

### Samuel Freeman Charitable Trust

## DEVELOPING AN AGILE FEDERAL REGULATORY PROCESS

#### ABOUT THE ACADEMY

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 940 distinguished Fellows and an experienced professional staff, the Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

#### BACKGROUND

When the Grand Challenges in Public Administration were announced in November 2019, the Academy established the Agile Government Center (AGC) in partnership with the IBM Center for the Business of Government. Agile government applies the lessons of agile software development to how public organizations are managed. The AGC's purpose is to serve as the hub of a network that brings together public agencies, nonprofits, foundations, academic institutions, and private sector partners to develop and promote agile government principles, develop case studies, and share effective practices. Over the past two years, this network has been a source of advice and guidance on how to use agile concepts to improve public service delivery, meet customer needs, and build public trust.

#### PROJECT DESCRIPTION

Expanding on a December 2020 white paper, [\*Building an Agile Federal Government: A Call to Action\*](#), the Samuel Freeman Charitable Trust and the Project Management Institute have engaged the Academy to develop a white paper that seeks to determine how federal agencies can use agile principles and practices to create regulations more quickly, effectively, and equitably. The white paper will address the following questions:

- What are the major issues and challenges with the current federal regulatory process that a more agile approach would help resolve?
- What are the key principles and components of an agile federal regulatory process?
- What are the issues and concerns about developing an agile regulatory process, and how should these be addressed?
- To what topic areas is agile regulation most appropriately suited?
- What steps should the Office of Management and Budget, the General Services Administration, and other such agencies take to authorize and promote an agile regulatory process?
- Within the existing statutory framework, what are the most significant actions that the executive branch can take on its own to make the regulatory process more agile? What are the most significant actions that would require approval from Congress?

## ACADEMY STUDY EAG

**Michael Fitzpatrick**, Director, Global Strategy & Innovation, Global Affairs at Google. Former Head of Regulatory Advocacy, General Electric; Member of the Regulatory Committee, Administrative Conference of the United States, Governing Council; Associate Administrator, Office of Information and Regulatory Affairs, Office of Management and Budget, The White House; Deputy Lead, The White House and Government Operations Agency Review Team, Obama Presidential Transition; Member, Pre-Election Obama Transition Team; Partner, Litigation Practice Group, Akin, Gump, Strauss, Hauer, & Feld LLP; Senior Advisor to the Administrator, Office of Information and Regulatory Affairs, The White House; Law Clerk, Office of Judge William Norris, U.S. Court of Appeals for the Ninth Circuit.

**Suzanne Logan**, Director, Federal Executive Institute, U.S. Office of Personnel Management and Deputy Associate Director, Human Resources Solutions, Federal Executive Institute, U.S. Office of Personal Management. Former Chief Academic Officer, U.S. Air Force Spaatz Center for Officer Education, Maxwell Air Force Base; Former positions with Air War College: Deputy Commandant for Academic Affairs; Senior Education Advisor to the Commandant. Former Deputy Associate Director, U.S. Office of Personnel Management; Former positions with Texas Tech University: Vice Provost; Associate Vice Provost, Director.

**Anne Joseph O'Connell**, Adelbert H. Sweet Professor of Law, Stanford University. Former George Johnson Professor of Law, University of California, Berkeley; Former positions with School of Law, University of California, Berkeley: Associate Dean for Faculty Development and Research; Professor of Law; Assistant Professor. Former Visiting Assistant Professor of Law, Harvard Law School; Samuel Rubin Visiting Professor of Law, Columbia Law School; Lecturer, Department of Political Science, University of California, Berkeley; Former positions with Summer Program, John F. Kennedy School of Government, Harvard University: Economics Instructor; Economics Coordinator.

**Anne Rung**, Senior Vice President, Public Sector Business Development, Varis. Former Director, Government Sector, Amazon Business; Administrator for Federal Procurement Policy, Office of Management and Budget, Executive Office of the President. Former positions with U.S. General Services Administration: Associate Administrator & Chief Acquisition Officer, Office of Government-wide Policy; Senior Advisor & Chief Acquisition Officer, Office of the Administrator; Senior Director of Administration, Office of the Secretary, U.S. Department of Commerce. Positions with Commonwealth of Pennsylvania: Deputy Secretary for Administration & Procurement, Department of General Services; Chief of Staff, Department of General Services. Former Congressional Director, Democratic Leadership Council; Legislative Assistant, Congressman Thomas M. Foglietta, U.S. House of Representatives; Associate, Cassidy & Associates; Legislative Aide, Committee on the Judiciary, U.S. Senate, Chairman Joseph Biden Jr.

**Dan Sokolov**, Deputy Associate Director, Research, Markets & Regulation, Consumer Financial Protection Bureau. Former Counselor to the Deputy Secretary, Department of the Treasury; Senior Counselor, Assistant Secretary for Financial Institutions, Department of the Treasury; Counsel, Division of Consumer and Community Affairs, Board of Governors of the Federal Reserve System; Senior Advisor to the General Counsel, Office of the General Counsel, Department of the Treasury; Attorney Advisor, Office of the Assistant General Counsel, Department of the Treasury; Associate, Williams & Connolly; Judicial Law Clerk, Honorable Robert E. Keeton, United States District Court.

## PROJECT STAFF

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