

Douglas W. Webster... Building Organizational Value

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Senior finance, risk, and operations executive with demonstrated success in leading transformational change across large organizations. A results-driven executive with a track record of leading organizations through alignment of mission goals and objectives with improvements to organizational capabilities and processes. Success in financial and acquisition management of budgets exceeding \$50B, and guiding organizational realignment of an organization exceeding 40,000 employees. An internationally recognized thought leader in risk management. Doctorate in Business Administration with finance emphasis; current certifications in project management, risk management, IT governance, change management, and governmental finance.

Seeking to apply expertise and organizational leadership in linking strategic planning and operational implementation through the balancing of performance, cost, and risk considerations, all aimed at maximizing overall organizational stakeholder value.

- **Reorganization**—Guided strategic planning and reorganization initiative for a foreign government ministry of 40,000 employees; led reorganization initiative of all finance and administration functions for a federal cabinet-level agency involving 460 persons. In both cases improved alignment of functions and cross-organizational synergies while significantly reducing staff requirements of over 15%.
- **Collaboration**—Greatly improved cross-organizational collaboration and effective risk management at a federal agency by revising government structures and processes for effective risk management.
- **Risk Management**—Gained buy-in from the board and executive team of the nation's second largest credit union to adopt Enterprise Risk Management (ERM) and chaired the board risk committee. Led implementation of ERM at two major federal agencies, and co-author of the first book on ERM for government.

Strengths Impacting the Enterprise

- Financial management
- Cost management
- Activity Based Costing
- Project management
- Strategic planning
- Risk management
- Organizational change management
- Enterprise Risk Management
- Performance management

Developing and Implementing Strategies to Support Business Goals

Chief Financial Officer/Chief Acquisition Officer
US Department of Education, Washington, DC

Jan. 2018 to Dec. 2018

Led all financial management, internal controls, contracting, and acquisition management for a cabinet-level federal agency. Achieved an "Unqualified" (clean) audit opinion with a 15% staff reduction from the prior year. Initiated and led a strategic planning initiative for the merger of a new finance and operations organization consisting of 460 persons. This initiative created a strategic plan that cascaded to multiple operating plans, and developed performance measures that linked agency strategic goals to individual performance plans. Gained approval from the Secretary of Education to implement an ERM program; designed and led this department-wide program while working with top leadership to implement new governance structures. The result led to greatly improved integration of performance, budget and risk, all aligned with agency strategic goals.

Director, Risk Management
US Agency for International Development, Washington, DC

April 2015 to January 2018

Led policy development and oversight of all financial risk management for approximately \$4B of government-to-government funding worldwide for USAID, ensuring strong internal controls balanced with mission

accomplishment. Introduced agency leadership to ERM, providing training and meeting facilitation among leadership. Guided implementation of ERM worldwide in collaboration with agency leadership. Designed and gained support for the needed governance structures to integrate risk and internal controls worldwide. Led agency internal controls, directly contributing to an unqualified audit opinion. Selected as one of five subject matter experts on ERM by the Government Accountability Office for their study and report on ERM.

Founder/CEO

April 2012 to April 2015

Cambio Consulting Group, Dumfries, VA

Founded a company focused on helping public and private sector organizations successfully lead change through the integration of strategic planning, performance management, cost management, enterprise risk management, organizational change management, and governance. Awarded contract and personally led project to implement MetricStream Governance, Risk and Compliance (GRC) software at the Defense Logistics Agency. Provided ERM, risk, and internal controls training at multiple federal agencies. Co-authored the first book written on ERM for the federal government.

Partner

August 2010 to April 2012

Computer Sciences Corporation, Falls Church, VA

Led the Financial Management practice within the Federal Consulting Practice. Provided business development support and thought leadership in financial management transformation and enterprise risk management to both staff and clients. Guided professional development and managed performance for all public sector financial management consulting staff. Provided oversight and ensured quality delivery of all financial management projects.

Deputy Director

May 2009 to March 2010

DoD Business Transformation Agency (BTA), Alexandria, VA

Second in charge of an independent Department of Defense agency. Responsible for all internal operations, including strategic planning, financial management, budgeting, communications, internal controls, human resources, information technology, security, general counsel, and facilities. Designed and led a strategic planning initiative, creating the agency's first formal strategic plan. This plan cascaded agency strategic goals through division operating goals to individual performance plans, thereby linking pay incentives to success in achieving organizational goals.

Chief Financial Officer

January 2008 to January 2009

US Department of Labor, Washington, DC

Led financial management for the Department of Labor. Tightened the procurement process within the Office of the CFO (OCFO), bringing increased accountability to contractors for quantifiable results. Initiated a strategic planning process for the OCFO, and used the resulting strategic objectives as a launching point for a number of initiatives, such as the implementation of a risk-based budgeting process. Led a comprehensive risk assessment of the organization and instituted programs to manage major risks, such as long-ignored workforce development needs. Initiated the first gathering of federal executives focused on ERM; led the transition of that group into the Association for Federal Enterprise Risk Management in 2011.

Senior Manager

November 2004 to January 2008

Grant Thornton, Alexandria, VA

Led consulting engagements on cost and budget-performance integration projects for Federal agencies, served as a thought leader in the areas of performance and cost management/integration, strategic planning, and change management. Integrated process and performance frameworks across the Coast Guard into a single, unified performance and risk management model. Recommended changes to cost systems at the US Postal Service in

response to a Congressional mandate. Led implementation of activity-based costing at NASA Centers, and provided an agency-wide strategic review of cost systems for the NASA CFO. Facilitated a series of nine week-long sessions for the Undersecretary of Defense and gained consensus on installation services outputs, metrics, and performance standards.

Principal Finance & Management Advisor

Jan. 2004 to September 2004

Coalition Provisional Authority (CPA), Ministry of Transportation Baghdad, Iraq

Served as de facto CFO of the Iraqi Ministry of Transportation. Provided procurement and contracting expertise to CPA staff, and provided finance, budgeting, strategic planning and business process advice to the ministry of 40,000 persons. Analyzed privatization opportunities for the ministry's ten State Owned Enterprises with of 33,000 employees while managing a \$1B budget. Led establishment of a 7,250-member security organization for the Ministry and oversaw security for Baghdad International Airport, Umm Qasr seaport, and approximately 100 other Ministry facilities across the country.

OTHER ORGANIZATIONAL EXPERIENCE

Director, Cost Management, PricewaterhouseCoopers

Project Manager, PeopleSoft (Oracle)

Principal, American Management Systems, public sector management consulting

US Air Force, retired as Lt. Col with service in acquisition management and flight operations

EDUCATION

Doctorate, Business Administration, Finance emphasis, Alliant International University

MS, Systems Management, University of Southern California

BS, Engineering, University of California at Los Angeles

Director's Leadership Institute graduate, London Business School

Certificate in Project Management, George Washington University

Graduate, Air War College

OTHER

Fellow, National Academy for Public Administration

Member, National Science Foundation Business and Operations Advisory Committee

Member, US Technical Advisory Group for 2018 update to international risk standard ISO 31000

Director Emeritus, Board of Directors, Pentagon Federal Credit Union (served on Board 2004-2016)

Past adjunct professor teaching strategic planning, management accounting, financial management, engineering economic analysis, risk management, and business ethics

Co-author of books on cost and performance management, risk management, and organizational change management.

Certifications:

- RIMS-Certified Risk Management Professional (CRMP)
- Certified Government Financial Manager (CGFM)
- Project Management Professional (PMP)
- Certified in the Governance of Enterprise IT (CGEIT)
- Certified in Prosci Organizational Change Management
- Credit Union Development Educator (CUDE)
- Credit Union Enterprise Risk Management Expert (CUERME)

Former examiner for the US Senate Productivity and Quality Award for Virginia (Virginia state equivalent of the Malcolm Baldrige Quality Award)

Top Secret-SCI Clearance