

Mini-Bio and Resume

Francis X. “Frank” McDonough

Mini-Bio:

Born on a mountaintop in Tennessee, Frank.....

Actually, born in Boston, Frank earned his Bachelor’s degree at Providence College and Master’s equivalency in Administration and Management at Harvard University. He joined federal service in 1972 as a newly minted Consumer Protection Specialist (Investigator) at the Federal Trade Commission (FTC) in Washington, D.C. There he was privileged to work with and learn from some of the finest antitrust and consumer protection attorneys the nation has ever employed. Investigating alleged violations of antitrust and consumer protection laws, Frank learned how to acquire reliable information, separate fact from fiction and prepare matters for Commission consideration and ultimately trial. Skills were being developed. While with the Commission, spurred by an emerging employee consensus that the agency was losing its commitment to its reason for existence, Frank and colleagues formed a labor union. They affiliated with AFGE as a vehicle for gaining a voice in how this independent agency was being managed. The union local included attorneys, economists, secretarial staff and investigators. Frank was elected President and began to work through new labor agencies (MSPB, FLRA, FSIP, etc.) created by the Civil Service Reform Act of 1979, as well as Congressional oversight committees, to ensure that employees were being heard and respected. They were heard. They became respected.

Working his day job and managing increasing union responsibilities with no “official time,” Frank moved up the career ladder, topping out in 1987 as a Senior Investigator, GS 13. Along the way, he grew to enjoy the constructive interactions with management and went back to school, after transferring to Boston, to learn more about what “management” was being taught. He learned that laser-like commitment to mission, achievement through, not despite, highly-skilled, motivated and cherished, hard-working employees and a penchant for reexamining assumptions and modes of conducting business were the central ingredients of success.

After graduating, Frank sought to pursue the labor-management relations improvement track as a means of enhancing the effectiveness of public service by all who chose to serve. Hired in 1988 as its first Labor Relations Manager by a federal judicial creation, the Massachusetts Water Resources Authority, Frank worked to meld two cultures to form one team. World- renowned scientists and engineers were charged with working with and directing a highly unionized veteran blue collar workforce cast-off from a

notoriously somnolent organization. Frank brought them together and forged working norms and understandings that endure today.

After a progressive labor contract he negotiated was rejected by the organization's Board of Directors "because the political sands had shifted," Frank re-worked the agreement to conform to newly articulated stricter parameters, apologized to his labor counterparts, received their thanks, and was immediately hired by the Massachusetts Bay Transportation Authority as its Director of Employee and Labor Relations, an independent public sector organization with deep private sector roots and 27 bargaining units. There he developed strong relationships with union officials, led a broad-based multi-disciplinary management team through a year-long binding arbitration over new contract terms, producing a decision that cost the organization \$100 million less than the predecessor contract over three years, and instituted a slew of sensible work rules while enhancing cost-effective health benefits and requiring significant consequences for drug- and alcohol-related misconduct. His efforts on behalf of the Commonwealth's government to inject competition into decisions regarding how best to provide services for citizens led on one hand to limited competition retaining more jobs for public sector workers, and, on the other, to the picketing of his home by 400 employees who chose to avoid the State Police cordon of the Governor's home. An internal union split had led to factions, one of which was willing to collaborate on charting a new course, the second of which just needed to vent.

Because of his effective, button-resetting performance with the historically intransigent Transportation Authority, Frank was asked to become the Director of Human Resources at the soon to be "eye of the storm," the Massachusetts Turnpike Authority, a hybrid public entity that was becoming responsible for the "Big Dig," the most ambitious and expensive public infrastructure project in the country from 1996 through 2004, the year in which Frank returned to federal service. While with the Turnpike, Frank reworked all union contracts, committed to apolitical administration and kept his word. Upon leaving, he was honored by all unions, including the Teamsters and Steelworkers, as "the most compassionate and fair straight-shooter" they had encountered. Management thought he did good job too.

After being appointed by President Bush to head the U.S. Agency for International Development (USAID), the former Chairman of the Board and CEO of the Turnpike Authority invited Frank back to Washington, D.C. to help with Human Resources challenges within both the Civil Service and Foreign Service at USAID. Frank leapt at the opportunity. He worked to develop union relationships, articulated the agency's vision for partnership, collaborated with the State Department on joint initiatives and injected straightforward plain speaking into labor-management relations, all the while leading improved employee benefits administration.

Having fixed the few imperfections at USAID (more accurately having helped the agency advance significantly toward achievement of its daunting human capital objectives at a time when Foreign Service employees were being heavily recruited for service in Iraq and Afghanistan), Frank was seeking a broader challenge with a larger

agency. He found that with Homeland Security's Immigration and Customs Enforcement agency (ICE). Hired as its Director of Employee and Labor Relations, Frank worked to institute a series of policy and procedural changes, oversaw and tightened-up a wide-ranging and highly sensitive investigative and disciplinary system, worked to improve and expand performance management, successfully developed constructive working relationships with some unions while becoming a target of convenience by others, and contributed to multiple management advances, including the creation of improved meaningful and timely communications between OGC and HR, and the elevation of Civil Rights as an agency imperative, as well as the regular inclusion of HR/ELR considerations at the most senior decision-making levels. After two and one-half years, and in the face of what was shaping up to be an intractable conflict in vision and goals between the leading union at ICE and management, Frank sought a broader scope of responsibility in a USAID-type of agency, an outfit where side-arms were the exception rather than the norm.

Boy, did he find that at the USDA Food and Nutrition Service. In mid-2010, he joined FNS as its Director of Human Resources. Whereas USAID had been focused on feeding and developing the world, especially the many countries which needed the most support, FNS aimed more narrowly but no less effectively at providing food and nutrition assistance to those living in the US. With that mission squarely in mind, Frank turned to the nuts and bolts. Once he appreciated the vision of Secretary Vilsack, the leadership of Undersecretary Concannon and the wisdom and dedication of Administrators Paradis in the beginning and Audrey Rowe subsequently, he was all in. FNS and its sister agency, the Center for Nutrition Policy and Promotion (CNPP), are dedicated to the propositions that no family should be forced to starve and that no one living in the US should be deprived of information needed to make sensible eating choices.

As Director of HR, Frank, with his colleagues in prototypical support functions, like financial management, contracts, facilities management, Civil Rights, information technology and, at USDA, Cultural Transformation, earns his keep by supporting those who produce the policies, procedures, and guidance to guarantee that those eligible for direct food assistance get it and that those who could use tips on how to become more healthy get them. FNS and CNPP exist to support and serve, to keep us moving ahead as a nation and to guarantee that folks and kids who need food or information to survive and thrive have a fighting chance. There's no better motivation to arrive early and leave late. From an HR vantage point, as Director, I have much responsibility but less than an adequate capacity to fulfill it. I rely on, work with, and support my many colleagues who are charged with ensuring we fulfill our responsibility for the acquisition of great, diverse talent, their ongoing development, their retention, and for appreciating, recognizing and embracing their contributions to mission success. I also recognize, encourage and support the contributions to prudent decision-making that our union partners have made and will continue to make.

I've come full circle.

Along that road, my wife Kathy and I have stood back and watched our two daughters flourish. We are the proud grandparents of two dogs, Fenway (Go Sox) and Uli (Go Tottenham).

WORK EXPERIENCE:

United States Department of Agriculture – Food and Nutrition Service

8/2010- Present

Alexandria, VA

Director of Human Resources, Chief Human Capital Officer

Leads agency's Human Resources Division within Office of Management. Oversees and directs all human resources functions, including policy development and promulgation, outreach and hiring, employee and labor relations, employee training and development, and operations (through agreement with Bureau of the Public Debt's Administrative Resource Center). Ensures compliance with laws, regulations and external guidance, fulfills labor-related obligations, seeks operational efficiencies, prioritizes and leads policy development, crafts strategy for meeting all Human Resources responsibilities, supports line programs through provision of authoritative advice and guidance, contributes to mission accomplishment as leader of staff function and through participation in agency-wide initiatives. Counsels senior management. Champions merit and EEO principles. Fosters accountability and continuous improvement. Aligns Human Resources' focus with agency direction. Supervises three Branch Chiefs and Senior Advisor. Provides direction and support to twenty-one employees and twenty contract staff. Contributes to agency's decision-making process in relevant areas. Understands and addresses customer and organizational needs effectively.

Department of Homeland Security--Immigration and Customs Enforcement

1/2008 – 8/2010

Director of Employee and Labor Relations

Senior Human Capital leader. Oversaw and directed all labor-related and employee relations functions for ICE, a heavily unionized law enforcement agency. Senior advisor on full range of Human Capital issues and challenges. Chief Negotiator in national contract negotiations, as well as impact and implementation matters. Evaluated and directed course of proceeding in all labor matters, including the fulfillment of all obligations to unions and the defense of the agency's position in complex grievances, arbitrations, mediations and all non-adverse action third party proceedings, including unfair labor practice allegations. Supervised staff of twenty in Washington, DC and California. Led development of management positions and strategy. Interacted with all

stakeholders regularly and effectively, including professional and non-professional bargaining units. Led consolidation and evolution of agency personnel policies and practices. Liaised with sister agencies. Ensured managers and supervisors were supported and that agency fulfilled all labor and employee obligations

United States Agency for International Development

11/2004 – 1/2008

Director of Labor and Employee Relations and Benefits

As Chief of the agency's Human Resources' Labor and Employee Relations and Benefits Division, led, oversaw and directed labor, benefits and performance management staff in conduct of all agency employee and labor-relations activities, as well as benefits administration (including retirement) to ensure agency fulfilled all statutory, regulatory and policy obligations in accord with Human Capital Strategic Plan and the President's Management Agenda. Established and maintained solid, unusually constructive relationships with civil service and foreign service labor unions, resolving issues and addressing concerns as efficiently as possible, articulating and defending agency position in all formalized disputes within grievance and arbitration process, as well as before Foreign Service Grievance Board, evaluating and recommending disposition of all proposed disciplinary actions, providing advice, guidance and direction to agency Administrator, senior management, managers, supervisors and team leaders in handling the full array of interactions with employees, proposing and championing unique solutions to unique challenges (e.g., devising a management-friendly customized approach to deployment of employees to new, government-wide interagency office established to consolidate all of our nation's foreign assistance policy planning, budgeting and allocation of resources), negotiating changes in terms and conditions of employment, promoting alignment of agency resources with priorities, providing responsive and informative customer service (through enhancement of web-based tools and information, as an example), and aggressively pursuing incorporation of diversity-enhancing and transparency-increasing modifications to policies and procedures governing performance evaluations, recruitment and promotion consideration. Fulfilled supervisory responsibilities in accord with clearly articulated standards and in light of employees' particular strengths and personal circumstances.

During March 2006, and for much of the ensuing two years, shouldered the responsibilities of the agency's Deputy Director of Human Resources, the highest ranking civil service human resources position at USAID. (The HR Director/CHCO is a Senior Foreign Service Officer.) In this capacity, I worked with and coordinated the prioritization of work of all Division Chiefs and their staffs (responsible for hiring, staffing, policy development and promulgation, workforce management, HR information management, training, assignments, budget execution, and counseling) to ensure that Human Resources continued to be thoughtfully responsive to agency needs and priorities. In the absence of the Director, I served as the Acting Director of Human Resources. In this capacity, and as periodic Acting Deputy Director, I represented the Human

Resources Office within the agency and with third party stakeholders, including OPM and OMB.

My transcendent accomplishment in this position was and remains the substantial agency-wide increase in mutual understanding of personnel issues and the development of a consensus approach to addressing them.

United States Agency for International Development

4/2004 - 11/2004

Senior Human Resources Advisor

As Senior Human Resources Advisor to the agency's Director of Human Resources, provided guidance to and assisted Office of Human Resources in evaluating, modifying and developing full scope of HR policy, program and procedures. Acquired, evaluated, synthesized, and acted on information to advance Agency progress toward mission fulfillment. Represented agency on government-wide OMB/OPM Task Force devising common information systems solutions to major HR business needs. As Acting Chief of two divisions (Policy, Planning and Information Management and Labor and Employee Relations and Benefits), managed and supervised staff, interacted with senior management to ensure alignment of work with current priorities and facilitated HR responses to pressing concerns, while addressing pending policy, program, information management, labor and employee relations and benefits issues. Represented the agency in fulfilling its labor-related responsibilities, including negotiation of changes in employment terms and conditions (e.g., wholesale revisions to civil service performance evaluation system, guidance and forms), labor contract administration, encompassing the investigation, assessment and resolution of grievances, and development, advocacy and implementation of management positions on policy, program and personnel initiatives, and employee relations policy compliance. Developed improved information flows between HR and Office of the General Counsel. Designated troubleshooter for most difficult and sensitive employee and labor relations cases.

Working with Human Resources' Director and Division Chiefs, honed Human Resources' comprehensive vision for agency development and operation. Designed, negotiated and implemented changes in terms and conditions of employment for Foreign Service Officers at direction of Administrator. Evaluated and then improved the coordination of disparate functions within HR. Acquired and provided Administrator with requested information and recommendations on wide variety of Human Resources concerns, resulting in improved working relationship between Administrator and Human Resources, as well as additional latitude in addressing employee and labor-related concerns. (Contact Supervisor: Yes, Supervisor's Name: David Eckerson, see below)

Massachusetts Turnpike Authority

8/1996 - 4/2004

Director of Human Resources

Executive manager personally responsible for overseeing fulfillment of the organization's broad-scoped HR and labor-related responsibilities, including policy and program development and implementation, labor contract negotiation (as Chief Spokesperson), arbitration and contract administration with four unions. Negotiated labor contracts with modest economic improvements in return for substantial new managerial flexibility. Oversaw and ensured the integration and coordination of all employee-related policies, practices, projects and tasks, including those arising from the Authority's assumption of responsibility for the largest urban infrastructure project in the country. Presented and directed arbitrations and presentations of management positions to third party administrative agencies and mediators. Collaborated closely with Civil Rights Office. Co-authored EEO plan. Directed all personnel, recruitment, compensation, benefits, workers' compensation, retirement, training, occupational safety and facilities management activities. Led agency-wide restructuring. Seven department heads were direct reports. While leading two transitions on HR issues and policies, from one Authority administration to another, prioritized and worked to ensure solid relationships with managers at all levels and employee representatives. Within the HR Division, melded 40 veteran and junior employees into cohesive, high quality, mission-focused work teams. Served as management's appointee to retirement system's Board of Directors.

Massachusetts Bay Transportation Authority

2/1992 - 9/1996

Chief of Labor Policy and Director of Labor Relations

Reporting to the Authority's General Manager (CEO), advised CEO and Board of Directors on labor policy, oversaw and performed all labor-related functions with 27 bargaining units representing 7,000 employees. Chief Spokesperson in contract negotiations, directed contract arbitrations with largest blue collar union and police associations, resulting in unusually favorable decisions (best in organization's history) costing \$100 million less over three years than previous contract arbitration awards. Arbitration successes created environment conducive to advantageous negotiated contracts in following contract generation (1994-1997). Prevailed in 80% of over 100 grievance arbitrations. Personally directed all top level grievance investigations and hearings. Established mediation intervention as a negotiated pre-cursor to arbitration of all non-discharge disciplinary actions and contract disputes. Revamped selected policies (e.g., Accident Policy changes produced 26% reduction in bus and subway accidents). Revised and administered Drug and Alcohol Policy, withstanding constitutional challenge in federal court system. Established priorities for and directed activities of 35 legal, economic, workers' compensation, medical operations, and employee counseling staff. Served as Trustee for negotiated pension funds. Accepted Commonwealth of Massachusetts' Pride in Performance Award on behalf of entire staff. Deemed "best manager, bar none" by CEO.

Massachusetts Water Resources Authority

11/1987 - 2/1992

Labor Relations Manager

Oversaw and performed all labor-related functions with five bargaining units representing 1,300 blue and white collar employees. Advised CEO and Board of Directors on labor and HR issues. Chief Spokesperson in contract negotiations. Integrated and harmonized terms and conditions of employment for disparate groups of professional and non-professional employees, through negotiations linked pay to performance for blue collar employees, acted as top level grievance hearings officer, designed and delivered effective supervisory training. Established Apprenticeship program for employees whose skills required updating to qualify for more technologically sophisticated jobs. Established Working Group of labor officials from large area employers to facilitate exchanges of information on systematic basis so that each employer became better positioned to make fully informed decisions regarding labor strategy and contract negotiations. Received "Outstanding" performance ratings and "Excellence in Performance Award" from employer for "outstanding commitment to labor relations, safety and workers' compensation ... tough yet fair negotiating skills and exemplary conduct and integrity." Received recognition as most constructive and fair institution builder from labor unions.

American Federation of Government Employees

7/1978 - 11/1987

President, Local 3656

While employed by the Federal Trade Commission, I and colleagues organized a labor bargaining unit as a means of voicing concerns over the adequacy and effectiveness of agency management. I prepared and successfully argued negotiability, impasse and unfair labor practice cases before the several new federal agencies established by the Civil Service Reform Act, resulting in precedent-setting decisions for unions and individual employees. Served as Chief Spokesperson in contract negotiations and mediation, creating first contract in federal service with due process protections for excepted service attorneys throughout the federal government and right to reasonable performance criteria. Elected Fair Practices (anti-discrimination) Coordinator for 35 New England area locals representing all types of positions. Received numerous awards, including "Outstanding Local President." Praised by agency management for ongoing contributions to mission success.

Federal Trade Commission

7/1972 - 11/1987

Investigator and Senior Investigator

Identified, investigated, developed, and presented administrative cases in support of alleged violations of federal antitrust and consumer protection statutes. Honed analytical skills. Managed industry-wide investigations to successful conclusions, including precedent-establishing Commission decisions. Utilized compulsory process; conducted depositions. Trained investigative and legal staff in case analysis and investigational techniques and procedures. Established record for speed of promotions to top of career ladder. Recipient of multiple recognitions and awards, including "Meritorious Service" award.

EDUCATION:

Harvard University Extension

Cambridge, MA US

Certification - 6/1985

32 Semester Hours

Major: Administration and Management

Honors: *cum laude*

This post-graduate certification program is designed by Harvard University Extension for working professionals. It is delivered through Harvard University Business School faculty and adjunct professors. The Certification of Special Studies in Administration and Management is described as the equivalent to a Master's Degree by Harvard. To acquire the 32 requisite credits, I successfully completed courses at night and on weekends from 1980 through 1985, several of which were funded by the federal government while I was working for the Federal Trade Commission.

Providence College

Providence, Rhode Island US

Bachelor's Degree - 5/1972

Major: Humanities

Minor: Political Science

GPA: 3.85 out of 4.0

Honors: *magna cum laude*

Job-related Training: While with the federal government and in non-federal positions, I have participated in scores of trainings in personnel management, human resources, labor relations, contract negotiations, including health care issues, accounting, workers' compensation, retirement issues, financial management, alternative dispute resolution, discipline, program management, project management, supervision, strategic planning and equal employment opportunity principles, among others.

ADDITIONAL INFORMATION: Multiple Meritorious Service Awards, Commendations, Cash Awards, QSIs, as well as Special Recognition from US Department of State and USAID for assisting in establishment of State's Office of the

Director of US Foreign Assistance (2007) and DHS Undersecretary's Recognition for Teamwork in facilitating an inter-agency reorganization (2010).