



AGILE GOVERNMENT CENTER

AGILE PRACTICES FOR FEDERAL REGULATORY AGENCIES

February 10, 2022



Meeting Purpose and Outcome

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- ❖ Introduce the Agile Regulation Project
- ❖ Discuss opportunities for providing input
 - Any thoughts today
 - In-person interviews and small group roundtables in February/March 2022

Agile Government Center & Projects

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- ❖ Established in November 2019 when the Grand Challenges in Public Administration were announced as a joint Academy-IBM Center for the Business of Government Effort
- ❖ This network brings together governments, non-profits, foundations, academic institutions and private sector partners to assist in:
 - Developing and disseminating agile government principles
 - Developing and disseminating case studies of agile in government settings
 - Providing assistance to those who want to adopt and implement agile to provide public goods and services that fully meet customer needs and build public trust
- ❖ Current project:
 - Building on the Academy's 2020 report *Building an Agile Federal Government*, the Academy team is working on a new project to identify agile practices that federal regulatory agencies can utilize to improve regulatory outcomes and stakeholder engagement/involvement.

Academy/PMI Team

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Senior Analyst



Joe Mitchell
Project Director



Scott Ambler
Vice President and Chief Scientist
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James Higgins
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Karen Holloway
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Agile Management/Practices

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- ❖ Bring a customer-centric view to the work.
- ❖ Foster proactive collaboration and embrace worthwhile changes.
- ❖ Increase transparency and use feedback to refine understanding and future work.
- ❖ Optimize flow and work incrementally.
- ❖ Keep workloads within capacity.
- ❖ Improve continuously; learn frequently from experience.

Agile Management/Practices

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Potential agile strategies that federal agencies **might** utilize in the existing regulatory process include:

- ❖ Promote innovation
- ❖ Collaborate across agencies to increase consistency
- ❖ Consider the end users in designing regulations
- ❖ Provide user-friendly regulatory compliance mechanisms
- ❖ Use AI where appropriate, including the initial review of comments
- ❖ Pilot test regulations in “chunks” to learn lessons before applying the regulation broadly
- ❖ Incorporate flexibility into the regulations themselves
- ❖ Collect feedback on current regulations to identify lessons learned and inform future development

These potential practices are just a starting point for discussion. We are looking for agency feedback on these potential practices, needed refinements, and additional ideas.

Connection to Administration Priorities

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President's Management Agenda Vision

Vision: Toward an equitable, effective, and accountable Government that delivers results for all

Priority 1: Strengthening and empowering the Federal workforce

Priority 2: Delivering excellent, equitable, and secure Federal services and customer experience

Priority 3: Managing the business of Government to Build Back Better

Connection to Administration Priorities

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Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

❖ The heads of agencies shall:

- identify opportunities, as appropriate and consistent with applicable law, to modify their respective agencies' regulations, internal and public-facing guidance, and policies to include positive and equitable customer experiences and service delivery as part of their respective agencies' missions

❖ OIRA Administrator shall provide guidance for agencies on:

- (i) identifying specific steps to reduce information collection burdens on customers to enhance access across agencies; and
- (ii) clarifying and updating recommendations and flexibilities under the Paperwork Reduction Act, including to facilitate stakeholder engagement and feedback processes to support the implementation of this order.

Key Study Topics/Questions

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- ❖ Are there agile practices that could be useful to agencies and the public in the regulatory process?
- ❖ Which agencies, if any, are using these?
 - What's working, and what's not?
 - What are the key barriers?
 - Why aren't some of the practices that you think would be useful are not being used?

Next Steps

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- ❖ Interviews and small roundtables
 - Gain more detailed feedback about agile regulatory practices that agencies could usefully adopt
 - Contact Joe Mitchell (jmitchell@napawash.org) and Kate Connor (kconnor@napawash.org) to talk in more detail!
- ❖ Continue interviews and background research
- ❖ Draft white paper
- ❖ Release final white paper in spring 2022

Contacts

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Appendix A: Study Team Biographies

Joseph P. Mitchell, III, Project Director, Director of Strategic Initiatives and International Programs, National Academy of Public Administration; Member, National Science Foundation Business and Operations Advisory Committee; Associate Director, Office of Shared Services and Performance Improvement, General Services Administration; Director of Academy Programs, National Academy of Public Administration; Project Director, Senior Analyst, and Research Associate, National Academy of Public Administration

Kate Connor, Senior Analyst, National Academy of Public Administration. Former Intern, US Senate Committee on the Budget; Social Studies Teacher, Guilford County Schools, NC.

Scott Ambler, Senior Advisor Vice President and Chief Scientist for Disciplined Agile, Project Management Institute. Advisory board member with Architectural Thinking Association, ScaleFree Inc., and SEMAT. Author or co-author of 21 books. Former executive positions with Disciplined Agile Institute and IBM.

Mark Fabian, Business Lead, Public Sector, Project Management Institute. Former Director, Federal Consulting, SD Solutions LLC; Vice President, Federal Consultant, The Ambit Group; Partner, Sales & Market Development, The EndGoal Group, Inc.; Strategic Account Executive – Federal, CA Technologies;

Karen Holloway, Karen Holloway, MEd has served as PMI's Lead Instructional Designer and Content Developer since January 2012. Ms. Holloway has a Master of Science degree in Education with a concentration in Online Learning and Teaching from the California State University and has spent the past 15 years creating learning experiences for the healthcare and project management professions. Prior to focusing on education, Ms. Holloway was a senior healthcare risk analyst focused on regulatory compliance and patient safety.

David Summers, Senior Advisor Government Relations, Project Management Institute; Executive Communications, Project Management Institute; Senior Director, The Seminar Network; Director of Implementation, Aristotle International; Program Manager, Wisconsin Department of Health, Division on Health Care Access and Accountability; Project Manager, Epic Systems Corporation.

James Higgins, Senior Research Associate for Grand Challenges in Public Administration, National Academy of Public Administration; Intern, The Cohen Group; Extern, U.S. Patent and Trademark Office.

Jillian McGuffey, Research Associate for Grand Challenges in Public Administration, National Academy of Public Administration. Former Intern, United States Census Bureau; UCIS.