

# 5<sup>th</sup> ANNUAL FEDERAL ENTERPRISE RISK MANAGEMENT SUMMIT

Tackling Risk, Cost & Value in Challenging Times

September 17-18, 2012

## Keynote Speaker Bios



**General Gene L. Dodaro, U.S. Comptroller.** General Dodaro became the eighth Comptroller General of the United States and head of the U.S. Government Accountability Office (GAO) on December 22, 2010, when he was confirmed by the United States Senate. He was nominated by President Obama in September of 2010 and had been serving as Acting Comptroller General since March of 2008. Mr. Dodaro has testified before Congress dozens of times on important national issues, including the nation's long term fiscal outlook, efforts to reduce and eliminate overlap and duplication across the federal government and GAO's "High Risk List" that focuses on specific challenges from reducing improper payments under Medicare and Medicaid to improving the Pentagon's business practices. In addition Mr. Dodaro has led efforts to fulfill GAO's new audit responsibilities under the Dodd-Frank Wall Street Reform and Consumer Protection Act, under the American Recovery and Reinvestment Act—the stimulus legislation designed to combat the economic downturn, and under the TARP program to help stabilize financial markets and institutions. As Comptroller General, Mr. Dodaro helps oversee the development and issuance of hundreds of reports and testimonies each year to various committees and individual Members of Congress. These and other GAO products have led to hearings and legislation, billions of dollars in taxpayer savings, and improvements to a wide range of government programs and services.



**Christopher A. Hart, Vice Chairman, National Transportation Safety Board.** Vice Chairman Christopher A. Hart was sworn in as a Member of the National Transportation Safety Board on August 12, 2009, and designated by the President for a 2-year term as Vice Chairman of the Board on August 18, 2009. He is currently serving his second term as Vice Chairman, having been re-designated by the President on August 24, 2011. Vice Chairman Hart joined the Board after a long career in transportation safety, including a previous term as a Member of the NTSB. Immediately before returning to the Board, Member Hart was Deputy Director for Air Traffic Safety

Oversight at the Federal Aviation Administration (FAA). He was previously the FAA Assistant Administrator for the Office of System Safety. He served as a Member of the NTSB from 1990 to 1993. After leaving the Board, he served as Deputy Administrator of the National Highway Traffic Safety Administration, before moving to the FAA in 1995. From 1973 until joining the Board in 1990, Member Hart held a series of legal positions, mostly in the private sector. He holds a law degree from Harvard University and Master's and Bachelor's degrees in Aerospace Engineering from Princeton University. He is a member of the District of Columbia Bar and the Lawyer-Pilots Bar Association. Vice Chairman Hart is a licensed pilot with commercial, multi-engine, and instrument ratings. Vice Chairman Hart's family has a tradition of accomplishment in the field of transportation. His great uncle, James Herman Banning, was the first African-American to receive a pilot's license issued by the U.S. Government in 1926. His term as Member expires December 31, 2012.



**Vice Admiral Manson K. Brown** assumed the duties as the second Deputy Commandant for Mission Support (DCMS) in May 2012. He is responsible for all facets of support for the Coast Guard's diverse mission set through oversight of human capital, lifecycle engineering, acquisitions, telecommunications and information technology, and thirteen support Bases around the Nation. Vice Admiral Brown is a native of Washington, DC. A 1978 graduate of the U.S. Coast Guard Academy with a Bachelor of Science degree in Civil Engineering, he also holds Master of Science degrees in Civil Engineering from the University of Illinois at Champaign-Urbana and National Resources Strategy from the Industrial College of the Armed Forces. He is a registered professional civil engineer. Vice Admiral Brown's previous commands include Coast Guard Pacific Area and Defense Force West, the 14th Coast Guard District, Maintenance and Logistics Command Pacific, Sector Honolulu, and Group Charleston. From 1999 to 2002, he served as the Military Assistant to the U.S. Secretary of Transportation, including duty as the Acting Deputy Chief of Staff for six months after the terrorist attacks of September 11, 2001. In May 2003, he served as the Chief of Officer Personnel Management at the Coast Guard Personnel Command. From April to July 2004, he was temporarily assigned as the Senior Advisor for Transportation to the Coalition Provisional Authority in Baghdad, Iraq. Working in a combat zone, he oversaw restoration of Iraq's major transportation systems, including two major ports. Previous tours of duty include Assistant Engineering Officer aboard the icebreaker GLACIER, Project Engineer at Civil Engineering Unit Miami, Deputy Group Commander at Group Mayport, Engineering Assignment Officer in the Officer Personnel Division at Coast Guard Headquarters, Facilities Engineer at Support Center Alameda, and Assistant Chief, Civil Engineering Division at Maintenance and Logistics Command Pacific. Vice Admiral Brown's many military decorations include the Coast Guard Distinguished Service Medal, the U.S. Transportation Secretary's Gold Medal, the Legion of Merit, and Iraq Campaign Medal. In 1994, Vice Admiral Brown was honored as the first recipient of the Coast Guard's Captain John G. Witherspoon Award for Inspirational Leadership.

## Speaker Bios



**Gary R. Bliss is the Director, Performance Assessments and Root Cause Analyses (PARCA)**, in the Office of the Assistant Secretary of Defense for Acquisition. PARCA carries out performance assessments of Major Defense Acquisitions Programs (MDAPs) and conducts root cause analyses for MDAPs with Nunn-McCurdy breach status or when requested by senior Department of Defense (DoD) officials. Mr. Bliss previously held the position of Deputy Director, Enterprise Information and Office of the Secretary of Defense (OSD) Studies in the Office of the Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L). His responsibilities included oversight of the five OSD-funded Federally Funded Research and Development Centers, the OSD's university research program, as well as review and development of innovations to overhaul the AT&L enterprise management systems.



**Tom Bolger, Vice President of Global Marketing for Methodware.** Tom has responsibility for Methodware's overall market strategy, including product direction, market research, analyst relations, communications and other marketing activities. Tom joined Methodware in 2008 after ten years with Metavante, where he held senior roles in the GRC Solutions and Risk Management Consulting practices. He is a graduate of the University of Notre Dame, and holds an MBA and an MS in Information Management from Arizona State University.



**Edgar Calderón is the Manager of Risk Management, Security and Safety** in the newly created Program Management Organization in the Federal Aviation Administration (FAA) responsible for providing strategic high-level programmatic risk management to major acquisition systems. Within the last 10 years, Mr. Calderón has served as the Manager for Integration Engineering, as well as the Manager for the Terminal Platform responsible for the replacement, modernization and sustainment implementation program of the Airport Traffic Control Towers (ATCT's), and Terminal Radar Approach Controls (TRACON's) of the National Airspace System (NAS). Mr. Calderón holds an Aviation Management Certificate, from Embry-Riddle Aeronautical University. He graduated from the City College of New York with a bachelor's degree in Civil Engineering.



**Laurie J. Champion, Managing Director and Practice Leader, Enterprise Risk Management, Aon Global Risk Consulting.** Laurie leads Aon's U.S. Enterprise Risk Management practice and serves as a Strategic Advisor for large corporate clients. She has extensive "hands on" ERM experience as a consultant and corporate risk management executive. Prior to joining Aon in 2008, Laurie served as the Vice President, Risk Management for Coca-Cola Enterprises and the Director, Risk Management for Ford Motor Company overseeing Ford's global risk management staff. In these roles, she was responsible for enterprise risk management; global insurance programs and related matters; claims; operational risk management including business continuity planning and supply chain risk assessment; financial risk management; treasury internal control; and risk data, systems and analysis. She holds an MBA in Corporate Finance and International Business from the University of Michigan and participates in ERM working groups with various professional organizations and academic institutions.



**Debra K. Decker** has more than 20 years of experience and has advised the Department of Homeland Security, Defense Department and FBI as well as overseas and private sector clients on how to assess and manage risk. She has written and presented on enterprise risk management, including at the Society for Risk Analysis. As an associate of Booz Allen Hamilton's Strategy and Organization team since 2007 and of Harvard University's Kennedy School of Government from 2006-2011, she has written and presented on enterprise risk management, including at the Society for Risk Analysis. She holds a Wharton MBA and Harvard MPA.



**John Driessnack, National Defense Industry Association.** John has over 25 years of Federal Agency and Department of Defense (DoD) acquisition experience with successful leadership of programs, consulting, creation of key policies and procedures, training and academia. His experience spans from leading a DoD ACAT 1D joint major space/intel program to a Defense Acquisition University (DAU) professorship to assisting several key Federal agency programs with strategic planning to implementation of Earned Value. John created and manages the Senior Program Management Certificate Program for the federal environment in the Key Executive Leadership Program at American University's (AU) School of Public Affairs. He is active in industry groups, currently the chair of the National Defense Industrial Association Program Management Systems Committee working group on Risk and Opportunity Management and a key contributor to the GAO best practices group.



**Debra Elkins, Ph.D. is the Director of Strategic Environment and Risk Characterization, in the Office of Policy / Office of Strategy, Planning, Analysis and Risk (SPAR), at the U.S. Department of Homeland Security (DHS).** Previously, she served as the Section Chief for Risk Assessments and Analysis in the Office of Risk Management and Analysis (RMA), National Protection and Programs Directorate (NPPD), at DHS. Before DHS, she worked at Allstate Insurance Company in Northbrook, Illinois, developing countrywide automotive insurance risk pricing models and insurance fraud risk profiling models. Prior to Allstate, she served as the technical lead for enterprise risk modeling at the General Motors (GM) R&D Center in Warren, Michigan in support of GM Global Risk Management and Insurance and GM Global Security & Fire Protection. Her research interests

include strategic and enterprise risk modeling and analysis, global manufacturing and supply chain disruption risk management, and applied probability / stochastic processes / actuarial science. Dr. Elkins received her B.S. in Mathematical Physics, Summa Cum Laude, from Sweet Briar College. She completed her M.S. in Mathematics, and her Ph.D. in Industrial Engineering – Operations Research from Texas A&M University.



**Paul Ellia**, an employee of **SAIC**, has been providing Systems Engineering and Risk Management Support to the FAA's Program Management Organization, and the previous Terminal Program Operations Directorate, since 2006. Prior to his involvement with the FAA, Mr. Ellia worked for Boeing, Raytheon, Northrop Grumman, and SAIC as a Radar Systems Engineer for the Department of Defense Missile Defense Agency, for EG&G as a Systems Engineer for the Naval Surface Warfare Center, and for Boeing as an Avionics Systems Engineer with the B-1B Offensive Avionics System Upgrade program. Mr. Ellia is a veteran of the U.S. Air Force, where he logged over 1700 hours flight time as a Navigator and Instructor Navigator in B-52, B-1B, and C-141 aircraft. Mr. Ellia graduated in 1983 from the University of Massachusetts at Lowell with a Bachelor's of Science Degree in Electrical Engineering.



**David Emanuel** is the **Director of the U.S. Government account at Active Risk Inc.** He has worked in the risk field for a number of years. In his current position, David helps government agencies to better manage risk, identify opportunity and use risk management as a strategic driver, and confidence builder. David works very closely with a number of Federal Agencies. For the FAA, David supported the implementation of the new system risk metrics, the implementation of the Risk Analysis Program (RAP) and was one of the founding members of the RAP panel. David also helped create the Risk Transparency Safety Information Strategy

Concept of Operations. David holds and BS in Aeronautical Science and is working towards an MS in Safety Systems from Embry Riddle Aeronautical University.



**Robert Gormly** has over 18 years of experience specializing in Capital Markets, Banking, and Investment Management with a focus on Governance, Risk and Compliance issues and its associated technology. He has deep industry experience with financial services firms, spending time on the fixed income trading floor, back office, and technology organizations. Under Mr. Gormly's guidance, a team of advisors assisted the client define, implement and manage the startup of a business program to invest in financial institutions as part of the Troubled Asset Relief Program. This included interacting with a broad array of stakeholders in the US

government and financial service providers to facilitate the definition of process, risk management practices and roles and responsibilities for the purchase, management and sale of TARP assets.



**Amy D. Grubb, Senior Industrial/Organizational Psychologist, Federal Bureau of Investigation.** In her thirteen years with the FBI, Ms. Grubb has been responsible for the implementation of a number of change initiatives, from serving as a leader on the post-9/11 enterprise-wide transformation of the FBI to a balanced national security and law enforcement mission to implementing HR systems and processes at all levels. Ms. Grubb received the 2010 FBI Director's Award for Excellence for her organizational development work. She advises executive leaders on risk from the human capital perspective regarding organizational performance,

policy decisions, and change initiatives. Ms. Grubb recently received the 2012 FBI Director's Award for Excellence for her work in developing an integrated learning program for all employees at all stages of the employment lifecycle. Amy D. Grubb earned her Ph.D. (1999) and M.A. (1997) in Industrial/Organizational Psychology from the University of Houston, earning her bachelor's degree from Villanova University.



**Karen Hardy, Deputy Director for the Office of Program Evaluation and Risk Management at the U.S. Department of Commerce.** She is responsible for assessing risk to performance and establishing strategic processes for managing risk to the Department's strategic plan and mission for the \$7.5 billion agency. She led risk assessments for two national presidential priorities: the National Export Initiative and the 2020 Census. Dr. Hardy authored "*Managing Risk in Government: An Introduction to Enterprise Risk Management.*" Her work has appeared in publications including *Public Risk Magazine* and *Public Sector Digest of Canada*. She is a recipient of the U.S.

Department of Commerce Bronze Medal Award for "unifying elements of Enterprise Risk across organizational lines." She earned a Doctorate in HR Development and Organizational Leadership from Nova Southeastern University and holds MBA and BA degrees.



**Laurene H. Horiszny, Chief Compliance Officer, BorgWarner,** has more than twenty years of experience in corporate governance, compliance and enterprise risk management, having served formerly as Vice President, General Counsel and Secretary, and currently as Chief Ethics and Compliance Officer of BorgWarner Inc., a publicly traded, global manufacturer of automotive component systems. Ms. Horiszny has primary responsibility for corporate governance and the board of directors, for oversight of legal and ethical compliance for the organization worldwide, and for oversight of social responsibility matters. She is a founding member of the

organization's Enterprise Risk Management Committee, developed and oversees the organization's enterprise-wide compliance program and policies, and oversees SEC reporting and compliance. Ms. Horiszny holds a J.D. from The Ohio State University and a B.A. from the Michigan State University Honors College. She is a member of the Society of Corporate Secretaries and Governance Professionals' board of directors and serves on the Finance and Audit Committee of that board. She is a past president of the Chicago Chapter and current president of the Detroit Chapter of the Society.



**Christina Hsu** is the **Deputy Assistant Commissioner for the Office of Financing (OF)** at the Bureau of the Public Debt (BPD) in Treasury. She is responsible for the auction operations of Treasury marketable securities to raise an average of over \$100 billion weekly in order to finance the Government. In this globally visible and critical role, she identified and acted on the need to design and implement a stronger performance and risk management framework. For this accomplishment, her organization won a 2012 OCEG Achievement Award. Beyond her BPD role, she completed a four-month special assignment to establish the program office at the headquarter Treasury Department for the high-profile Small Business Jobs Act 2010.



**Robert Kopech, Vice President and Group Chief Risk Officer (GCRO) at the World Bank.** The GCRO provides overall direction to WBG's risk management efforts. He is responsible for: (i) assessing risks across WBG, including interactions among various risks; (ii) benchmarking risk management practices against major financial institutions; (iii) ensuring consistency of WBG risk management activities with best practice; and (iv) considering unique risks specific to MDBs and IFIs. Before joining the World Bank, he spent 16 years with Oliver Wyman as a Vice Chairman and Managing Director. He founded and led, for ten years, the firm's Global Emerging Markets Practice and was a lead developer of its Corporate Risk Practice. Prior to that, he spent 19 years at J.P. Morgan in a variety of senior positions in Emerging Markets, ranging from portfolio management to sovereign debt trading to corporate finance and risk management. Since 2007, he has been an Adjunct Associate Professor at Columbia University's School of International and Public Affairs on whose Advisory Board he also sits. He graduated from Drew University, where he majored in Russian Studies and holds MIA and MBA degrees from Columbia University.



**Daniel McGarvey** is the retired Director, Information Protection, USAF. He developed and implemented risk strategies by designing solutions integrating all areas to include information systems, counterintelligence and intelligence. He redesigned the corporate management structure at the Secretary Staff level. He became a model across the USAF and DoD. He was the Career Field Functional Manager for all security programs including Industrial, Personnel, Information and Nuclear covering almost 6,000 civilian and military personnel. He represented the Secretary of the Air Force at all national and international activities involving security. Daniel Developed the Enterprise Protection Risk Management (EPRM) process for DoD, which is the Tier 3 certification requirement for the DoD Security Certification program.



**Loren Padelford is the Executive Vice President and General Manager of Active Risk Group plc.** In this role he is responsible for all commercial aspects of the business, including the definition of company strategy, market position and customer engagements. Loren has spent the last decade of his career in the enterprise risk management space working with some of the largest commercial and government organizations in the World. He has extensive experience with Boards and senior management in the design, structure and execution of enterprise risk management initiatives. Loren's focus in helping organizations better manage risk, identify opportunity and use risk management as a strategic driver, competitive differentiator and confidence builder. Loren holds an MBA from the University of Liverpool Management School and a Bachelor's degree in Psychology from the University of Guelph.



**Tim Tinker is a Senior Associate with Booz Allen Hamilton** on the Strategy and Organization team. With more than 20 years of experience as an internationally recognized expert in risk and crisis communications, Dr. Tinker serves as Program Lead for the firm's Risk & Crisis Communications Capability. This multidisciplinary team provides services and expertise in risk and crisis communications assessment, management, and response to government, commercial, and not-for-profit clients. Dr. Tinker is a trusted senior advisor, executive trainer/coach, and published author in numerous journals and trade publications.



**Cliff Rossi, Tyser Teaching Fellow & Executive-in-Residence at the Robert H. Smith School of Business, University of Maryland.** Prior to academia, Dr. Rossi had 25 years' in banking and government in senior executive risk management roles at the largest financial companies. Dr. Rossi was Managing Director and Chief Risk Officer for Citigroup's Consumer Lending Group, overseeing a \$300+B global portfolio of loans and 700 employees. He was also Chief Credit Officer at Washington Mutual, Managing Director and Chief Risk Officer at Countrywide Bank, and held senior risk management positions at Freddie Mac and Fannie Mae. Dr. Rossi started his career during the thrift crisis at U.S. Treasury's Office of Domestic Finance and later Office of Thrift Supervision. Dr. Rossi has written articles on the banking industry and is currently writing a book, *Fundamentals of Risk Management*. Dr. Rossi is frequently quoted in major newspapers, has appeared on *Fox News*, C-SPAN's *Washington Journal* and CNN's *Situation Room*, and is an advisor to private equity companies and hedge funds. He received his PhD from Cornell University.



**Donald G. Salo, Jr., Deputy Assistant Secretary, a member of the Senior Executive Service and serves as the Deputy Assistant Secretary of Commerce for Export Enforcement at the U.S. Department of Commerce.** He is responsible for investigative and compliance activities directed primarily at enforcing national security and foreign policy objectives focused on sensitive exports to hostile entities, terrorists and state sponsors of terrorism, and prohibited foreign boycotts. Mr. Salo served as an Assistant Director for the federal government's Recovery Accountability and Transparency Board coordinating and conducting inquiries entitlements associated with the \$787 billion funded ARRA. He holds a Bachelors of Science in Criminal Justice (Summa Cum Laude) from Troy State University, a Masters in Political Science from Auburn University at Montgomery, and a Masters in Strategic Studies from the Air War College. Mr. Salo is a graduate of the Federal Bureau of Investigation's National Academy.



**Jim Shames** has extensive experience in proactive risk management. Prior to starting his own company, he was a USAF Brigadier General where his last assignment was as Director of Security Forces and Force Protection, involving all facets of protection for critical operations, information at over 200 facilities worldwide and employing over 35,000 security forces personnel. The plan he led significantly reduced risk by creating larger, better trained forces; and by innovating in concepts, technologies and procedures. Most recently, Mr. Shames completed a 3-year tour of duty as the Senior Advisor Security Policy and Oversight for the USAF, orchestrating the review and enterprise-wide policies and methods.



**Steve Souder** is a nationally recognized leader on 9-1-1 and public safety communications. He has served in four 9-1-1 public safety communications centers in the National Capitol Region, three as director. Since November 2005, he is the director of the Fairfax County (VA) Department of Public Safety Communications. Previously, he was director of the Montgomery County (MD) 9-1-1 Emergency Communications Center and director of the Arlington County (VA) 9-1-1 Public Safety Communications Center. He served a distinguished parallel career in the United States Coast Guard. Steve began his career as a fire fighter and was drawn to emergency communications. He has been involved in the communications aspect of incidents including the public safety response to the terrorist attack on the Pentagon on September 11, 2001, the "Beltway Sniper" in October 2002 and the June 2012 9-1-1 outage impacting Northern Virginia.



**Thomas H. Stanton** teaches at **Johns Hopkins University**, including the core course for the MBA/MA in Government and a graduate seminar on governance, risk management and the financial system. He served on the board of directors of the National Academy of Public Administration and in the federal Senior Executive Service for almost five years. Mr. Stanton wrote, *Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Crisis* (Oxford University Press, 2012). He has published several other books, including *A State of Risk: Will Government-Sponsored Enterprises be the Next Financial Crisis?* (HarperBusiness, 1991). Mr. Stanton earned his B.A. degree from the University of California at Davis, M.A. from Yale University, and J.D. from the Harvard Law School. In 2009 he received an award for the best article in *Public Budgeting & Finance*.

**Christopher W. Toms, Operations Research Analyst, Office of Performance Management and Assessment, U.S. Coast Guard.** Mr. Toms graduated from the US Coast Guard Academy with a Bachelors of Science in Operations Research and Computer analysis in May of 2005. His served for 2 years in Kodiak, Alaska as a department head aboard the CGC STORIS. His next assignment was in Martinsburg, WV at the CG's National Maritime Center where he was part of the team that centralized the Mariner Credentialing Program. Following that tour, Mr. Toms separated from active duty and took a job as a civilian working for CG Headquarters where he currently serves as a risk and operations research analyst. Primary duties include performance management, measures development, budget development, and the CG's operational risk management. Current responsibilities include developing the CG's National Maritime Strategic Risk Assessment and acting as the CG's lead analyst supporting the National Strategy for Global Supply Chain Security.



**Doug Webster** is a co-founder of the Association for Federal Enterprise Risk Management (AFERM), and serves as the association's president. He has been an active proponent for and public speaker on ERM since 2008, when he helped establish the partnership with GMU to host the first Federal ERM Summit. His 20 years of federal consulting has focused on strategic planning; performance, cost and risk management; and organizational change management. His federal service includes a 21 year USAF career, service with the DoD Coalition Provisional Authority in Iraq as the Principal Finance Advisor for the Ministry of Transportation, and service in the Senior Executive Service as the Deputy Director of the DoD Business Transformation Agency. In 2007 he was appointed by the President as CFO of the US Department of Labor. He currently leads Cambio Consulting, serves on three boards of directors, and has a Doctorate in Business Administration.



**Julie Weis** has fourteen years of program management experience with Lockheed Martin systems integration programs. Her experience is broad and she has held a variety of leadership positions at Lockheed Martin, including Program Manager, Business Development and Capture Manager, Product Manager and Risk Manager. Ms. Weis currently serves as the Risk Manager for Next Generation Identification (NGI) Program. NGI provides the FBI Criminal Justice Information Services Division (CJIS) an innovative, flexible, state-of-the-art framework for fusion of multimodal biometrics and enhancements in various identification and investigative technology. This multi-million dollar contract consists of a base year and up to nine option years. She works to find effective and cost efficient means to mitigate a wide variety of potential threats to this Lockheed Martin focus program, and also seeks to realize cost saving opportunities.



**Frank Wood is Strategic Risk Advisor in the Strategic Management Directorate in USCG Headquarters.** He is an expert on risk and performance management and is the primary sponsor for business initiatives that include risk-informed performance management, process and activity based management and costing, predictive business intelligence, organizational alignment, and development of decision support systems. Mr. Wood has been a guest lecturer on activity based management and costing at the National Defense University, Information Resource Management College, in Washington, DC. He has had several articles on risk management published in professional journals. He earned a Bachelor's Degree in Liberal Arts from the University of Illinois, a Master's Degree in Business Administration from Texas A&M University and attended the Federal Executive Institute in Charlottesville, VA. He also is a retired Navy diving officer.