



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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Standing Panel on Executive Organization and Management

1. Purpose and Focus

- a. The [Standing Panel on Executive Organization and Management](#) (EOM) is the Academy's oldest and longest-serving standing panel. The Panel focuses on improving the structure, capacity, management and performance of public institutions. It typically meets monthly and features speakers / debates on important topics related to the operation of the executive branch of the federal government.
- b. The federal government has recently taken on enormous responsibilities responding to the pandemic and assisting with economic recovery. The Biden Administration is advancing a “whole-of-government” approach not only to addressing COVID response and economic recovery, but also to climate change and diversity, equity, inclusion and accessibility, as well. The amount of money agencies are spending and will spend through new and existing programs will tax agency capacity like never before.
- c. During the 2022 year, the EOM panel will examine challenges agencies are facing meeting increased demands for government benefits and services. Potential sessions include:
 - **The President's Management Agenda.** The Biden Administration recently released its vision for a new PMA. Three priorities -- Strengthening and Empowering the Federal Workforce, Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience, Managing the Business of Government to Build Back Better – make up the framework the Administration will use to drive management improvements in federal agencies. Administration officials will brief panel members on the PMA and engage in a discussion about past PMAs, implementation challenges, and practices that can enhance the PMA's success. (**Links to Grand Challenge “Modernize and Reinvigorate the Public Service”**)
 - **The Government Accountability Office's Strategic Plan.** It's the closest thing we have to a federal government strategic plan: GAO's long-term roadmap for its investigative and oversight work. The EOM Plan will be briefed on GAO's Strategic Plan and discuss GAO's long-term priorities and trends impacting the United States.
 - **Climate Change and Sustainability.** There is a “whole-of-government” approach underway to address climate change and sustainability, which is also one of the Academy's Grand Challenges. Agencies will have unprecedented resources to mitigate the impact of the planet's rising temperature and shifting weather patterns. EOM will convene relevant experts to discuss the government's activities in this arena and the challenges facing successful implementation and adoption of their efforts. (**Links to Grand Challenge “Steward Natural Resources and Address Climate Change”**)

- **The Evidence Agenda.** Since enactment of the Foundations for Evidence-based Policymaking Act, federal agencies have been developing learning agendas, evaluation plans and policies. EOM will hear from OMB and agency officials at the forefront of this effort to learn where the government is in its journey to a learning culture, one that evaluates its progress and uses data and evidence to improve its performance and operations.
- **Too many Chiefs?** A key tenet of strategies to address government management challenges is the clear assignment of responsibility. Congress has created positions with Chief in the title to ensure individuals are focused on addressing important areas of management (e.g., Chief Financial Officer, Chief Information, Chief Human Capital Officer). The EOM panel will convene a discussion of the proliferation of Chiefs in management positions across the federal government and deliberate solutions to improve the effectiveness of and collaboration among chief management officials.
- **Public Governance.** Among the Academy's Grand Challenges is developing new approaches to public governance and engagement. "Fragmented and fractious inter-governmental arrangements—characterized by slow bureaucratic processes, conflicting rules, competing objectives, organizational stovepipes, and overlapping programs—are significant impediments to meeting public needs. Consistent with existing constitutional and legal structures, the United States needs to develop new intergovernmental, inter-jurisdictional, and intersectoral collaborative mechanisms." The EOM Panel will convene experts in public governance and discuss strategies to continue its contribution to this important arena. ([Links to Grand Challenge "Develop New Approaches to Public Governance and Engagement"](#))

2. Participation

- a. Official meetings of the Standing Panel on Executive Organization and Management are open to all Fellows. NAPA maintains a listserv of interested panel "members"
- b. Non-Fellows may participate in public meetings of the panel.
- c. The Standing Panel on Executive Organization and Management will actively encourage participation from other related organizations and partners.
- d. The Standing Panel on Executive Organization and Management Standing panels should proactively engage a broad and diverse group of Fellows to engage in the work of the panel.

3. Leadership

- a. Panel leaders are responsible to convene the Panel, manage the work of the Panel, and report to and respond to guidance from the Academy's Board of Directors. Panel leaders are also expected to support the Academy through annual charitable financial contributions as they are able.
- b. Selection of Chair or Co-Chairs

- i. Selection of Chair
 - 1. Solicit volunteers, comment by Panel steering committee, confirmed by the Board.
 - 2. Prerequisite – Must be an Academy Fellow and active in the Panel.
 - 3. Term for Chair/Co-chairs
 - a. Two-year term with optional renewal for a second term; a third term is permissible in extraordinary circumstances.
- ii. Selection of Vice-chair
 - 1. Solicit volunteers, comment by Panel steering committee, confirmed by the Board.
 - 2. Prerequisite – Must be an Academy Fellow and active in the Panel.
 - 3. Term for Vice-chair
 - a. Two-year term with optional renewal for a second term; a third term is permissible in extraordinary circumstances.
- c. Steering Committee
 - i. Responsibilities: develop annual work plan in partnership with Panel leadership team; provide support to Standing Panel leaders; lead Panel projects; provide additional support to the panel as required; regularly attend meetings as called by the Panel leadership team.
 - ii. Prerequisite: Must be Academy Fellows.
 - iii. Selection: Panel leadership selects steering committee members and may determine the size of the committee within the parameters of at least 5 but no more than 9 members.

4. Frequency of Panel meetings

- a. The Standing Panel on Executive Organization and Management will meet at least monthly except during the months of August and December.
- b. The Steering Committee may meet more often at the direction of the Panel leadership team.

5. Requirements of the Standing Panel on Executive Organization and Management

- a. The panel agenda must align with and support at least one Grand Challenge in Public Administration.
- b. The panel is obligated to produce an annual plan to guide panel meetings and activities no later than Dec 1 of each year for the following calendar year for approval by the Board. The annual plan must include actions or steps the panel will take to help the nation meet at least one of the Grand Challenges in Public Administration.

- c. The panel must submit a written annual report to the President of NAPA no later than January 15 of each year for the preceding fiscal year (Oct 1-Sept 30).
- d. The panel is obligated to provide periodic reports to the Board, as requested.

6. Record of meetings

- a. Written minutes and/or a video recording of the proceedings of each meeting should be prepared and provided to Academy staff and retained for at least three years for the Academy's internal records. Panels desiring a video recording of their meeting should coordinate with their designated Academy staff member in advance.
- b. Panel leaders may determine whether or when and how to make the recorded content of meetings public. Academy staff will assist with posting content on the Academy's website or sharing through other distribution channels.

7. Authorities of the Standing Panel on Executive Organization and Management

- a. Schedule and conduct meetings as desired/required.
- b. Identify and invite outside speakers and/or participants to meetings as desired.
- c. May establish ad-hoc working groups to accomplish specific tasks or projects.
- d. May request administrative or financial support from the President of NAPA for specific purposes.
- e. May engage in fund-raising for specific purposes (i.e. conferences or projects), but only with advance approval by the President of NAPA.

8. Restrictions

- a. Subject to oversight by the Board of Directors (bylaws Art VI, Para 3).
- b. May not obligate NAPA financially, contractually, or in any fashion.
- c. Panels are not permitted to speak on behalf of the Academy.
- d. Standing panels are not committees of the Board and may not act on behalf of the Board.
- e. All resources generated are property of NAPA and subject to approval by the President of NAPA and the Board of Directors before expenditure. No standing panel may hold any resources in its own right.
- f. Any written products produced by the panel and intended for public distribution must be approved by the Academy President before being released.