

United States Government Accountability Office

Securing
Our Future
requires
Tough Choices Today

The Honorable David M. Walker
Comptroller General of the United States

National Reconnaissance Office
Charyk Lecture
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The Case for Change

- **Government is on a “burning platform,” and the status quo way of doing business is unacceptable for a variety of reasons, including:**
 - Past fiscal trends and significant long-range challenges
 - Rising public expectations for demonstrable results and enhanced responsiveness
 - Selected trends and challenges having no boundaries
 - Additional resource demands due to the war against terrorism and additional homeland security needs
 - Government performance/accountability and high risk challenges, including the lack of effective human capital strategies

GAO's High-Risk List 2005

| High-Risk Areas | Designated High Risk |
|--|----------------------|
| Addressing Challenges in Broad-based Transformations | |
| Protecting the Federal Government's Information Systems and the Nation's Critical Infrastructures | 1997 |
| Strategic Human Capital Management ^a | 2001 |
| U.S. Postal Service Transformation Efforts and Long-Term Outlook ^a | 2001 |
| Managing Federal Real Property ^a | 2003 |
| Implementing and Transforming the Department of Homeland Security | 2003 |
| Establishing Appropriate and Effective Information-Sharing Mechanisms to Improve Homeland Security | 2005 |
| DOD Approach to Business Transformation ^a | 2005 |
| DOD Supply Chain Management (formerly Inventory Management) | 1990 |
| DOD Weapon Systems Acquisition | 1990 |
| DOD Business Systems Modernization | 1995 |
| DOD Financial Management | 1995 |
| DOD Support Infrastructure Management | 1997 |
| DOD Personnel Security Clearance Program | 2005 |
| Managing Federal Contracting More Effectively | |
| DOE Contract Management | 1990 |
| NASA Contract Management | 1990 |
| DOD Contract Management | 1992 |
| Management of Interagency Contracting | 2005 |
| Assessing the Efficiency and Effectiveness of Tax Law Administration | |
| Enforcement of Tax Laws ^{a, b} | 1990 |
| IRS Business Systems Modernization ^c | 1995 |
| Modernizing and Safeguarding Insurance and Benefit Programs | |
| Medicare Program ^a | 1990 |
| HUD Single-Family Mortgage Insurance and Rental Housing Assistance Programs | 1994 |
| Medicaid Program ^a | 2003 |
| Modernizing Federal Disability Programs ^a | 2003 |
| Pension Benefit Guaranty Corporation Single-Employer Insurance Program ^a | 2003 |
| Other | |
| FAA Air Traffic Control Modernization | 1995 |

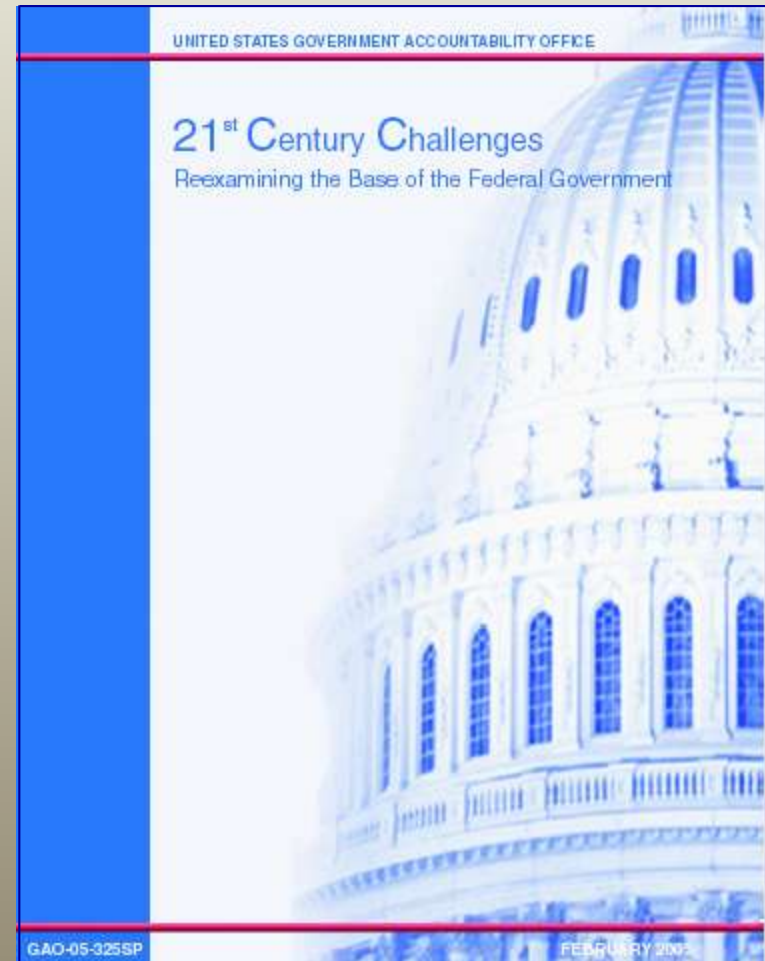
^a Legislation is likely to be necessary, as a supplement to actions by the executive branch, in order to effectively address this high-risk area.

^b Two high-risk areas—Collection of Unpaid Taxes and Earned Income Credit Noncompliance—have been consolidated to make this area.

^c The IRS Financial Management high-risk area has been incorporated into this high-risk area.

21st Century Challenges Report

- Issued February 16, 2005
- Based on GAO's work for the Congress
- Provides background, framework, and questions to assist in reexamining the base
- Covers entitlements & other mandatory spending, discretionary spending, and tax policies and programs



Twelve Reexamination Areas

MISSION AREAS

- Defense
- Education & Employment
- Financial Regulation & Housing
- Health Care
- Homeland Security
- International Affairs
- Natural Resources, Energy & Environment
- Retirement & Disability
- Science & Technology
- Transportation

CROSSCUTTING AREAS

- Improving Governance
- Reexamining the Tax System

Themes

- Changing Security Threats
- Increasing Global Interdependence
- Demographic Shifts—Aging Population
- Promoting Growth in a Knowledge-Based Economy
- Governance Challenges

Generic Reexamination Criteria and Sample Questions

Relevance of purpose and the federal role

Why did the federal government initiate this program and what was the government trying to accomplish?

Have there been significant changes in the country or the world that relate to the reason for initiating it?

Measuring success

Are there outcome-based measures? If not, why?

If there are outcome-based measures, how successful is it based on these measures?

Targeting benefits

Is it well targeted to those with the greatest needs and the least capacity to meet those needs?

Affordability and cost effectiveness

Is it using the most cost-effective or net beneficial approaches when compared to other tools and program designs?

Best practices

Is the responsible entity employing prevailing best practices to discharge its responsibilities and achieve its mission?

Illustrative 21st Century Questions

- How should the historical allocation of resources across services and programs be changed to reflect the results of a forward-looking comprehensive threat/risk assessment as part of DOD's capabilities-based approach to determining defense needs?
- Given the growing encumbrance of pay and benefit costs, especially health care, within DOD's budget, how might DOD's recruitment, retention, and compensation strategies (including benefit programs) be reexamined and revised to ensure that DOD maintains a total military and civilian workforce with the mix of skills needed to execute the national security strategy while using resources in a more targeted, evidence-based, and cost-effective manner?
- What criteria should be used to target federal funding for homeland security in order to maximize results and mitigate risk within available resource levels?
- Does DOD need to create a senior management position responsible and accountable for taking a strategic, integrated, and sustained approach to managing the day-to-day business operations of the department?

Trans **FORMATION**

Webster's definition

**An act, process, or instance of
change in structure appearance,
or character**

**A conversion, revolution,
makeover, alteration, or
renovation**

The Objective of Transformation

To create a more positive future by maximizing value and mitigating risk within current and expected resource levels

Four Key Transformation Dimensions

| Key Actions | Primary Responsibility | Secondary Responsibility |
|---|---|---|
| 1. To make prudent budget & long-term fiscal decisions | The President and the Congress | Agency leadership (both political and career) |
| 1. To enable key transformation efforts while providing protection from abuse of authority | The Congress and the President | Agency leadership (both political and career) |
| 1. To lead key transformation efforts with existing authorities and within existing resource levels | Agency leadership (both political and career) | OMB and other selected government-wide agencies |
| 1. To evaluate reform efforts and conduct continuous improvement initiatives | Agency leadership (both political and career) | Congress, OMB and selected government-wide agencies |

Transformation Has Different Dimensions

DOD

DHS

U. S. Postal Service

IRS

DOE

NASA

Information Sharing

Human Capital Strategy

Financial Management

Information Technology

Sourcing Strategy

Disability Programs

Real Property Management

Note: All of the above are on GAO's High Risk List to one extent or the other.

Key Transformation Elements

- Planning
- People
- Process
- Partnerships
- Technology
- Environment

The most important of the five is **PEOPLE** —
an agency's human capital.



Transformation: A New Model for Government Organizations

Government organizations will need to:

- Become less hierarchical, process-oriented, stovepiped, and inwardly focused.
- Become more partnership-based, results-oriented, integrated, and externally focused.
- Achieve a better balance between results, customer, and employee focus.
- Work better with other governmental organizations, non-governmental organizations, and the private sector, both domestically and internationally, to achieve results.
- Focus on maximizing value, managing risk and enhancing responsiveness within current and expected resource levels.

Keys to Making Change Happen

- Commitment and sustained leadership
- Demonstrated need for change (i.e., burning platform)
- Start at the top and with the new people (transformation takes 7+ years)
- Process matters (e.g., employee involvement)—Don't fight a two-front war
- 15-percent rule
- Identifiable and measurable progress over time
- Communication, communication, communication
- Figure out what's right versus what's popular
- Patience, persistence, perseverance to pain before you prevail

Keys to Making Change Happen

Several other actions needed:

- Strategic Plan
- Core values
- Organizational alignment
- Recruiting, development, and succession planning strategies
- Modernizing and integrating institutional, unit and individualized performance measurement and reward systems
- Employee empowerment and effective communications

Selected GAO-Related Activities

- Speeches and Outreach Efforts
- CG Forums
- High Risk Update Report
- 21st Century Challenges Report
- Various Congressional Consultation and Assistance Efforts
- Public Education Assistance
- Constructive engagement efforts (e.g., best practices guides, self assessment tools, benchmarking statistics)
- Leading by example

GAO: Leading by Example

(Change, Performance, and Human Capital Management)

- Mission and vision clarification
- Core values: accountability, integrity, reliability
- Strategic planning
- Organizational realignment
- Definitions of success
- Multi-tasking and matrix management
- Procurement, contracting, and acquisition
- Human capital
- Information technology
- Knowledge management
- Financial management
- Client service/external agency relations and protocols
- Enhanced products and services
- Constructive engagement with agencies
- Partnering with other accountability and “good government” organizations

What Is DOD Transformation?

Creating the future of warfare and protecting our national security while improving how the department, including all of its various component parts, does business in order to support and sustain our position as the world's preeminent military power within current and expected resource limits.

Selected Cultural Challenges At DOD

- Past vs. future (e.g., threats)
- Today vs. tomorrow (e.g., budgets)
- Too many silos and layers
- Get the money and spend the money (e.g., use it or lose it)
- Plug-and-pray approach to weapons acquisitions
- Me vs. we (e.g., services)
- Approve vs. inform (e.g., deployments)

The Way Forward: Selected Potential DOD Related Actions

- Revise the current approach to developing national military strategy (e.g., order, integration)
- Take a longer range approach to program planning and budget integration (e.g., life cycles, opportunity costs)
- Employ a total force management approach to planning and execution (e.g., military, civilian, contractors)
- Revise the process for developing and communicating key changes (e.g., DOD transformation, NSPS legislative proposal)
- Reduce the number of layers, silos and footprints
- Strengthen emphasis on horizontal and external activities (e.g., partnerships)
- Differentiate between war fighting and business systems development, implementation and maintenance (e.g., resource control, project approval)
- Make it okay to pull the plug or reduce quantities of weapon systems when the facts and circumstances warrant it

The Way Forward: Selected Potential DOD Related Actions

(cont.)

- Recognize the difference between approving and informing
- Create a Chief Management Officer to drive the business transformation process
- Get the design and implementation of the NSPS right, including modernizing and integrating the DOD, Service, domain, unit and individual performance measurement and reward systems
- Employ a more targeted and market based approach to compensation and other key human capital strategies
- Streamline yet strengthen current commercial contracts (e.g., incentives, transparency and accountability mechanisms)
- Provide for longer tours of duty in connection with key acquisitions and operations positions (e.g., responsibility and accountability)
- Focus on achieving real success in connection with financial management efforts (e.g., systems, controls, information, compliance and opinions)
- Employ a more reasonable and material approach to business information system efforts and financial audit initiatives

Intelligence Reform Legislation

- The Intelligence Reform and Terrorism Prevention Act of 2004 established the position of the Director of National Intelligence (DNI) to manage the entire U.S. intelligence community.
 - Ambassador John Negroponte was confirmed as the DNI in April 2005.
- The Intelligence Reform Act provides the DNI with “enhanced” budgetary authority.
 - Authority to develop and determine National Intelligence Program budget.
 - Limited budgetary authority over DOD’s intelligence elements and the other two intelligence programs.
- Irrespective of these changes, the intelligence community needs to undergo a transformation effort.
 - Although the intelligence community is in a different line of business, its business transformation challenges are very similar to those being faced by all federal agencies and professional service organizations, including GAO.

Intelligence, Surveillance & Reconnaissance Challenges: NRO and Beyond

- New threats that traditional means do not effectively collect against (e.g., weapons of mass destruction, hard and deeply buried targets).
- Using limited assets to meet wide array of demands for intelligence (strategic to tactical war-fighting)
 - Communications bandwidth
 - Information sharing and data management
- Industrial base and infrastructure
 - U.S. vs. global
 - Government vs. commercial
 - Aging infrastructure
- Workforce planning and integration challenges
- Conquering cost and schedule problems (e.g., future imagery architecture)

GAO's Strategic Plan



SERVING THE CONGRESS AND THE NATION GAO'S STRATEGIC PLAN FRAMEWORK

MISSION

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

THEMES



- Long-Term Fiscal Imbalance
- National Security
- Global Interdependence
- Changing Economy
- Demographics
- Science and Technology
- Quality of Life
- Governance

GOALS & OBJECTIVES



Provide Timely, Quality Service to the Congress and the Federal Government to ...

Address Current and Emerging Challenges to the Well-Being and Financial Security of the American People *related to ...*

- Health care needs and financing
- Education and protection of children
- Work opportunities and worker protection
- Retirement income security
- Effective system of justice
- Viable communities
- Natural resources use and environmental protection
- Physical infrastructure

Respond to Changing Security Threats and the Challenges of Global Interdependence *involving ...*

- Emerging threats
- Military capabilities and readiness
- Advancement of U.S. interests
- Global market forces

Help Transform the Federal Government's Role and How It Does Business to Meet 21st Century Challenges *by assessing ...*

- Roles in achieving federal objectives
- Government transformation
- Key management challenges and program risks
- Fiscal position and financing of the government

Maximize the Value of GAO by Being a Model Federal Agency and a World-Class Professional Services Organization *in the areas of ...*

- Client and customer satisfaction
- Strategic leadership
- Institutional knowledge and experience
- Process improvement
- Employer of choice

CORE VALUES

Accountability

Integrity

Reliability

Selected Success Measures

- Results
- Clients/customers
- People
- Partnerships

Annual Performance Measures

(1998 and 2004)

| Performance measure | Actual | |
|--|---------|---------|
| | FY 1998 | FY 2004 |
| Financial benefits (billions) | \$19.7 | \$44 |
| Other benefits | 537 | 1197 |
| Past recommendations implemented | 69% | 83% |
| Return on investment (ROI) | 58:1 | 95:1 |
| Financial benefits per employee (millions) | \$6.1 | \$13.7 |
| Timeliness | 93% | 97% |

Client Feedback Fiscal Years 2002-05

Percent Favorable



Response rates were
46% in FY02,
31% in FY03,
34% in FY04, and
30% in FY05

GAO Benchmarking Results for 2004

GAO exceeded the latest private sector and Office of Personnel Management (OPM) benchmark measures in the following four questions, as shown below.

| | Benchmarking Results | | |
|---|-----------------------|----------|----------|
| | Private Industry 2004 | OPM 2004 | GAO 2004 |
| Personal Experiences | | | |
| I am given a real opportunity to improve my skills in my organization | 62% | 63% | 70% |
| My job makes good use of my skills and abilities | 74% | 67% | 71% |
| My work gives me a feeling of personal accomplishment | 75% | 71% | 79% |
| Considering everything, how satisfied are you with your job? | 71% | 68% | 76% |

Source: Federal Human Capital Survey 2004 analysis.

Key GAO Partnerships



Federal Human Capital Reform

- People are critical to successful transformation
- However, the existing federal personnel system is outmoded and a barrier to transformation needed to address 21st Century challenges
- GAO placed strategic human capital management on the high risk list in 2001 to focus attention on needed reforms
- More progress on reform has been achieved in the last 5 years than in the previous 20
 - Legislative reforms
 - President's Management Agenda
 - Individual agencies' efforts

Federal Human Capital Reform

- Tailored flexibilities have been granted to a number of agencies: DHS, DOD, NASA, GAO, etc.
- GAO is sharing its knowledge and experience to help inform other agencies in their efforts and to avoid pitfalls

How GAO Has Addressed Its Human Capital Challenges

Administrative

- HQ realignment & field office restructuring
- Self-assessment checklist
- Human capital profile
- Workforce & succession planning
- Employee feedback survey & suggestion program
- Employee Advisory Council
- Enhanced employee communications & participation
- Skills & knowledge inventory
- Employee preference survey
- Frequent flyer miles
- Student loan repayment
- Recruitment & college relations
- Phased retirement initiative
- Training/development
- Recognition & rewards
- Business casual dress & business cards
- Enabling technologies
- Opportunity/inclusiveness
- Mentor/buddy programs
- Commuting subsidy
- Competency-based employee appraisal system
- Human Capital Officer
- Office of Opportunity & Inclusiveness
- Flexitime and telework
- Total compensation communications
- Classification and compensation review
- Human Capital Strategic Plan

Legislation Addressing GAO's Human Capital Challenges

Past


- Broad-banding system for mission staff
- Expedited hiring authority (e.g., internship program)
- Special pay rates
- Senior level for technical staff
- Targeted early out and buyout authority (3 years)
- Revised RIF rules

Recent

- Targeted early out and buyout authority (permanent)
- Annual pay adjustment rates
- Pay retention provisions
- Relocation benefits
- Increased annual leave for upper level employees
- Executive exchange program
- Re-designation of “General Accounting Office” to “Government Accountability Office”

GAO Elements of Reform

Modern, Effective, Credible, and Validated Performance Management System



- Focuses on core competencies
- Helps to communicate employee performance expectations
- Creates a “line of sight” linking institutional team/unit and individual performance
- Makes meaningful distinctions in employee performance
- Provides for competency-based results automatically and relative peer group standing on request

Modern Classification and Compensation System



- Uses pay bands
- Is market-based
- Is performance-oriented

Safeguards, transparency, and accountability built in



- Provisions for employee participation
- Pre- and post-implementation consultation and communications strategy incorporated
- Internal pre-decisional revenues and reasonable post-decisional transparency
- Avenues for adverse action appeals, both internally and externally

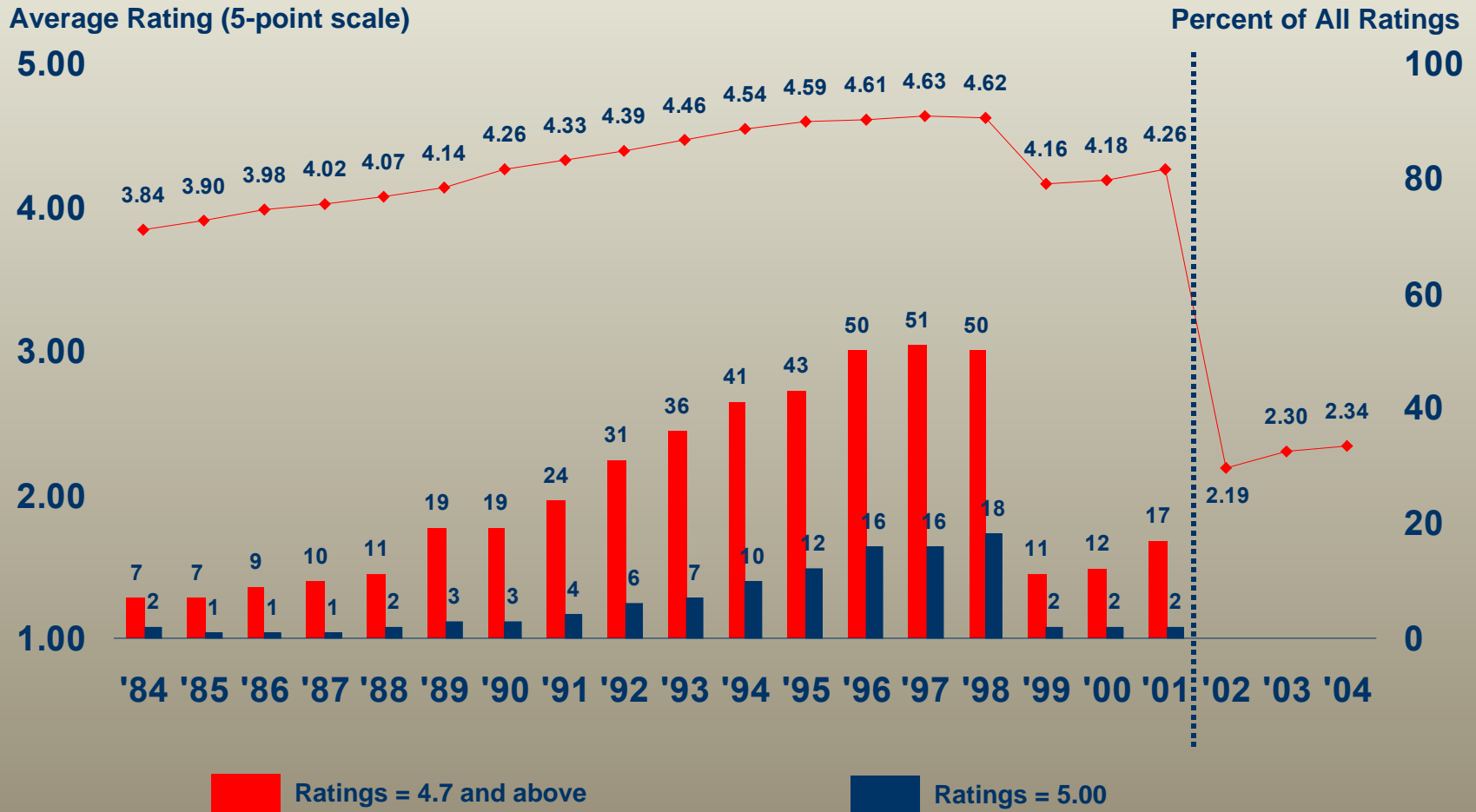
Competency-Based Performance Appraisal

Objective of new system are to provide a:

- Clear link to our strategic plan, professional standards, protocols and core values
- Fair, honest, accurate and non-discriminatory assessment of performance based on standards that are valid, properly applied, and transparent to employees
- A sound basis for enhancing the performance capacity of all staff, rewarding high-performing staff, and dealing with “below expected” performers



Analyst/Specialist Appraisal Scores (1984-2004)



Note: GAO's new competency-based performance management system was implemented in January 2002. There were no individual appraisal averages as high as 4.7 in FY02, FY03, or FY04.

People Measures: Staff Development

(Percent of staff responding favorably)

| Questions | FY03 67% | FY04 70% | FY05 72% |
|---|-----------------|-----------------|-----------------|
| Internal training (delivered by GAO staff or contractors) | 63% | 68% | 70% |
| External training/ conferences | 85% | 86% | 88% |
| On the job training I received | 69% | 72% | 75% |
| Computer-based training delivered by Internet, IPTV or CD | 25% | 57% | 58% |

People Measures: Staff Utilization

(Percent of staff responding favorably)

| Questions | FY03 71% | FY04 72% | FY05 75% |
|---|----------|----------|----------|
| My job made good use of my skills and abilities | 71% | 72% | 75% |
| GAO provided me with opportunities to do challenging work | 69% | 70% | 73% |
| In general, I was used effectively | 73% | 74% | 78% |

People Measures: Organizational Climate

(Percent of staff responding favorably)

| Questions | FY03 71% | FY04 74% | FY05 76% |
|--|-----------------|-----------------|-----------------|
| A spirit of cooperation and teamwork exists in my work | 73% | 78% | 79% |
| I am treated fairly and with respect | 74% | 77% | 80% |
| My morale is good | 67% | 69% | 71% |
| Sufficient effort is made to get the opinions and thinking of people | 67% | 74% | 76% |
| Overall I am satisfied with my job at GAO | 74% | 74% | 75% |

People Measures: Leadership

(Percent of staff responding favorably)

| Questions | FY03 78% | FY04 79% | FY05 80% |
|---|----------|----------|----------|
| Gave me the opportunity to do what I do best | 79% | 79% | 81% |
| Treated me fairly | 86% | 87% | 89% |
| Acted with honesty and integrity toward me | 85% | 86% | 88% |
| Gave me the sense my work is valued | 75% | 77% | 78% |
| Ensured a clear link between my performance and recognition of it | 69% | 72% | 73% |
| Provide meaningful incentives for high performance | 57% | 58% | 59% |
| Implemented change effectively | 74% | 75% | 77% |
| Dealt effectively with EEO and discrimination issues | 92% | 92% | 92% |
| Demonstrated GAO's core values | 86% | 88% | 89% |
| Made decisions in a timely manner | 76% | 77% | 77% |

Classification and Compensation System: Key Guiding Principles

- Enable GAO to attract and retain top talent
- Result in equal pay for work of equal value over time
- Be reflective of the roles and responsibilities that we expect GAO staff to perform
- Be reasonable; competitive; performance-oriented; and based on skills, knowledge, and role
- Be affordable and sustainable based on current and expected resources levels
- Be in conformity with applicable statutory limits
- Try to assure a reasonable consistency in ratings and related compensation results within and between teams

Pay Philosophy: Performance-Oriented and Market-Based

Historically

- Pay ranges followed the GS schedule
- Everyone could advance to the pay cap irrespective of their performance—not a matter of if, but when

New Approach

- Pay ranges set to be competitive with the labor markets in which GAO competes for talent
- Everyone can advance to the pay cap—but they must have performance in excess of a certain level to advance beyond a certain point of the pay range (e.g., 75th percentile)
- Pay ranges may overlap in upper part of band pay range to adequately reward expertise, leadership, and performance

Classification and Compensation Review (CCR) Approach—Best Practices

- Hired an experienced and top quality firm—
Watson Wyatt
- Followed an industry best practices process and methodology
 - Early involvement of Career Stream Focal Points (including Employee Advisory Council representatives) to provide:
 - Knowledge and expertise on job content
 - Insight regarding attraction and retention issues including turnover, recruitment sources, and mid-career hiring
 - Hands-on review and confirmation of GAO job matches and 18 selected published survey sources

CCR Approach (Continue)

- Multiple authoritative surveys used for determining competitive compensation data
- Widely recognized local labor market data index used for local market categories
- Extensive involvement throughout the study by the Executive Committee to:
 - Provide strategic guidance and input
 - Confirm and approve job matches from selected published survey sources after consideration of recommendations from Career Stream Focal Points and Watson Wyatt

Proposed Compensation Ranges: Analysts

| Washington DC Market-Based Compensation Ranges | | | | |
|---|--------------------------|------------------------|-----------------------------------|------------------------------|
| | Expected Pay | Range | Above Expected | Pay Range |
| Reference Range | Pay Range Minimum | Competitive Pay | 75th Percentile | Pay Range Maximum |
| 1 | \$45,000 | \$59,000 | \$68,000 | \$74,000 |
| 2a | \$60,000 | \$80,000 | \$92,000 | \$99,000 |
| 2b | \$75,000 | \$100,000 | \$115,000 | \$125,000 |
| 3 | \$86,000 | \$114,000 | \$131,000 | \$135,500¹ |

¹ The maximum pay shown for Reference Range 3 is estimated. It will be adjusted to its final level when OPM determines the amount of the 2005 locality increase for Washington, DC.

Other Agencies' Elements of Reform

- **DHS and DOD reforms**
 - **Intend to include many of these same elements of a flexible and contemporary human capital management system**
 - Pay bands for more flexible classification, staffing, and compensation approaches
 - More market based and performance oriented pay system
 - Modern performance management systems
 - **But many details still to be defined, and the agencies face multiple challenges:**
 - Revisions to labor-management relations have been controversial
 - Need to provide sustained and committed leadership, dedicated resources, pre-implementation training, and a post-implementation program evaluation strategy
 - Need to assure that the necessary support infrastructure is in place before allowing agencies to implement certain authorities (e.g., performance-based pay)
 - Need to conduct appropriate studies over time (e.g., market-based compensation ranges)

Going Forward

- **Reforms to date recognize that one-size-fits-all approach is not appropriate to each agency's demands, challenges, and missions. However, a reasonable degree of consistency across the government is still desirable (e.g., principles, values, and safeguards)**
- **Need to move forward with reform, but how it is done, when it is done, and on what basis it is done can make all the difference**
- **Future reforms should incorporate a phased approach, where agencies are authorized to implement reform only after they have shown they have the infrastructure in place and the resources to be successful (i.e., show-me approach)**
- **As part of this approach, agencies must be able to make effective use of new authorities and have critical infrastructure in place:**
 - Strategic human capital planning process linked to the agency's overall strategic plan
 - Modern, effective, credible, integrated, and validated performance management system
 - Adequate internal and external safeguards (e.g., reviews, appeal processes)
 - Adequate resources for training and evaluation

Going Forward

- **In the short term, reforms should, at a minimum, include select and targeted new authorities**
 - Allowing agency heads to make a limited number of term appointments awarded noncompetitively
 - No guaranteed pay increases for persons who do not perform at an acceptable level
 - Rightsizing and restructuring authorities that can place additional emphasis on factors such as knowledge, skills, and performance
- **Broader reforms should be guided by a framework consisting of a common set of:**
 - Principles (e.g., merit principles)
 - Criteria (e.g., demonstrated business case)
 - Processes (e.g., preconditions, including adequate infrastructure in place)
- **GAO continues to work with key clients and stakeholders on future of reform**
 - Forum on government-wide framework
 - Testimony on DHS and DOD human capital designs
 - Symposium on modern compensation systems
 - Sharing our experience in implementing our reforms
 - Ongoing dialogue with the Congress, OMB, OPM, and various agencies, professional groups, unions, and others

Three Key Ingredients Needed for These Challenging and Changing Times

- *Courage*
- *Integrity*
- *Innovation*

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