

**T 3 T I G E R T E C H**

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Executive Office of the President,  
Office of National Drug Control Policy  
**Strategic Planning, Performance Metric Alignment,  
and Executive Facilitation**

**Services Rendered:**

Process/System Analysis and Alignment  
Alternative Development and Comparative Analysis  
Performance Metrics Development and Analysis  
Lean Six Sigma Professional Services

## Challenges

This was a highly complex project requiring high sensitivity to policy and political aspects, as well as considerable research into existing and legacy Presidential policy documents and initiatives on National Drug Control Policy and Strategy.

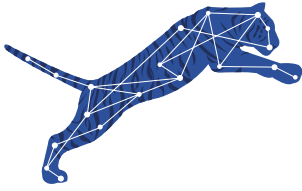
Unlike previous years, the 2011 National Drug Control Strategy was written by ONDCP components, rather than a small team with contributions from selected staff. Although this was judged to be a significant improvement, it proved to be a challenge for the managers responsible for pulling together a coherent, unified product that conformed to leadership's vision.

In the previous two years, the development of the Strategy was over 6 months, rendering it almost completely ineffective in influencing US Department budgetary and policy, its chartered purpose. Without significant reductions in development time, the benefits of component contributions and meeting its obligations on timing and budgetary impact would be lost. Additionally, the office was undergoing a significant increase in performance expectations as well as resource reductions.

## Solution

T3 TigerTech conducted in-depth interviews and a series of weekly meetings with the Strategy project manager, the COTR, and other representatives from the Director's Office and the Delivery Unit, which provided the background for a SIPOC Matrix (Suppliers, Inputs, Processes, Outputs, and Customers). A structured interview tool was developed and 35 selected key stakeholders were interviewed from all ONDCP components, including the Director's Office (DO).

These interviews were documented and analyzed, and prominent themes were developed. All inputs were integrated to develop the high-level 2011 Strategy development process map and the process improvement recommendations. This map detailed the roadblocks and bottlenecks in the current process, as well as identified root causes and high value opportunities for significant improvements in timing and quality. These deliverables were presented throughout the project and revised to reflect feedback.



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Subsequently, we constructed an Affinity Matrix covering the wide range of responses that provided significant and valuable insight into the processes developed, a series of options for improvement. A final report was prepared detailing observations, analysis, and recommendations and presented to senior leadership and key staff.

## Results

We developed an 'As Is' process analysis and 'Should Be' business process for the development of the National Drug Control Strategy for the Office of National Drug Control Policy (ONDCP) and an analysis of the NDCS Performance Metrics. Our analysis and recommendations formed the basis for a successful program of process change and performance improvement. This new process was implemented immediately with excellent results.