

**Thomas A. Hickok, D.P.A.**  
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### **Experience**

- Strategic Planning
- Policy Development
- Management Consulting
- Team-Building
- Leadership
- Life-long Learning
- Workforce Development
- Acquisition Oversight

### **Education and Training**

Doctor of Public Administration	University of Southern California, 1995
Master of Public Administration	University of Southern California, 1983
Master of Business Administration	California State University, Northridge, 1981
B.A., Political Science	Middlebury College, 1973

### **Virginia Tech School of Public and International Administration (SPIA)**

#### **2002 to Present**

Courses taught include Systems Skills for Managers; Advanced Topic in Organization Development and Change; Concepts of Public Administration; Advanced Topic in Management: Creating and Sustaining High Performing Public Organizations.

- **2012, Appointed Professor of Practice**
- **2015, Virginia Tech College of Architecture and Urban Studies Certificate of Excellence in Teaching Award**
- **2012 to Present, Have undertaken numerous class studio projects (7) in collaboration with client organizations, such as the Alexandria Department of Community and Human Services (DCHS)**

Note: From 1996 to 2002, taught Organizational Behavior and Public Personnel Management courses in the Troy State University MBA and MPA programs. From 1994 to 1996, taught management skills courses at the University of the Potomac in Washington, DC

### **Contractor, Department of Defense (DoD) Chief Information Office (CIO)**

#### **2003 to Present**

Help to shape strategy and implement policy for the development of the Information Technology Acquisition workforce. From 2002 to present, have served as Executive Secretary of DoD IT Functional Integrated Product Team (FIPT): plan and organize

meetings; develop and implement strategic plan for strengthening the IT workforce; interact regularly with DoD Services and Agencies; review Defense Acquisition University IT curriculum for currency, accuracy, and alignment with DoD policy; and lead periodic reviews of IT workforce competency sets. Represent IT Functional Leader at senior level DoD meetings on a recurring basis. Participate in task forces to develop DoD wide acquisition workforce strategic plan, strengthen implementation of Key Leadership Positions, and update DoD workforce policy. Have led efforts to develop Cybersecurity, Defense Business Systems, Agile Software Acquisition, Cloud, and other courses courses in support of DoD Acquisition workforce development.

Extensive experience in the oversight of DoD major IT investments (MAIS). Participant in various deliberative oversight bodies as DoD CIO representative. In 2007-2008, proposed, developed, and implemented a risk-based oversight method that reduced oversight layers for major Information Technology investments. In 2004-2005, led a major study of Clinger Cohen Act (CCA) implementation effectiveness across the Department of Defense. From 2004-2006, planned and organized highly successful CCA knowledge fairs, bringing together people with differing perspectives in dialogue.

### **Prior Work Experience:**

#### **The MITRE Corporation, January, 2000-February, 2003**

Provided senior level subject matter expertise to the Department of Defense CIO office on a variety of matters: establishment of portfolio management of capital investments; strategic planning; IT workforce development.

#### **Keane Federal Systems, September, 1998-2000**

Supported world-wide Y2K contingency planning for the Defense Intelligence Agency (DIA). Helped individual locations to assess risk and prepare contingency plans. Was credited by senior leadership as being “the right person at the right time to bring the DIA across the 20th century threshold with no disruption of service”. Selected for DIA Director’s “Coin Award”.

#### **Booz•Allen & Hamilton, Inc., 1997-1998**

Served as project lead for review and analysis of performance measurements and workload evaluation in “Hammer Award” winning change effort. Applied organizational change and performance management skills with diverse client base including the Housing and Urban Development Department (HUD), National Reconnaissance Office (NRO), National Geospatial-Intelligence Agency (NGA), and U.S. Naval Air Systems Command (NAVAIR).

### **U.S. House of Representatives, 1996-1997**

As a member of the staff of the Chief Administrative Officer of the House, conducted complex procurements of information systems requirements totaling \$10 million annually. Developed source selection plans, facilitated proposal review by evaluation committees, negotiated with suppliers, served as liaison to Committee staff, awarded and administered contracts. Credited with transforming a previously antagonistic set of relationships into a collaborative, customer-service based approach. Chaired a task force that provided recommendations for incorporation of performance measures into House contracts.

### **Independent Consultant, 1992-1996**

Developed an independent consulting practice focused on organizational development and change management. The Kennedy Center (organizational analysis), National Public Radio (project management and in-kind fund-raising), National Assembly of Local Arts Agencies (management audit), and the Department of Agriculture (team-building) were among clients. As part of USC/Urban Institute partnership, consulted to the Department of Health and Human Services on development of performance measures. Developed and facilitated a symposium on Government Downsizing for the University of Southern California and helped to facilitate symposia on the Government Performance and Results Act and Business Process Reengineering.

Conducted dissertation research at the Department of Defense. Used qualitative research techniques (interviews with individuals and groups at two military bases) to assess the impact of work force reductions on remaining civilian employees. Provided feedback directly to the Director, DoD Civilian Personnel Management.

### **John F. Kennedy Center for the Performing Arts, 1983-1992**

As Data Systems Manager from 1983 to 1987, managed a comprehensive, multi-year computerization project. As part of this project, redefined/reengineered work processes in key administrative areas and managed associated change. Developed software requirements; managed system operations, including hardware and software installation, training, and maintenance. In concert with Development, generated in-kind computer equipment contributions of \$1.25 million.

As Director of Purchasing and Special Projects from 1987 to 1992, created a centralized purchasing/building services function, resulting in improved accountability for performance, as well as an estimated \$300,000 annual savings on \$2,500,000 in annual purchasing expenditures. In area of telecommunications, analyzed, recommended, and implemented change program, including installation of in-house PBX system, resulting in \$150,000 annual savings. In area of travel management, analyzed, recommended, and implemented change management approach, including use of GSA contract savings and reduction of travel service vendors from 15 to 1, resulting in \$125,000 annual savings.

Given additional responsibility in 1991 as Total Quality Management Coordinator, served as internal process facilitator and coach for strategic planning process.

### **Rockwell International Corporation, 1974-1983**

As Project Coordinator from 1982 to 1983, served as liaison to NASA on the Space Shuttle Program with responsibility for ensuring timely report production as required under contract. As Senior Data Management Analyst from 1978 to 1982, facilitated/administered team-based design review process for aerospace divisions; additionally, conducted workload, make/buy, and risk assessment analyses as required by program manager. As Senior Buyer from 1976 to 1978, awarded and administered contracts for services totaling in the \$5 million range; analyzed, recommended, and implemented process improvement in processing requests for purchased labor resulting in savings of \$50,000 annually. As Corporate Purchasing Management Trainee from 1974 to 1976, cross-functionally trained in commercial and aerospace environments; purchased commodities and parts for a weaving machinery plant.

### **Young Presidents Organization (YPO) Speaker 2008 to Present**

Dr. Tom Hickok is the son of YPO founder Ray Hickok. Tom is grateful for his amazing dad, and shares his dad's passion for YPO. Tom aspires to represent his dad's memory in a positive way to the current generation of YPO members.

Tom has made presentations at several YPO international events, including the Miami GLC (2009); Singapore GLC (2012); Istanbul GLC (2013); Melbourne GLC (2015); YPO "Doing Business with China" in Beijing, China (2014); YPO chapter education year launch event Guatemala (2014); YPO "Generation to Generation" celebration of YPO Mexico history in Mexico City (2014); YPO chapter retreat in Guadalajara, Mexico (2013); an evening with the Thailand YPO and WPO chapters (2015); and the YPO GLC/EDGE in Dubai (2016). Additionally, Tom participated in the YPO EDGE in Vancouver (March 2017), the YPO EDGE in Singapore (2018), and the YPO EDGE in Cape Town (2019).

Tom has also presented at numerous events in the United States, including [partial list] the Las Vegas YPO chapter education year launch event (2015); YPO Pittsburgh Chapter Retreat (2015); YPO "Faculty to Global Leaders" at the Columbia University in New York City (2014); WPO University in New York (2013); Northeast U.S. YPO training event in Washington, DC (2013); and the YPO Tennis Network U.S. Open event (2012-2016); the Northeast U.S. chapter chairs in Philadelphia in (2018), the Alberta YPO chapter graduation event (2018), and the Miami Chapter education year opening event (2018).

## **Publications**

“Workforce Reductions: An Annotated Bibliography”. The Center for Creative Leadership, 1997.

“Improving Information Technology (IT) Investment Management”. Lead author of joint DoD Deputy CIO and Acquisition, Technology, and Logistics (AT&L) assessment of oversight of IT investments and recommendations for strengthening oversight capabilities and eliminating redundancies, 2005.