pulse surveys can be a powerful employee relations tool
- Encourages open communication
- Helps direct future employee engagement activities
- Encourages employee happiness
- Improves employee health
- Provides detailed information

The next time you receive your Pulse Survey email, please take a few minutes to participate and be heard. If you have questions regarding the Pulse Surveys please email [hr@macrosolutions.com](mailto:hr@macrosolutions.com).

# QUALITY BENAE FRANCIS

Protection of information is of the utmost importance to Macro Solutions. Protecting our company's confidential, proprietary and trade secret information is the responsibility of every employee, and we all share a common interest in making sure Information is not improperly or accidentally disclosed. Please be aware of your surroundings when discussing company business and remember not to discuss the Company's confidential business with anyone who does not work for us. As a result, you may be or have been required to sign a non-compete and/or a nondisclosure agreement as a condition of your employment, in accordance with state and federal law.

It is required that all Macro Solutions issued devices, as well as personal devices accessing company resources including but not limited to: tablets, personal computers, laptops and cellphones, must have an active lock screen, must have current security software installed, must have Windows, Adobe, Antivirus, Malware, and any company issued software up to date and the device itself must be kept in a secure location when not in use. All passwords should include at least 8 characters, including numbers, both upper and lower-case letters, as well as unique characters. We recommend that passwords be changed every 6 months. All telephone calls regarding a current or former employee's position/compensation with our Company must be discussed with, or forwarded to the designated Macro Solutions management team leader.

Physical Security refers to your work area, your computer, and hard copy documentation under your control. You are cautioned to be aware of your surroundings and those within your work area. Never allow anyone to enter an area that does not have the proper access and lock your computer and/or office, whenever you leave your desk.

Keep sensitive information out of sight when visitors are present and locked up when you leave for the day. Quickly retrieve print outs from the printer and faxes, so that you can control access. Although all printed documents are obsolete and considered reference material only, please ensure that all hardcopy is securely disposed.

Should you have any questions or concerns regarding this matter, please feel free to reach out to Benae Francis, Director of Quality and Staff Development at [bfrancis@macrosolutions.com](mailto:bfrancis@macrosolutions.com).

## COMPANY SPOTLIGHT

**PAUL CHANDLER**

**VICE PRESIDENT, BUSINESS DEVELOPMENT**

Paul Chandler provides senior-level support to and leadership for Macro Solutions' business development and capture activities as Vice President for Business Development. He focuses on developing customer and partner relationships that reflect Macro's high-touch, high-trust approach.

Paul is a graduate of the College of William & Mary in Williamsburg, Virginia, and he enjoyed a diverse career in government and industry prior to joining Macro Solutions. Paul started his career on Capitol Hill, serving in a variety of capacities in both the House of Representatives and U.S. Senate. He then spent more than a decade as a public and government affairs consultant, working closely with senior executives in the homeland security market space. Immediately prior to joining Macro Solutions, Paul supported business development and business operations at a Northern Virginia-based IT services company.



Paul is active in the Government contracting community, and he has taken on several notable leadership roles within the American Council for Technology and Industry Advisory Council (ACT-IAC), a not-for-profit public-private partnership that works to improve government through the application of IT, since joining Macro Solutions. Paul was selected for the ACT-IAC "Partners" class of 2017, an exclusive group of 32 senior executives (16 each from both government and industry); and he was also tapped to serve as the ACT-IAC Small Business (SB) Alliance chairman starting in July of this year. ACT-IAC has been a terrific platform for Macro Solutions, as ACT-IAC's events and forums provide a great venue for engaging public officials and demonstrating Macro Solutions' thought leadership in the government contracting arena.

Paul is married to April Chandler and has two daughters, Grace (age 10) and Ann (age 8), not to mention a nearly 14 year old black lab named Ella. Paul and his family enjoy touring historic sites and national parks up and down the Eastern seaboard. When he's not working or spending time with his family, you can usually find him either listening to some of his favorite podcasts or exploring new music. Paul played the cello for many years and once played Carnegie Hall as part of the Norwalk Youth Symphony of Norwalk, Connecticut.