

**SES Performance Management System
Executive Performance Plan**



Part 1. Consultation. *I have reviewed this plan and have been consulted on its development.*

Executive's Name (Last, First, MI): BRIGHT, RICK	Appraisal Pd. 10/1/2018 - 9/30/2019		
Executive's Signature: Electronically signed by RICK BRIGHT	Date: 5/31/2019		
Title: Director and DAS BARDA	Organization: Assistant Secretary for Preparedness Response		
Rating Official's Name (Last, First, MI): ROBERT KADLEC	<input type="checkbox"/> CA	<input type="checkbox"/> NC	<input type="checkbox"/> LT/LE
Rating Official's Signature: Electronically signed by ROBERT KADLEC (Rating Official)	Date: 5/29/2019		

Part 2. Progress Review

Executive's Signature: Electronically signed by RICK BRIGHT	Date: 8/5/2019
Rating Official's Signature: Electronically signed by ROBERT KADLEC (Rating Official)	Date: 6/17/2019
Reviewing Official's Signature (Optional): Electronically signed by ROBERT KADLEC (Reviewing Official)	Date: 9/17/2019

Part 3. Summary Rating

Initial Summary Rating	<input checked="" type="checkbox"/> Level 5 Achieved Outstanding Results (AO)	<input type="checkbox"/> Level 4 Achieved More than Expected Results (AM)	<input type="checkbox"/> Level 3 Achieved Expected Results (AE)	<input type="checkbox"/> Level 2 Partially Achieved Expected Results (PA)	<input type="checkbox"/> Level 1 Achieved Unsatisfactory Results (UR)
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Rating Official's Name (Last, First, MI): ROBERT KADLEC	
Rating Official's Signature: Electronically signed by ROBERT KADLEC (Rating Official)	Date: 9/30/2019
Executive's Signature: Electronically signed by RICK BRIGHT	Date: 9/30/2019
Reviewing Official's Signature (Optional):	Date:

Higher Level Review (if applicable)

<input type="checkbox"/> I request a higher level review. Executive's Initials:	Date:
Higher Level Review Completed: <input type="checkbox"/>	Date:
Higher Level Reviewer Signature:	Date:

Performance Review Board Recommendation	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
PRB Chair Signature:	Date:				

Annual Summary Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Appointing Authority Signature:	Date:				

Part 4. Derivation Formula and Calculation of Annual Summary Rating

Critical Element	Element Rating		Weight	Score		Summary Level Ranges
	Initial	Final (if changed)		Initial	Final (if changed)	
1. Leading Change	5	0	20	100	0	475 - 500 = Level 5 400 - 474 = Level 4 300 - 399 = Level 3 200 - 299 = Level 2 Any CE rated Level 1 = Level 1
2. Leading People	4	0	20	80	0	
3. Business Acumen	5	0	10	50	0	
4. Building Coalitions	5	0	20	100	0	
5. Results Driven	5	0	30	150	0	
Total:			100 Points	480	0	

Part 5. Performance Standards and Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description).

Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive’s organization, agency, department or Government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization’s mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive’s position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, time lines, or targets as applicable.

Level 3: The executive demonstrates the high level of performance expected and the executive’s actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon time lines. The executive meets and sometimes exceeds challenging performance expectations established for the position.

Level 2: The executive’s contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, time lines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive routinely does not meet established performance expectations/time lines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Element Rating Level Points	Level 5 = 5 points Level 4 = 4 points Level 3 = 3 points Level 2 = 2 points Level 1 = 0 points
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Critical Element 1. Leading Change (Minimum weight 5 points) Weight 20

Mandatory Performance Requirement: Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements:

- Supports and role models change by prioritizing “new pillars” for ASPR.
- § Provides resources (i.e., financial, human capital, technological) to ensure the BARDA employees are able to prioritize the ‘Pillar’ projects.
- § Removes obstacles that impede the employees’ work on the pillars.

§ Actively prepares for and participates in change management meetings and deliverables.

· Communicates change efforts amongst the senior leadership team and throughout **BARDA** on a monthly basis through multiple communications channels (e.g., blogs, All Hands, emails, etc.).

§ Facilitates thoughtful and engaging discussions with **BARDA** senior leaders to allow for collaborative negotiation and ensure understanding for authentic buy in in regards to the change initiatives.

§ When appropriate and needed, creates and encourages creative tension and differences of opinions.

§ Takes a long-term view within **BARDA** and collaborates with other senior leaders to build a shared vision across ASPR; acts as a catalyst for organizational change. Influences others to translate vision into action and breaks down existing silos among departments and within own organization.

· Leads **BARDA** leadership team and organization to support the redefining of ASPR's strategic vision and to reshape preparation and response to respond to 21st century threats.

§ Develops new insights into existing problems or situations, probes or questions conventional approaches.

§ Supports or encourages new ideas and innovations by rewarding employees.

§ Prioritizes designing and implementation of new or cutting edge programs/processes.

§ Identifies change champions that will actively support the strategic vision and convert those who are not on board.

· Open to change and maintains a positive presence regarding the change initiatives by showing resilience, pivoting, adapting, and political savviness. Deals effectively with pressure, remaining optimistic and persistent, and recovers from setbacks.

1. All SES and executive equivalents' performance plans must contain standardized language for employee engagement in the LEADING CHANGE critical element:

Added 5/10/19 as a requirement from HHS at the mid-year review

"Develop and implement strategies to address two (2) or more areas of concern from the 2018 FEVS results, focusing on those areas that have impact on the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), and the Employee Communication Index (ECI). Along with addressing ASPR issues, special consideration should be given to sub-organizations where addressing deficiencies would have the most impact on improving the EEI in support of the HHS's goal and OPM requirements, as well as improving the GSI and the ECI. Ensure timely distribution of the annual FEVS report to work units. If the FEVS PARTICIPATION RATE is below 60% in an office or sub-organization, increase PARTICIPATION RATE by at least 2 percentage points through outreach activities to that level. If the PARTICIPATION RATE is above 60%, continue to implement outreach activities to sustain a high response rate. Connect employees to ASPR mission and priorities through consistent, effective, and timely communication. As appropriate to one's position, use the Employee Viewpoint Survey and other available data to analyze issues related to employee engagement, development, and satisfaction, and implement strategies to improve where necessary. Promote a learning organization through performance management (feedback and coaching), individual development plans, and training. Model ASPR values of integrity, transparency, and teamwork."

Rating Official Narrative (Optional):

Dr. Bright continues to lead change in BARDA with deftness and enthusiasm. He has been challenged with the re-integration of the contracting function back into BARDA as a consequence of the mandate contained in 2017 CURES ACT. Many of the contracting officer positions he assumed were vacant leading to a daunting increase in the workload of remaining contracting officers. He leveraged external hiring support with the Office of Personnel Management (OPM) to actively and aggressively recruit additional contracting and scientific staff. This hiring gap did result in some decrement in the manner and speed which BARDA contracts were being managed and awarded. His ability to manage the administrative contract challenge and industry expectations is laudable. His remediation efforts will significantly address the immediate and long-term challenges to BARDA's contracting activities which are an important aspect of BARDA's industry facing relations.

Critical Element Rating - Leading Change	<input checked="" type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
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Critical Element 2. Leading People **(Minimum weight 5 points) Weight 20**

Mandatory Performance Requirement: Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements:

- Establishes and communicates realistic and clear goals, cascading from the **BARDA** goals, for their direct reports by January 2019. Holds **BARDA** employees accountable to achieving goals in a timely manner and within budget parameters.
- § Actively supports and keeps direct reports accountable for reviewing goals for their department.
- Ensures **BARDA** employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems.
- § Accurately identifies high and poor performers in leadership roles.
- § Recognizes and rewards high performers in a timely manner, keeping them engaged and motivated to do their best work.
- § Properly manages poor performers, through coaching and focused development, as well as through appropriate disciplinary mechanisms. Creates Performance Improvement Plans when poor performers are identified and pro-active measures are taken to support growth and development.
- Inspires and fosters decisive leadership, respect, commitment, and trust and fairness across **BARDA**.
- § Facilitates cooperation across the organization to encourage different divisions to work together, break down silos, engage with each other and collaborate.
- Implements actions to improve Leaders Lead Index scores by 7% and Supervisor Index by 5% on the 2019 FEVS for all ASPR employees.
- § Role model and reward employees who embody ASPR's values.
- § Hold leaders accountable for open communication, generating motivation, being transparent, showing respect for all employees, etc.
- Ensures FEVS participation rates are at or above 66% for **BARDA**. Focuses on one area to improve and initiates program to improve that area.

Rating Official Narrative (Optional):

Dr. Bright has effectively led his **BARDA** scientific and technical staff. He is expanding his repertoire to now address the inclusion of non-technical/scientific personnel with the return of contracting officers to **BARDA**. He is pursuing the creation of a Chief Operating Officer to help address this new requirement that will significantly improve his ability to manage his technical and non-technical staff and functions. It is my expectation that he will demonstrate with the same enthusiasm and deftness to lead his newly assimilated staff to continued success.

Critical Element Rating - Leading People

 Level 5 Level 4 Level 3 Level 2 Level 1

Critical Element 3. Business Acumen	(Minimum weight 5 points) Weight 10
<p>Mandatory Performance Requirement: Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.</p>	
<p>Agency-Specific Performance Requirements:</p> <p>In compliance with the Privacy Act of 1974, the e-Government Act of 2002, Executive Order 13719, and HHS privacy and risk management program, the executive will: 1) ensure all Personally Identifiable Information (PII) and Protected Health Information (PHI) with which your organization works is covered by an approved federal records schedule and that adherence to that schedule occurs regularly; 2) ensure proper data sharing agreements are in place and being appropriately executed; 3) ensure roles and responsibilities for data protection and privacy are clearly assigned and appropriately communicated; and 4) ensure that all subordinate employees complete annual privacy training.</p> <ul style="list-style-type: none"> · Plans, negotiates and justifies a budget that meets BARDA needs based on organizational goals, budget considerations, and workforce needs. Uses cost-effective approaches to accomplish work and to keep within budget. · Prioritizes new technology to deliver modernized approach to BARDA's needs. <p>§ Establishes coordination of technological efforts among BARDA divisions to ensure synergies and economies of scale.</p> <p>§ Budgeting for, planning for and coordinating ongoing, purposeful professional development for all employees using technologies, including ensuring a sufficient budget through the implementation and assessment process of emerging technologies.</p> <ul style="list-style-type: none"> · Guides the priorities of BARDA's divisions through understanding political and economic trends and using this information to make decisions on BARDA's impact. · Represents BARDA before US Congress, HHS, and other state and federal agencies in order to raise awareness and educate on BARDA's interests and advocate for finances, legislation, and resources and support to sustain BARDA's mission objectives. 	
<p>Rating Official Narrative (Optional):</p> <p>Dr. Bright is confronting a significant challenge with the ever changing landscape of the pharmaceutical industry. He and his BARDA staff successfully validated the initial premise that led to the creation of BARDA: advancing to licensure candidate products to address CBRN threats, pandemic influenza and antimicrobial resistance. He and BARDA have achieved incredible success in this domain. The challenge he and his organization now face is sustaining and ensuring these products that have limited or no commercial market remain available for both national security and public health purpose. This is incredibly tall order and one that BARDA, to date, has not fully evaluated or organized itself to address. Frankly, it is larger than BARDA, because it touches other important responsibilities of ASPR including the private sector health care and supply chain sectors. The potential costs and investments that are represented by BARDA's work are, however, on a scale that demands a holistic approach that includes the scientific and technical but the business as well. It is clear Dr. Bright understands the stakes and has committed to address this important element to his responsibilities.</p>	
Critical Element Rating - Business Acumen	<input checked="" type="checkbox"/> Level 5 <input type="checkbox"/> Level 4 <input type="checkbox"/> Level 3 <input type="checkbox"/> Level 2 <input type="checkbox"/> Level 1

Critical Element 4. Building Coalitions	(Minimum weight 5 points) Weight 20
<p>Mandatory Performance Requirement: Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.</p>	
<p>Agency-Specific Performance Requirements:</p> <ul style="list-style-type: none"> · Seeks win-win solutions through positive and collaborative peer relationships (e.g., FDA, NIH, CDC, HHS, etc.) demonstrated by achieving goals that BARDA would not achieve on their own. · Encourages collaboration across BARDA by being transparent, sharing information in a timely manner, building networks of constituents and stakeholders. Reduces silos within the organization by requiring divisions to work together to achieve stakeholder goals. · Identify and develop effective and supportive partnerships with a wide range of public, private, and non-profit entities (e.g., Pharmaceuticals, Bill & Melinda Gates Foundation) and create a continuum structure and decision-making processes that are inclusive of all parties. · Identifies common interests of parties in negotiations and builds consensus about the appropriate course of action. Persuades others to adopt recommendations. 	
<p>Rating Official Narrative (Optional):</p> <p>The recently reauthorization of the PANDEMIC ALL-HAZARDS PREPAREDNESS AND INNOVATION Act of 2019 includes new guidelines for the composition and functioning of the Public Health Emergency Medical Countermeasures Enterprise (PHEMCE) . BARDA has a central and joint responsibility with the Department of Defense to drive the PHEMCE process to ensure that the development of medical countermeasures proceeds at the "speed of science". Dr. Bright has been successful in advancing the mutual beneficial relationship with DoD identifying candidate products that meet ASPR and DoD requirements, ensuring joint development and where appropriate joint investment. DoD has been an important source candidate products and BARDA has been enormously successful taking those candidates and advancing them to licensable or licensed products. A near term issue that will require Dr. Bright's attention is the potential for a major DoD organizational realignment and change in investment strategies for the chemical and biological defense programs. Preparing for what could result in a significant change in the medical countermeasure landscape will require vigilance and anticipation.</p>	
Critical Element Rating - Building Coalitions	<input checked="" type="checkbox"/> Level 5 <input type="checkbox"/> Level 4 <input type="checkbox"/> Level 3 <input type="checkbox"/> Level 2 <input type="checkbox"/> Level 1

Critical Element 5. Results Driven	(Minimum weight 20 points) Weight 30
<p>The Results Driven critical element must have at least 1 performance requirement but no more than 5.</p> <p>This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable results from the Department's strategic plan, and/or the executive's Op/StaffDiv strategic plan, and other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance requirements must contain measurable results and their quality indicators describing the range of performance at Level 3 for each result specified. In addition to the quality indicators, applicable measures of quantity, timelines, and/or cost-effectiveness may be included as appropriate. It is recommended to also establish the threshold quality indicators and measures for Levels 5 and 2. Indicators must reflect the same level of performance as the respective performance standard contained in Part 5.</p> <p>Strategic Alignment—identify clear, transparent alignment to agency strategic planning initiatives (e.g., relevant agency or organizational goals/objectives with cited page numbers from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document) in the designated section for each performance requirement.</p> <p>Note: Performance requirements <i>must contain results and quality indicators</i> that are clearly and differentially identified. As stated in the Department's opening directive memorandum, each result must be bolded and <u>each measure must be underlined</u> so that it is readily evident on what the senior executive will be rated and what is expected for success.</p>	

<p>Performance Requirement 1:</p> <ul style="list-style-type: none"> · Sustain a robust medical countermeasures enterprise – (BARDA) § D.R.I.V.E. (Build the foundation for the division by establishing the objective and priorities, through recruitment and hiring, and lobbying for funding and resources) § Comprehensive Pan Flu Revision § Revising current capabilities. § Ensure the sustainment of CIADMs (Centers of Innovation and Advanced Development – making things on demand). § Determine New MCM Requirements for 21st Century Threats 	<p>Strategic Alignment:</p> <p>ASPR Strategic Plan</p>
<p>Performance Requirement 2:</p> <ul style="list-style-type: none"> · Restructure PHEMCE § Evaluate and research processes. § Protect national security information § Address vulnerabilities without losing collaboration § Determine capabilities for investments to prepare for and defend against synthetic biology threats § Identify sequences of offending against the library of countermeasures and ensure early detection § Collaborate and understand all parties’ (i.e., VA, DOD, FDA) interests but base decision making on development and acquisition needs 	<p>Strategic Alignment:</p> <p>ASPR Strategic Plan</p>

<p>Performance Requirement 3:</p> <ul style="list-style-type: none"> · Putting together the strategic plans for the following: · § Project BioShield - acquisition · § ARD (Advanced research and development) · Build an ASPR culture focused on being operational and action oriented. 	<p>Strategic Alignment:</p> <p>ASPR Strategic Plan</p>
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Rating Official Narrative (Optional):

Dr. Bright's strong suit has been the effective execution of his BARDA portfolios for CBRN, pandemic influenza and antimicrobial resistance. Under his leadership BARDA continues to develop and licensure of medical countermeasures at a rate that is well above the industry average and certainly a subject of their envy. BARDA, to date, has successfully brought 48 products to licensure. More significantly, BARDA's work to accelerate the availability of countermeasures for the current Ebola virus outbreak in the Democratic Republic of Congo has been the critical intervention that has prevented the crisis going to a localized national outbreak to a regional and likely global one.

Critical Element Rating - Results Driven	<input checked="" type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
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Part 6. Summary Rating Narrative (Mandatory)

Dr. Bright continues a very successful tenure in leading BARDA performing an essential ASPR mission of developing and acquiring medical countermeasures for the Strategic National Stockpile. Dr. Bright has successfully initiated several new efforts on innovation and integrating a BARDA centric contracting office. His team has cataloged their 48th licensed medical countermeasure since BARDA's inception. Dr. Bright and his BARDA team has certainly proven the ability to successfully develop, acquire and license medical countermeasures that have no commercial market. Dr. Bright has effectively worked with the private sector building trusted business partnerships. His next challenge will be to address how BARDA can ensure the resilience and sustainability of the medical countermeasure enterprise. He has actively worked to address what were inherited deficiencies in some of the business practices. I have confidence that he and his BARDA team will be successful as he and they have been in the creation of this enterprise.

Part 7. Executive's Accomplishment Narrative (Optional)

As BARDA Director and the Deputy Assistant Secretary for Preparedness and Response, I lead our organization through a year of organizational growth, scientific expansion and international leadership. Our mission to Save Lives and Protect Americans from 21st Century Health Security Threats was supported by sustaining a robust medical countermeasure enterprise bolstered by public private partnerships that surpassed our targets and achieved 6 FDA approvals (a few more expected before year end). Our BARDA model was enhanced by adding additional expertise to maintain our leadership in medical countermeasure development. We continued to improve the organization of our Division of Contracts Management & Acquisition to improve efficiency and optimize the customer experience. We have strengthened our alignment and collaborations with our federal partners, including VA, HRSA, CMS, DoD and FDA. Finally, we increased our reach outside of the DC beltway by adding 5 new accelerators to our accelerator network to scout and activate innovation across the country to open garage doors to increase visibility for our problem set while attracting new entrepreneurs to bring solutions. DRIVE received approximately 350 abstracts and made 20 awards to companies who have not been previously BARDA funded. Of the abstracts received, 75% were from micro or small business, 12% women owned small business and 56% had never received a government award before. With our new DRIVE digital resource system, we are able to accelerate and track submission, review and awards, providing needed funds to innovators in as little as 30 days.

Under my leadership, BARDA used lifecycle drug management practices to ensure we are operating within our budget, making maximum use of the funds available by obligating 100% of our expiring FY19 funding, while focusing on ensuring the best value for the US government and the taxpayer while prioritizing resources to address the multiple threats that we face. Other significant accomplishments to improve our business practices and strengthen the MCM enterprise this year include the initiation of a new EZ broad agency announcement and implementation of an electronic submission portal (DRIVE digital resources). Both of these efforts have been extraordinarily well received by our external partners as they significantly decrease the red tape in awarding funds to companies, while addressing procurement requirements. To make the first awards in as little as 30 days is an amazing accomplishment and I am proud of

the teamwork realized from combining BARDA program and contracting to accomplish this goal.

Programs within BARDA continued to succeed. Project coordination teams were able to receive 6 FDA approvals, licenses and/or clearances in FY19 and make substantial progress on several additional candidates that are very near FDA approval over the next few months. BARDA is negotiating strategic partnerships with VA to collaborate on technologies that will improve our health security and serve to benefit veterans. Many of the new approvals and several in the near term pipeline are the result of strong leadership within our expert staff and their collaboration, coordination, and sometimes, integration with interagency colleagues from across HHS, DoD, NASA and others. Our approach is to leverage knowledge, leadership and resources to accomplish the goal, while reducing redundancy and duplication.

Staffing – Throughout this reporting period, my goal has been to ensure that we can continue to meet and exceed the ASPR's mission and expectations by ensuring adequate staffing is in place. While traditional vacancy announcement-based approaches to hiring remain challenging and have taken an extraordinary amount of time to process through various ASPR and HHS HR offices, this year. However, in partnership with ASPR's HCD, we initiated a new process with OPM to release 8 vacancy announcements and have made 46 selections with an intent to fill over 90 positions. I have encouraged the use of innovative hiring practices – including shared certificates, Interagency Agreements, Detailees (Presidential management Fellows, staff from NIAID), ORISE fellows, Commissioned Corps Officers, SETAs, contractor SMEs, schedule A, qualified veteran's pathways. I have also strongly encouraged a focus on diversity across our workforce, ensuring we are selecting the best mix of experts to be successful. This year in collaboration with the ASPR Human Capital Division, BARDA made significant progress in selecting highly qualified candidates. We have worked closely with ASPR Human Capital group to prioritize critically needed positions to accomplish our goals and appreciate their help in using the OPM process to add highly qualified candidates to BARDA.

The 21st Century Cures Act returned contracting staff to BARDA. While this was implemented last year, this year I have focused on creating a strategy to ensure that the BARDA Division of Contracts Management Administration (DCMA) becomes a fully functional contracting shop.

This year I advanced the ASPR mission in several areas:

This year, in a collaboration with ASPR Communications and Legislative Affairs leadership, I briefed members of the Legislative Branch and their staff on ASPR and BARDA Priorities, our "Better, Faster, Flu Strategy," and overall Influenza Strategy (in association with a leadership role in the drafting of the WH Executive Order on Improving Influenza Vaccines), Antimicrobial Resistance, Pharmaceutical Based Agents and the need for technology to combat the Opioid crisis. Many specific briefs focused on connecting national security and public health threats as well as bio-economy threats. I have briefed HHS Secretary Azar, Deputy Secretary Hargan and Assistant Secretary for Health Giroir, the NSC and DoD colleagues on Influenza, Sepsis, and antimicrobial resistance. I have also briefed the CMS Administrator to garner collaboration in the effort to address the collapsing marketplace for antibiotics. I have also briefed Director of National Intelligence Coats on Influenza.

As BARDA Director, I continued our progress to improve our Tech Watch outreach/inreach program to increase the quantity and quality of our meetings with entrepreneurs, large and small pharmaceuticals and biotech companies, academics and governmental agencies and all potential partners and I am proud that our team conducted over 160 Tech Watch meetings through the third quarter of the FY19 and we've received significantly positive feedback from our industry partners on the improved, user-friendly format.

For the CIADMS we are working closely within ASPR and DoD to undertake and build a strong "Whole of Government" approach to evaluate and prioritize the highest needs for manufacturing services across the USG. The new strategy is aimed to align development and production needs with available and potential resources and identify opportunities for best practices to collaborate including synergy in the transition of the most promising programs and projects. This strategy is under development and review with ASPR leadership.

This year, I participated in numerous outreach efforts to both internal and external partners/stakeholders. These efforts have increased the visibility and credibility of ASPR and BARDA significantly, in essence more people, globally, have heard of ASPR and BARDA now and our range of partners has expanded dramatically. Some of the highlights follow.

I have also met multiple times with industry leadership, including many CEO partners to discuss and align strategy, business and technical challenges as well as relationship enhancement.

This year, I served on the steering committee for WHO Research and Development Blueprint and the Global Coordination Committee and served as a strategic HHS senior representative in discussions with the Chinese Health Ministry and China FDA about pandemic preparedness and response. I have also lead the USG delegation in multiple meetings within the Japanese MOH and FDA, forging a strong relationship with colleagues and critical partners in the Japanese MOH. This has led to the bilateral inclusion of AMED and BARDA in each respective Industry Day programs. BARDA has also been asked to develop and lead a bilateral Industry Day program with counterparts in Israel, scheduled for November 2019. I was invited to join two Fora within the National Academy of Science, Education and Medicine: the Forum on Microbial Threats and the Forum on Drugs. I also presented at the National Academy of Sciences on the topics of modernized MCM manufacturing technologies as well as microbial threat reduction by 2030, influenza preparedness and numerous other scientific and policy meetings on medical countermeasure development, public private partnerships, strategic investors, pandemic response and biodefense. I continue to lead a major pillar of the HHS Secretary highly prioritized Opioids Strategy and Co-Chair the National Science & Technology Council (NSTC), Biodefense Research & Development (BDRD) Subcommittee.

One of my priorities this year was to not only meet the need to ensure a **robust and sustainable development infrastructure**, it was also to envision the future of where that enterprise needs to go to be truly innovative and transformative. This year, this vision has been shared with the ASPR/BARDA team to engage colleagues across ASPR, the ASH, and the HHS, Secretary and Deputy Secretary and colleagues at DoD, FDA, NIH, CDC, CMS as to how we can not only develop new products but also how we can better design them and supporting technologies to ensure that new MCMs are available and integrated into our healthcare system as early as possible to those in need to save their lives. My vision was mapped to an end-to-end strategy we now refer to as the Health Security Response Framework. This vision and leadership in the establishment of a culture of innovation within ASPR also spawned additional ASPR innovation programs, including ASPR Ready and ASPR Next. BARDA has provided significant support and infrastructure to launch these two critical programs for ASPR.

Results Driven: My goal for this performance period was that BARDA would have 2 new MCMs that were FDA approved, licensed, or cleared, with my stretch goal being 4 new MCMs.

It is a testament to the dedication of our BARDA team at all levels and my investment in personal and professional development and my overall support of the work that they do every day, that BARDA was able to obtain 6 new FDA approvals within the Fiscal Year 2019 and pushed several additional critical MCM candidates closer to the finish line with an anticipation of additional approvals before the end of the calendar year 2019. With every approval and major accomplishment within BARDA, I take the opportunity share our overall success with all of BARDA and ASPR colleagues in small group and large All-Hands meetings. In this way, I want to make sure that each member of our BARDA family feels that they are a part of and contributing to the overall ASPR mission and in these successes that are a result of the entire team. It is so important to me that everyone in BARDA understands their contribution to saving lives and protecting Americans.

In cooperation with our DoD colleagues, I have lead the creation of PHEMCE Senior Federal Officials (SFO). The SFO has been responsible for the creation of three Portfolio Assessment Teams (PAT); Smallpox, Anthrax and Influenza. Initial charges have been made to that PATs and they have begun their work.

Initial Ebola programs initiated during the 2014-2015 outbreak in Western Africa have progressed to contribute significantly to the current outbreak in the Democratic Republic of Congo (DRC). Due to these BARDA contributions, vaccine is available for emergency use in the DRC and is on the path to approval, two BARDA sponsored therapeutics were used in the NIAID sponsored randomized clinical trial and compassionate use protocol and rapid point of care diagnostics are available for use in the outbreak to assist with dignified and safe burial. The impact made by BARDA's dedication and investment in these countermeasures is greatly impacting the progress of the epidemic.

Finally, I have been empowering BARDA staff to lead in critical roles, ensuring their development and growth for the betterment of the ASPR organization.

Part 8. Agency Use