

2013 Roger W. Jones Award for Executive Leadership
Nomination of Scott Poyer
Organizational Achievement

Scott Poyer has exhibited superior leadership that has resulted in outstanding organizational achievement by providing direction for human resources management and development programs, organizational planning and management, and competitive sourcing. Some of his accomplishments are as follows:

- Overseeing the agency's contracting activities and directing the procurement and management of real and personal property, transportation and supplies, general administrative, support and information technology services, and equipment
- Advising the Administrator on all budget, financial management, and performance integration issues
- Working closely with the executive team to understand how changing risks affect our agency mission, stakeholder expectations, and the implications for Pipeline and Hazardous Materials Safety Administration (PHMSA); and with the executives individually and collectively to guide our financial planning and execution to rise to the many challenges of the agency's mission

Serving as the agency's chief advocate on financial matters with the Government Accountability Office, the Office of Management and Budget and the Authorizing and Appropriating Committees of Congress

While serving in this capacity, Mr. Poyer has several notable accomplishments that relate to his Human Resources, Financial and Administrative divisions' initiatives. Key accomplishments across his organization included:

- Cutting the Agency's vacancy rate more than half in one year and moving PHMSA from a position of having the slowest hiring times in DOT to the fourth fastest in DOT.
- Exceeding all goals in awarding acquisitions to small and disadvantaged businesses, contributing to DOT receiving a rating of "A" in FY 2011 on the U.S. Small Business Administration (SBA) scorecard.
- Standardizing the policy development process and streamlined the time to complete the review and approval process from 2 years to 120 days.
- Implementing Commitment Accounting resulting in an overall PHMSA cost savings of more than \$300,000.
- Implementing a Reorganization of the entire agency involving the realignment of over 300 personnel.
- Led the development and delivery of the FY 2013 Budget Request to Congress which has been nominated for the DOT's highest budget award, and which represents a historic increase in resources requested to improve pipeline and hazardous materials safety.
- Stood up a new Internal Controls Oversight Board, which is improving agency processes and procedures.
- Improved collaboration and communication both inside and outside the Office of Administration, resulting in improved operations such as the idea to use the PIV card for digitally signing Credit Card Requests, Training Forms, and other Administrative forms, which has reduced paper processing and improved efficiency.

- Led the Agency's implementation of the Administration's Campaign to Cut Waste. Reduced PHMSA's non-operational travel, IT, and contractual services by 20% since FY 2010. Identified several new cost savings initiatives that served as a model for other DOT modes, including implementation of electronic delivery of Federal Register documents. In the OST CFO Office passback to PHMSA on its FY 2014 Budget Request the CFO's Office said, "Passback **applauds PHMSA's efforts** in the **Campaign to Cut Waste** and in **reducing its overhead costs** where possible."
- Made substantial progress on OST's mandate to reduce undelivered orders in support of the annual financial audit. In 2012, PHMSA cleared \$3 million in undelivered orders.
- Implemented procedures to greatly reduce interest payments incurred when invoices are not paid promptly. For the second year, PHMSA earned a green rating on the "Paying invoices in a timely manner" in its Departmental Financial Metrics.
- Led a concerted effort to improve the Agency's use of alternative fuels and decrease petroleum usage, including developing and implementing an ambitious plan that is rapidly replacing regular vehicles with alternative fuel vehicles, and significant changes in record keeping. As a result the agency has moved from failing to meet its goals to a position of exceeding those goals in just one year.
- Developed results-based management strategies that provided substantial progress on undelivered orders, funds, which are tied up unless the obligation is reconciled and the available funds freed up. In 2011, cleared \$12 million in undelivered orders—a significant increase from last year—to make funding available for other purposes.
- Implemented Commitment Accounting in the DELPHI automated accounting and budget system, which allowed the cancellation of an expensive third party system for tracking spoken-for funds and provided better information for program managers. Implementing this plan resulted in an overall PHMSA cost savings of more than \$300,000.
- Implemented a new technology solution to enable the Pipeline industry to electronically submit the regulatory required annual reports. The new solution significantly improved data quality through implementation of a guided approach that ensures the correct data is submitted through the application of robust data validations.
- Finance provided a series of informative guides and summaries for PHMSA's travelers, including a Wallet Card, which summarizes Travel Card guidance for quick reference.

The impressive nature of these accomplishments is only underscored by the pattern of excellence that Mr. Poyer represents. Prior to joining PHMSA, Scott made significant contributions to Department of Transportation as the Director of the Federal Motor Carrier Safety Administration's (FMCSA) Eastern Service Center in Glen Burnie, MD, which oversaw FMCSA field operations in 13 States, the District of Columbia, Puerto Rico and the U.S. Virgin Islands. In this capacity he was responsible for administration and oversight of functions including Enforcement, Hazardous Materials, State Programs, and Administration. He directed the region's financial and operational oversight of over \$30 million in annual grants to States and was involved in many innovative projects, including: development of a staffing model which tied staffing levels to performance objectives for over 800 field positions; development of the first nation-wide in-service training for over 800 field staff; development of a personnel hiring library covering all field positions; and development of the Agency's first Grants Management Manual which established uniform processes and procedures for all of the Agency's grant programs totaling over \$300 million per year.