May 16, 2019

Trevor Cothron, SP 2A-C

REQUEST FOR MANAGEMENT DECISION – EVALUATION 2018-15610 – ORGANIZATIONAL EFFECTIVENESS – INFORMATION TECHNOLOGY CORPORATE SOLUTIONS

Attached is the subject final report for your review and management decision. You are responsible for determining the necessary actions to take in response to our findings. Please advise us of your management decision within 60 days from the date of this report. In accordance with the Inspector General Act of 1978, as amended, the Office of the Inspector General is required to report to Congress semiannually regarding audits that remain unresolved after 6 months from the date of report issuance.

If you have any questions or wish to discuss our findings, please contact Amy R. Rush, Evaluations Manager, at (865) 633-7361 or Lisa H. Hammer, Director, Evaluations – Organizational Effectiveness at (865) 633-7342. We appreciate the courtesy and cooperation received from your staff during the evaluation.

David P. Wheeler
Assistant Inspector General
  (Audits and Evaluations)
WT 2C-K

ARR:KDS
Attachment
cc (Attachment):
    TVA Board of Directors
    Samuel A. Austin, SP 3L-C
    Clifford L. Beach Jr., WT 7B-K
    Andrea S. Brackett, WT 5D-K
    Janet J. Brewer, WT 7C-K
    Susan E. Collins, LP 6A-C
    Robertson D. Dickens, WT 9C-K
    Jeremy P. Fisher, SP 3A-C
    Megan T. Flynn, LP 3A-C
    Dwain K. Lanier, MR 6D-C

    Jeffrey J. Lyash, WT 7B-K
    Justin C. Maierhofer, WT 7B-K
    Jill M. Matthews, WT 2C-K
    Todd E. McCarter, MP 2C-C
    Sherry A. Quirk, WT 7C-K
    Wilson Taylor III, WT 7D-K
    John M. Thomas III, MR 6D-C
    Rebecca C. Tolene, WT 7B-K
    OIG File No. 2018-15610

TVA

Evaluation Report

ORGANIZATIONAL EFFECTIVENESS – INFORMATION TECHNOLOGY CORPORATE SOLUTIONS

<u>ABBREVIATIONS</u>

ECM	Enterprise Content Management
FY	Fiscal Year
HR&A	Human Resources and Accounting Solutions
IT	Information Technology
NARA	National Archives and Records Administration
TVA	Tennessee Valley Authority

TABLE OF CONTENTS

APPENDICES

Why the OIG Did This Evaluation

Organizational effectiveness, as defined in this evaluation, is the ability of an organization to achieve its mission and goals. To achieve and sustain organizational effectiveness, there should be alignment between strategy, team engagement, and operational performance. Specifically, values and behaviors that drive good performance should be embedded throughout the organization's business processes and exemplified by the individuals that manage and work in the organization. The Tennessee Valley Authority's (TVA) 2018 Risk Assessment Summary recognized that (1) workforce strategy and management risks[i] and (2) workplace environment risks[ii] could negatively affect the performance environment. Therefore, employee engagement is critical.

Due to the importance of alignment between strategy, team engagement, and operational performance, the Office of the Inspector General is conducting organizational effectiveness evaluations of business units across TVA. This evaluation focuses on Corporate Solutions, which is an organization consisting of three departments, under Information Technology's (IT) Digital Solutions. IT Corporate Solutions' mission is to "deliver proactive, innovative, cost conscious solutions built on relationships of trust and respect that allow our partners to realize untapped value". The objective of this evaluation was to identify strengths and risks that could impact IT Corporate Solutions' organizational effectiveness.

What the OIG Found

During the course of our evaluation, we identified strengths that positively affected the day-to-day activities of IT Corporate Solutions' personnel. These strengths included (1) organizational alignment in two departments, (2) positive interactions with management in one department, and (3) teamwork within and outside of Corporate Solutions' departments. However, we also identified risks that could impact IT Corporate Solutions' effectiveness and its continued ability to meet its responsibilities in support of Corporate Solutions' mission. These included (1) risks to effective organizational alignment to IT strategy, (2) engagement issues with management in two departments, and (3) risks to effective execution of the mission related to lack of customer focus and resource issues.

---

[i] Workforce strategy and management risks include failure to maintain key leadership positions, ineffective talent management, and performance management shortfalls.

[ii] Workforce environment risks include lack of organizational adaptability, lack of inclusion and employee engagement, and inappropriate workplace incidents.

EXECUTIVE SUMMARY

Based on our findings and using TVA's Business Operating Model, we assessed Corporate Solutions' level of risk in the areas of alignment, execution, and engagement. As shown in the table below, we determined:

- Alignment risk is rated medium based on alignment risks to IT strategy in Human Resources and Accounting Solutions (HR&A) and Enterprise Content Management (ECM). While employee goals were consistent with those of management in all three departments and with the Corporate Solutions' mission, HR&A employees discussed a change in department direction that negatively affected goal achievement and/or understanding of their roles. Furthermore, lack of coordination between ECM and HR&A increases the risk related to achievement of long-term objectives.

- Engagement risk is high. While employees commented favorably on their interactions with team members within their respective departments and all employees in one department indicated they trusted their manager, the majority of individuals within two departments commented negatively on relationships with their management. Specifically, employees indicated a lack of communication with and a lack of trust in their managers. Many employees within the two departments also indicated having ethical concerns, such as employee time abuse and management favoritism.

- Execution risk is rated medium because of impediments to achievement of the Corporate Solutions' mission. These impediments included lack of customer focus, including communication and collaboration, which directly affects the mission and resource issues in one department.

	Low Risk	Medium Risk	High Risk
Alignment		X	
Engagement			X
Execution		X	

What the OIG Recommends

We recommend the Senior Manager, Corporate Solutions, address (1) alignment concerns related to roles and coordination of activities in support of the mission and (2) engagement issues, including communication and ethical concerns, between management and employees within two departments. We also recommend management increase collaboration and communication with business partners and address resource issues in one department.

TVA Management Response

In response to our draft report, TVA management agreed with our recommendations. See Appendix B for management's complete response.

BACKGROUND

Organizational effectiveness, as defined in this evaluation, is the ability of an organization to achieve its mission and goals. To achieve and sustain organizational effectiveness, there should be alignment between strategy, team engagement, and operational performance. Specifically, values and behaviors that drive good performance should be embedded throughout the organization's business processes and exemplified by the individuals that manage and work in the organization.

In recent years, the Tennessee Valley Authority (TVA) has faced internal and external economic pressures and implemented cost-cutting measures in an attempt to keep rates low and reliability high while continuing to fulfill its broader mission of environmental stewardship and economic development. TVA's 2018 Risk Assessment Summary recognized that (1) workforce strategy and management risks[1] and (2) workplace environment risks[2] could negatively affect the performance environment. Therefore, employee engagement is critical. Due to the importance of alignment between strategy, team engagement, and operational performance, the Office of the Inspector General is conducting organizational effectiveness evaluations of business units across TVA. This evaluation focuses on TVA's Corporate Solutions, which is an organization under Information Technology's (IT) Digital Solutions. According to Corporate Solutions' intranet site, the mission of the organization is to "deliver proactive, innovative, cost conscious solutions built on relationships of trust and respect that allow our partners to realize untapped value." At the initiation of this evaluation, the position of Chief Information Officer was vacant.[3]

As of October 2018, IT Corporate Solutions was comprised of three departments: Enterprise Content Management (ECM), Financial Solutions, and Human Resources and Accounting Solutions (HR&A). ECM is responsible for establishing and exercising administrative controls and providing oversight related to TVA records management activities. These records management responsibilities include oversight related to acquiring, maintaining, distributing, and preserving appropriate records as directed by applicable federal laws, regulations, and directives, such as Section 3101 of Title 44 U.S. Code and guidance issued by the National Archives and Records Administration (NARA). ECM is also tasked with maintaining the Electronic Document Management System, which is TVA's system for storing official records in electronic format. Additionally, ECM is supporting the project involving the replacement of the Electronic Document Management System with a web-based system used for managing and distributing information. ECM tracks metrics related to

---

[1] Workforce strategy and management risks include failure to maintain key leadership positions, ineffective talent management, and performance management shortfalls.

[2] Workforce environment risks include lack of organizational adaptability, lack of inclusion and employee engagement, and inappropriate workplace incidents.

[3] On February 4, 2019, TVA named a new Chief Information Officer.

management of the current projects, work performance, and timeliness of service delivery.

Financial Solutions and HR&A are primarily comprised of software engineers responsible for developing and modifying existing computer application software in order to produce the desired functionality for the business units they support. This may include making enhancements to an application or conducting maintenance activities. Business units supported by Financial Solutions include Financial Services, Supply Chain, IT, Facilities, and TVA Police. HR&A personnel support human resource functions, in the Human Resources organization and Financial Services' human resource-related departments, such as Disbursement Services. Information tracked by Financial Solutions and HR&A include work performance measurements consisting of the number of tasks completed related to enhancements and other work requests.

As of October 9, 2018, IT Corporate Solutions had 54 employees, including 1 senior manager, 3 department managers, 21 employees in ECM, 16 employees in Financial Solutions, and 13 employees in HR&A. Organizational changes announced on January 22, 2019, reflected the movement of two department managers in place at the time of our evaluation to other leadership positions within IT Digital Solutions.

OBJECTIVE, SCOPE, AND METHODOLOGY

The objective of this evaluation was to identify strengths and risks that could impact IT Corporate Solutions' organizational effectiveness. We assessed operations as of September 30, 2018, and culture at the time of our interviews, which occurred during October 2018 through January 2019. To complete the evaluation, we:

- Reviewed IT fiscal year (FY) 2019 through FY2021 business plans and TVA's FY2019 through FY2021 Business Plan Summary to gain an understanding of Corporate Solutions' goals and responsibilities and to determine whether goals aligned.

- Reviewed TVA values and competencies (see the Appendix) for an understanding of cultural factors deemed important to TVA.

- Reviewed select (1) TVA and IT Standard Programs and Processes and other documentation to gain an understanding of processes and (2) laws, regulations, and directives to gain an understanding of the requirements of the organization.

- Conducted individual interviews with 53 employees,[4] including management, and analyzed the results to identify themes related to strengths and risks that could affect organizational effectiveness.

---

[4] One individual was not interviewed, as he was no longer with TVA.

- Selected 15 individuals, based on input from Corporate Solutions' management, and 60 individuals based on auditor judgment who were identified as working with Corporate Solutions or receiving Corporate Solutions' services to obtain customer service feedback. We received survey responses and/or interviewed 53 of the 75 individuals.

- Analyzed FY2018 performance documentation for management and employees as of October 9, 2018, for alignment with respective management and organizational goals.

- Examined Corporate Solutions' project and work management documentation to gain an understanding of work performed by employees in each department.

- Examined training records housed in TVA's Learning Management System, dated FY2014 through January 9, 2018, to determine the number of cloud-based classes individuals within Corporate Solutions had taken.

- Assessed the overall effectiveness of Corporate Solutions in the following areas, as included in TVA's Business Operating Model:
  - Alignment – How well the organization coordinates the activities of its many components for the purpose of achieving its long-term objectives— this is grounded in an understanding of what the organization wants to achieve, and why.
  - Engagement – How the organization achieves the highest level of performance from its employees.
  - Execution – How well the organization achieves its objectives and mission.

This evaluation was performed in accordance with the Council of the Inspectors General on Integrity and Efficiency's *Quality Standards for Inspection and Evaluation*.

<u>OBSERVATIONS</u>

During the course of our evaluation, we identified strengths that positively affected the day-to-day activities of IT Corporate Solutions' personnel. These strengths included (1) organizational alignment in two departments, (2) positive interactions with management in one department, and (3) teamwork within and outside of Corporate Solutions' departments. However, we also identified risks that could impact IT Corporate Solutions' effectiveness and its continued ability to meet its responsibilities in support of Corporate Solutions' mission. These included (1) risks to effective organizational alignment to IT strategy, (2) engagement issues with management in two departments, and (3) risks to effective execution of the mission related to lack of customer focus and resource issues.

STRENGTHS

During the course of our interviews and data analyses, we identified strengths that positively affected the day-to-day activities of IT Corporate Solutions' personnel. These strengths included (1) organizational alignment in two departments, (2) positive interactions with management in one department, and (3) teamwork within and outside of Corporate Solutions' departments.

Organizational Alignment in Two Departments
Our review of performance management documentation for management and employees in ECM and Financial Solutions departments revealed that performance goals were consistent with goals of the individual's respective management and the Corporate Solutions' mission. Many individuals in both departments indicated they had input into their goals and they aligned with the organizational mission. Some individuals in one department also indicated that management assembled a team to develop the goals and a few individuals specifically indicated that management provided employees with an opportunity to participate on the team. We confirmed the Corporate Solutions' mission aligned with both IT and TVA missions.

Positive Interactions with Management in One Department
All employees in one department indicated trust and two-way communication existed with their direct manager. Most employees also responded positively when asked about reporting concerns or having a differing opinion from their manager. Many employees indicated their manager held employees accountable.

Teamwork within and outside of Corporate Solutions' Departments
Employees commented favorably on team members within their respective departments. Specifically, most individuals in each department indicated interactions with others in the department were positive and the majority indicated they trusted their team members to do their jobs well. Many employees

in one department who commented positively on morale indicated it stemmed from engagement within the group.

Many individuals in Financial Solutions and HR&A commented positively when asked about interactions with other departments within Corporate Solutions. Many employees in Financial Solutions and ECM and several in HR&A also commented favorably on interactions with organizations outside of Corporate Solutions. The majority of responses from individuals identified as working with Corporate Solutions or receiving Corporate Solutions' services were also positive.

RISKS

During the course of our evaluation, we identified risks that could impact IT Corporate Solutions' effectiveness and its continued ability to meet its responsibilities in support of Corporate Solutions' mission. These included (1) risks to effective organizational alignment to IT strategy, (2) engagement issues with management in two departments, and (3) risks to effective execution of the mission related to lack of customer focus and resource issues.

Risks to Effective Organizational Alignment to IT Strategy
Since 1993, expectations for executive departments and government agencies to evaluate and work to improve their performance in providing competent, efficient, and responsive services to the public have existed. These expectations, which were outlined in a Cloud First policy on February 8, 2011, included accelerating the pace at which the government will realize the value of cloud computing by requiring agencies to evaluate safe, secure cloud computing options before making any new investments.

According to project documentation, TVA IT initiated a project in January 2018 for migrating the current human resources application to a cloud-based software as a service[5] model. The migration is due to unavailability of support for the current human resources system and requirement of a considerable investment now and in the future for upgrading the system. Subsequently, in April 2018, upgrades to TVA's current human resources application were cancelled. Several employees within HR&A discussed this change in department direction and indicated that it negatively affected goal achievement, and/or their roles, and resulted in lowered morale.

Several employees indicated a contractor, associated with the cloud-related project, controls which enhancements are made to the existing human resources application. This could decrease their control over goal achievement related to application enhancements. We reviewed performance management documentation for management and employees in HR&A and found that FY2018

---

[5] Software as a service, as defined by the National Institute of Standards and Technology, is the capability to use a third-party provider's application on a cloud infrastructure, which can be accessed through an interface, such as a web browser.

performance goals were consistent with goals of management and the Corporate Solutions' mission; however, several employees indicated that line of sight[6] with management goals and responsibilities was lacking during the development of those goals.[7] We also noted that most employees had goals pertaining to automations that could save time for the HR&A employee or their business partner. These included human resources application enhancements.

Several employees also commented specifically on the lack of communication from IT management with regard to this change in direction and several individuals expressed concerns related to training necessary for the future because of the movement to a cloud-based software as a service model. Under this model, HR&A employees would no longer manage or control the underlying cloud infrastructure including the operating systems and application capabilities, which is a change from the employees' current roles. We noted that several employees had training-related goals in their performance management documentation but noted only one individual's goal was specific to cloud computing fundamentals. We reviewed training records from TVA's Learning Management System, which reflected that most individuals in the department had taken two classes and several more had taken one class related to cloud.

The Office of Management & Budget's Cloud Smart Strategy, issued in October 2018, provided guidance related to necessary workforce skills to foster cloud adoption and implementation. Specifically, the strategy referred to the execution of communication plans designed to assist with employee understanding of changes, such as potential decommissioning of legacy systems, and easing of workforce concerns by outlining how the current workforce will fit into the organization once cloud adoption is complete. Specific workforce development and planning activities outlined in the Cloud Smart Strategy include (1) identification of skills gaps for current and future roles, (2) reskilling and retention of current federal employees, and (3) communication, engagement, and transition strategies. By not communicating the strategy for the move to the cloud or involving employees in the process, the organization risks the alignment needed for a highly successful organization.

We also identified risks pertaining to activities specific to cloud migration in ECM. In September 2010, the NARA issued guidance[8] on records management responsibilities and challenges in cloud computing environments. According to the guidance, potential records management challenges include:

- Cloud service providers not being able to implement records disposition schedules, such as transferring and permanently deleting records, as required,

---

[6] We identified no requirement for managers to share goals and responsibilities with employees; however, managers and employees are expected to work together to identify goals.

[7] At the time of our interviews, management was working on the goals for FY2019.

[8] NARA issued Bulletin 2010-05: Guidance on Managing Records in Cloud Computing Environments on September 8, 2010.

- Lack of service provider knowledge related to Federal retention requirements, and

- Continuity of preservation and access services if the business operations of cloud service providers change or cease altogether.

Most individuals in ECM noted they did not have much interaction with Financial Solutions and HR&A. Because (1) the responsibilities of ECM include records management and (2) applications supported by HR&A are expected to move to the cloud, there may be a need for increased interaction between ECM and HR&A.

-       -   -   -   -   -

The migration to the cloud software as a solution model has caused individuals to be concerned about their roles and skills necessary in the future environment. Furthermore, a lack of collaboration between the ECM and HR&A departments could increase alignment-related risks. These factors, along with a lack of communication, indicate an ineffective change management practice. While the migration to a cloud-based software as a solution model addresses government expectations related to cloud computing, it also reflects a change in the organization's business model, which not only affects engagement of individuals within the organization, but also affects execution of the mission related to delivering solutions.

Engagement Issues with Management in Two Departments
According to TVA's Leadership competencies, leaders are expected to inspire trust and engagement by building a positive environment that motivates others. This includes engaging employees in decision-making and problem solving. The majority of employees in two departments commented negatively on communication with their direct manager. Specific communication-related examples cited by employees in one department indicated their manager does not ask for input, has little or no communication with them, or gets defensive when discussing issues. Several employees in another department indicated a lack of communication and/or management engagement, which employees cited as contributing factors to low morale within the department.

Many employees in both departments also indicated a lack of trust in their direct manager and/or responded negatively when asked if they felt comfortable reporting concerns or offering differing opinions. Several employees in one department and many in another indicated their direct manager could improve in holding employees accountable. In addition, most employees in one department and many in another indicated that management could improve in rewarding and recognizing employees. Most of the individuals in one department also indicated low morale stemmed from management inactions related to engagement with employees.

When asked to describe the ethical culture[9] within their organization, many individuals responded positively. However, several employees in two departments indicated having ethical concerns. Concerns cited in one department were related to time abuse by some individuals within their department, which could contribute to the accountability concerns noted previously, and the feeling that some individuals, including the department manager, may be "out for themselves." Employees in another department primarily described ethical concerns as favoritism by their direct manager of certain employees within the department. We also noted that a few individuals who commented favorably on the ethical culture of the organization also mentioned potential issues with favoritism within their department.

Risks to Effective Execution of the Mission
During the course of our evaluation, we identified potential impediments to effective execution of the Corporate Solutions' mission. These were related to customer focus and resource issues.

Customer Focus in Two Departments
Because the mission of the Corporate Solutions' organization is to "deliver proactive, innovative, cost conscious solutions built on relationships of trust and respect that allow our partners to realize untapped value," business partner and customer perceptions are mission-critical. Therefore, we obtained feedback from individuals identified as working with Corporate Solutions or receiving Corporate Solutions' services. While the majority of responses for each of the three departments were positive, the number of responses indicating concerns pertaining to (1) products and services from ECM and (2) timeliness of HR&A was large enough to classify these areas as precarious in light of the organization's mission.

When asked about potential improvements, respondents commenting on ECM primarily identified training and communication of milestones and/or issues as areas for improvement. Respondents commenting on HR&A primarily indicated communication as an area for improvement and a couple specifically mentioned department manager communications could improve. This was consistent with the employee feedback related to communication noted previously. Several respondents also indicated there was a need for increased customer focus including engagement and collaboration with business partners.

Resource Issues in One Department
While many employees in all three departments indicated having the tools, training, and certifications necessary to perform their current jobs, several individuals in Financial Solutions identified resource issues as a problem with completing their primary job responsibilities. A few customers and business partners echoed these opinions when asked about potential improvements in this department.

---

[9] Ethical culture is the "shared concept of right and wrong behavior in the workplace that reflects the true values of the organization and shapes the ethical decision making of its members" as defined in S. P. Robbins & T. A. Judge, *Organizational Behavior*, 18th edition, 2019.

Since August 2018, three employees have left the department. According to the department manager, they are working on hiring additional personnel and cross training individuals to build depth in the department. This should alleviate the risk related to completion of job responsibilities and provide additional support for applications.

CONCLUSION

Change is inevitable, especially in an environment where products and/or services, such as technology, could rapidly evolve and affect an organization's business operations. Therefore, a need exists for effective change management practices. Change management, as defined by the Society for Human Resource Management, is the systematic approach and application of knowledge, tools, and resources to deal with change. The Society for Human Resource Management also states that "effective" change management goes beyond project management and technical tasks and involves leading the "people-side" of major changes within an organization. Thus, it is essential to have positive, trusting relationships between management and employees where change is vital to an organization's success.

The existence of relationship issues between management and employees in two departments have contributed to low morale. Issues included a lack of communication and negatively perceived actions or inactions on the part of management, which may have contributed to lowered employee trust. Since trust and engagement are necessary attributes for effectively implementing change, it is important to focus on improvements in these areas to increase the success of change efforts, such as cloud adoption. Furthermore, relationships with others both inside and outside of Corporate Solutions could be leveraged to further the success of change efforts and minimize disruptions that may cause future timeliness or prioritization issues.

Based on our observations and using TVA's Business Operating Model, we assessed IT Corporate Solutions' level of risk in the areas of alignment, execution, and engagement. We determined:

- Alignment risk is rated medium based on alignment risks in HR&A and ECM. While employee goals were consistent with those of management in all three departments and with the Corporate Solutions' mission, HR&A employees discussed a change in department direction that negatively affected goal achievement and/or understanding of their roles. Furthermore, lack of coordination between ECM and HR&A increases the risk related to achievement of long-term objectives.

- Engagement risk is high. While employees commented favorably on their interactions with team members within their respective departments and all employees in one department indicated they trusted their manager, the majority of individuals within two departments commented negatively on

relationships with their management. Specifically, employees indicated a lack of communication with and a lack of trust in their managers. Many employees within the two departments also indicated having ethical concerns, such as employee time abuse and management favoritism.

- Execution risk is rated medium because of impediments to achievement of the Corporate Solutions mission. These impediments included lack of customer focus, which directly affects the mission and resource issues in one department.

RECOMMENDATIONS

We recommend the Senior Manager, Corporate Solutions:

1. Address alignment concerns by utilizing appropriate change management strategies that include addressing the roles and skills of the current workforce and coordinating activities that support achievement of long-term objectives.

2. Communicate concerns to managers and, if applicable, identify ways to address ethical concerns and increase the demonstration of TVA's values and competencies.

3. Identify ways to increase collaboration and communication with customers.

4. Continue efforts to hire additional personnel and cross-train individuals within the Financial Solutions department.

TVA Management's Comments - In response to our draft report, TVA management agreed with our recommendations. See Appendix B for management's complete response.

TVA Values	
Safety	We share a professional and personal commitment to protect the safety of our employees, our contractors, our customers, and those in the communities that we serve.
Service	We are privileged to be able to make life better for the people of the Valley by creating value for our customers, employees, and other stakeholders. We do this by being a good steward of the resources that have been entrusted to us and a good neighbor in the communities in which we operate.
Integrity	We conduct our business according to the highest ethical standards and seek to earn the trust of others through words and actions that are open, honest, and respectful.
Accountability	We take personal responsibility for our actions, our decisions, and the effectiveness of our results, which must be achieved in alignment with our company values.
Collaboration	We are committed to fostering teamwork, developing effective partnerships, and valuing diversity as we work together to achieve results.

TVA Leadership Competencies

Accountability and Driving for Results

Continuous Improvement

Leveraging Diversity

Adaptability

Effective Communication

Leadership Courage

Vision, Innovation, and Strategic Execution

Business Acumen

Building Organizational Talent

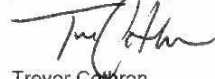Inspiring Trust and Engagement

May 10, 2019

David P. Wheeler, WT 2C-K

RESPONSE TO REQUEST FOR COMMENTS – DRAFT EVALUATION 2018-15610 –
ORGANIZATIONAL EFFECTIVENESS – INFORMATION TECHNOLOGY
CORPORATE SOLUTIONS

Our response to your request for comments regarding the subject draft report is
attached. Please let us know if your staff has any concerns with TVA's comments.

We would like to thank Lisa Hammer, Amy Rush, and the audit team for their
professionalism and cooperation in conducting this audit. If you have any questions,
please contact Krystal Brandenburg.

Trevor Cothron
Senior Manager, Corporate Solutions
Information Technology
SP 2A-C

ASB:SLW
cc (Attachment):
    Samuel Austin, SP 3L-C   David Harrison, MP 5C-C
    Clifford Beach, WT 6A-K   Benjamin Jones, MR 2D-C
    Andrea Brackett, WT 5D-K   Dwain Lanier, MR 6D-C
    Tammy Bramlett, BR 5B-C   Todd McCarter, MP 2C-C
    Krystal Brandenburg, MP 2B-C   Sherry Quirk, WT 7D-K
    Susan Collins, LP 6A-C   Wilson Taylor, MR 6D-C
    Robertson Dickens, WT 9C-K   John Thomas, MR 6D-C
    Jeremy Fisher, SP 3A-C   Rebecca Tolene, WT 7B-K
    Megan Flynn, LP 3A-C   OIG File No. 2018-15610

Audit 2018-15610
Organizational Effectiveness – Information Technology Corporate Solutions
Response to Request for Comments

	Recommendation	Comments
1	Address alignment concerns by utilizing appropriate change management strategies that include addressing the roles and skills of the current workforce and coordinating activities that support achievement of long-term objectives.	Management agrees.
2	Communicate concerns to managers and, if applicable, identify ways to address ethical concerns and increase the demonstration of TVA's values and competencies.	Management agrees.
3	Identify ways to increase collaboration and communication with customers.	Management agrees.
4	Continue efforts to hire additional personnel and cross-train individuals within the Financial Solutions department.	Management agrees that a comprehensive review of staffing levels and training plans is required for all departments.