

A Report by the
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

ANNUAL CONGRESSIONAL REPORT
FISCAL YEAR 2018



ABOUT THE ACADEMY

The National Academy of Public Administration is an independent, non-profit, and non-partisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations. To carry out this mission, the Academy draws on the knowledge and experience of its over 900 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at www.NAPAwash.org.

Cover Photo Credit: Architect of the Capitol

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ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2017 – September 30, 2018

The Congressional Charter of the National Academy of Public Administration (the Academy) (Public Law 98-257, Sec. 3) assigns the following responsibilities to the organization:

- Evaluating the structure, administration, operation, and program performance of Federal and other governments and government agencies, anticipating, identifying and analyzing significant problems and suggesting timely corrective action;
- Foreseeing and examining critical emerging issues in governance, formulating practical approaches to their resolution;
- Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes, recommending specific changes;
- Advising on the relationship of Federal, State, regional, and local governments; increasing public officials', citizens', and scholars' understanding of requirements and opportunities for sound governance and how these can be effectively met; and
- Demonstrating by the conduct of its affairs a commitment to the highest professional standards of ethics and scholarship.

The Congressional Charter also gives the Academy a particularly important responsibility with respect to the Federal government, stipulating that the Academy “shall, whenever called upon by Congress, or the Federal government, investigate, examine, experiment, and report upon any subject of government....” Accordingly, Congress often tasks the Academy to study, assess, and recommend solutions to critical issues in government. The Academy exists to help governments strengthen their capacity to serve the public.

WHO WE ARE

The Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by Congress to provide non-partisan expert advice, the Academy’s unique feature is its over 900 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and business executives. The Academy helps governments at all levels address critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and stakeholder engagement.

In 2018, the Academy Board of Directors completed a year-long effort to develop a new strategic plan for the Academy. While the vision of the Academy remained unchanged, the new plan updated the Academy’s mission statement, core values, and strategic goals as follows:

VISION

Making government work, and work for all.

MISSION

To improve governance and advance the field of public administration.

CORE VALUES

Excellence

The Academy provides excellent service and solutions through the unique breadth of expertise and experience contributed by its Fellows and professional staff, who represent the best in existing and emerging leadership in the field of public administration.

Independence

Clients and stakeholders rely upon the fact that the Academy's work and recommendations are always evidence-driven, unbiased, and non-partisan.

Integrity

The Academy adheres to the highest standard of ethical conduct, internally and externally.

Innovation

The Academy leverages the expertise of its Fellows and staff with cutting-edge technology to think creatively about challenges in public administration and to deliver innovative and effective solutions.

Inclusion

The Academy is strongly committed to diversity, equity, and inclusion in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

STRATEGIC GOALS

1. The Academy will champion ideas and practices that advance the theory and practice of public administration and associated public policy matters by generating thoughtful original content that is recognized for its excellence and reliability, and will encourage and promote research, collaboration, and innovation across all aspects of the field/practice.
2. The Academy will provide its Fellows with a responsive and effective forum for collaboration on public administration and governance challenges that motivates their active, substantive, and sustained engagement.
3. The Academy will ensure it has the financial stability to independently develop original research and policy recommendations that assure its continued leadership in the field of public administration.
4. The Academy will apply technologies in its internal operations, including staff development, in a state-of-the-art manner that promotes a productive and engaging work environment.
5. The Academy will continue its commitment to raising and resolving issues of equity in governance, and to incorporating and modeling social equity in its own policies and practices.

WHAT WE DO

Much of the Academy's work is requested by Congress or federal government agencies seeking assistance with complex governance and management challenges. Working with the requester, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel or Expert Advisory Group with experience tailored to the client's needs. The Panel oversees the project, providing the high-level expertise and broad experience that clients seek. Academy study teams support the work of the Panel with quality research and analysis. In Fiscal Year (FY) 2018, Academy Panels completed a number of studies, including those that:

- Assessed the progress of the National Nuclear Security Administration in improving the governance and management of the nation's nuclear enterprise;
- Developed a new framework for community affordability of clean water services;
- Provided advice on the structure and function of the NASA Advisory Council;
- Determined how the Maritime Administration could strengthen its ability to meet its mission objectives and align its programs; and
- Developed a new framework for how to strengthen organizational health and performance in government agencies.

At the end of FY18, the Academy launched a major new initiative. It announced at the November 2018 annual meeting a campaign to identify Grand Challenges in Public Administration. This campaign is focused on (1) what issues that government at all levels (federal, state, and local) must address over the next decade in order for American society to reach its full potential and (2) how government management and operations must improve to ensure public agencies have the capacity to address the most critical challenges that the United States faces.

Over the course of 2019, the Academy Board, a Steering Committee of Fellows and other public administration leaders, and senior leaders at the Academy, are working to identify the biggest challenges that government will face over the next decade. A web portal has been established to obtain public input on potential Grand Challenges through April 30, 2019.¹ The Grand Challenges in Public Administration will be announced publicly at the Academy's annual meeting on November 7-8, 2019. The Academy will then provide a platform for the public administration community to address these significant issues over the next decade.

¹ Grand challenge ideas can be submitted here: <https://www.napawash.org/grand-challenges-in-public-administration/>.

ACADEMY STUDIES

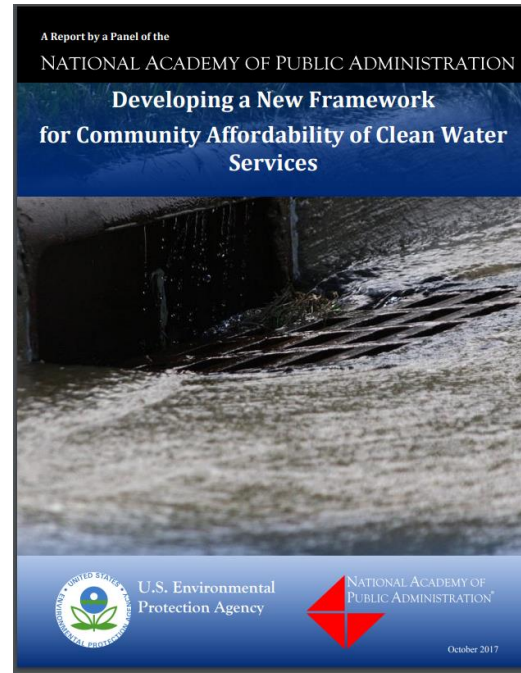
The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2018 (October 1, 2017 to September 30, 2018). Reports for completed studies can be accessed at www.napawash.org.

Congressionally Requested Organizational Studies

[Developing a New Framework for Community Affordability of Clean Water Services](#)

Over the past several years, the ability of government at all levels to provide affordable clean water services to communities and individuals has reached a critical juncture. Aging infrastructure, regulatory obligations, rising costs, and increasing economic segmentation in the United States have adversely affected both water utilities and the low-income users most vulnerable to water rate increases. The delivery of clean, affordable water requires collaboration across levels of government and the public and private sectors, given the fragmented nature of water governance in this country. Despite the complexity of these issues, numerous creative and innovative solutions have been implemented across the country and provide opportunities to optimize and revolutionize water service delivery operations in the coming years.

The Senate Appropriations Committee, in a committee report on FY 2016 legislative language, directed the Environmental Protection Agency (EPA) to contract with the Academy to conduct an independent study to create a definition of, and framework for, community affordability of clean water.



The Panel's report had recommendations in the following areas:

1. Revising the 1997 guidance document titled Combined Sewer Overflows—Guidance for Financial Capability Assessment and Schedule Development;
2. Using best practices for integrated planning;
3. Identifying innovative solutions to further address affordability by lowering costs; and
4. Discussing the best approaches to analyzing the costs and benefits.

The Panel's recommendations will require sustained leadership at all levels of government in order to ensure that the nation's community water systems are able to protect the health of our environment and of our citizens.

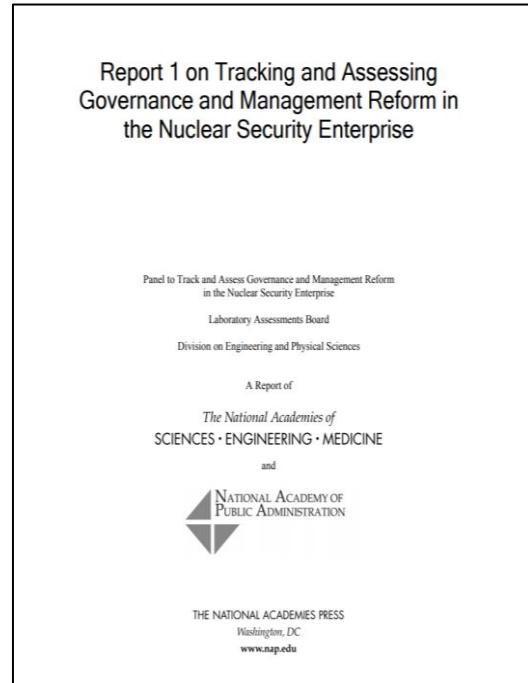
Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise

A November 2014 congressionally mandated study, *A New Foundation for the Nuclear Enterprise*, assessed current health of the nuclear enterprises, examined the root causes of its governance challenges, and presented recommendations to address the identified problems. The report concluded that the ineffective governance structures and practices pose a long-term risk to the nuclear security enterprise and issued recommendations to put it on stronger footing.

The National Defense Authorization Act for Fiscal Year 2016 directed the Secretary of Energy and the Administrator of the National Nuclear Security Administration to develop and carry out an implementation plan to reform the governance and management of the nuclear security enterprise. Congress also mandated that DOE contract with the National Academy of Public Administration and the National Academy of Sciences, Engineering, and Medicine for seven semi-annual interim reports to evaluate progress in implementing the plan and a final report in September 2020. The final report will document the overall progress in executing the implementation plan, assess the effectiveness of the reform efforts under that plan, and recommend whether further action is needed.

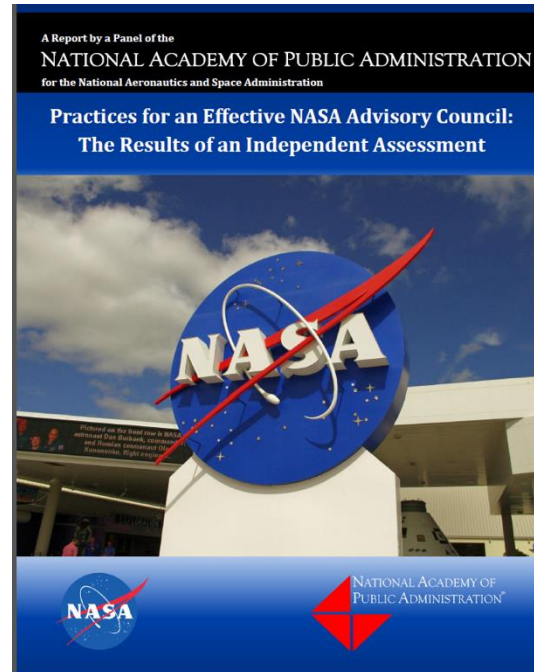
A joint Implementation Panel to Track and Assess Governance and Management Reform in the Nuclear Security Enterprise was formed by the two Academies. The Panel released two reports in FY 18. Recognizing the persistence of governance and management concerns, the Panel's Phase I report provided an initial assessment of the implementation plan developed by the National Nuclear Security Administration and the Department of Energy for addressing the recommendations from *A New Foundation for the Nuclear Enterprise*.

In the second report, the Panel found promise in several of the activities it reviewed, but determined that those activities are not rooted in an adequate foundation of strategic thinking. With the release of the 2018 Nuclear Posture Review and the appointment of a new NNSA Administrator, the Panel believes that NNSA is faced with an excellent opportunity—and challenge—to move from a tactical to a strategic approach for executing the critical mission of the enterprise. This report calls for NNSA to create two plans expeditiously: (1) an integrated strategic plan for the entire nuclear security enterprise, focused on mission execution, and (2) a more comprehensive plan to guide the ongoing program of governance and management reform. The emphasis in both cases should be on creating a strategic vision that is clearly connected to mission.



Practices for an Effective NASA Advisory Council: The Results of an Independent Assessment

The National Aeronautics and Space Administration (NASA) has a long tradition of seeking outside advice on its major program and policy issues. As an example, the NASA Advisory Council (NAC), established in 1977, is an agency-level advisory committee that provides strategic advice and recommendations to the NASA Administrator on agency programs, policies, plans, financial controls, and other matters pertinent to agency responsibilities. Members of the NAC are appointed by, and serve at the pleasure of, the NASA Administrator; and the structure of the NAC has changed over time at the discretion of the Administrator. As an advisory body, the NAC is subject to the general requirements of the Federal Advisory Committee Act (FACA), which provides a mechanism for external stakeholders to offer advice to the executive branch of the federal government and aims to ensure an effective, open, and balanced advisory process.



The NASA Authorization Act of 2017 directed NASA to contract with the Academy to conduct an independent review to assess the effectiveness of the NAC and to consider the implications of extending the NAC's role, to include providing advice to Congress. In the past, Administrators have used the NAC in different ways, reflecting both the different challenges and priorities that face them during their time in office, as well as their personal and professional inclinations. Recognizing this variability, the Panel sought to identify practices likely to contribute to an effective NAC across diverse challenges and Administrator styles. In its assessment of these practices, the Panel took a multi-dimensional view of effectiveness, informed by the different roles played by the NAC and the different interests it serves.

The Panel developed a set of five criteria for assessing practices as they relate to the effectiveness of the NAC in performing its different roles, recognizing that overall effectiveness entails balancing competing criteria. These criteria included strategic focus, independence, deliberative processes, flexibility, and actionable recommendations. The Panel made fifteen recommendations intended as good practice guidance for the consideration of future Administrators. Panel recommendations generally affirm current NASA practice, but three suggest new or modified practices.

Agency Requested Organizational Studies

Maritime Administration: Defining its Mission, Aligning its Programs, and Meeting its Objectives

The Maritime Administration (MARAD) is an operational agency in the U.S. Department of Transportation with a broad mission to support the U.S. maritime industry. The agency's mission is to improve, strengthen, and promote the U.S. maritime transportation system to meet the economic and security needs of the Nation. Its programs seek to support both the maritime industry's commercial health and the country's national security objectives. MARAD works closely with parts of the Department of Defense, which funds some of its programs.

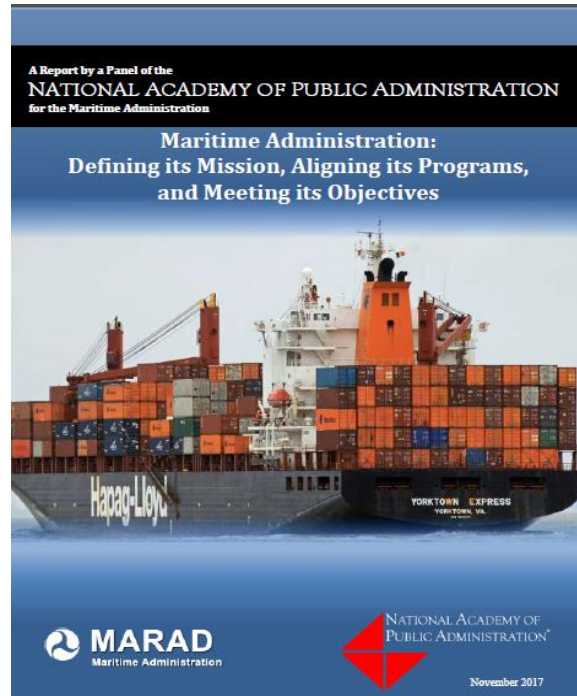
MARAD contracted with the Academy to undertake an independent review of its core functions, its role within the U.S.

Department of Transportation, and its benefit to the nation. This review was intended to serve as a basis for improving MARAD's effectiveness, efficiencies, and contribution to national objectives. Despite its modest size and budgetary resources, MARAD has broad statutory missions directed toward maritime industry support, mariner training, and national security. Its programs are generally directed toward ensuring that the country has a sufficient number of U.S.-flag vessels and U.S.- citizen qualified mariners.

The Panel offered 27 recommendations to improve:

1. Agency mission focus and program alignment;
2. U.S. Merchant Marine Academy management;
3. Sealift mission and recapitalization of government-owned vessels;
4. Mariner training; and
5. Specific programs.

The Panel's recommendations call for MARAD to act through the Office of the Secretary of Transportation. Several recommendations may require changes in statute or policy.



Working Capital Fund Assessment for Department of Commerce (DOC), Office of Secretary Financial Management

The DOC Working Capital Fund (WCF) was established in June 1944 to provide centralized services to DOC bureaus in the most efficient and economical manner possible. The WCF operates as a revolving fund without an annual appropriation from Congress. It also was established without a fiscal year limitation. Goods and services are financed by charging operating expenses back to the customers. The overall financial goal is to remain at a break-even position. Organizational units provide the administrative support needed to accomplish DOC's overall mission.

The U.S. Department of Commerce's Office of the Secretary of Financial Management contracted with the Academy to conduct analysis and provide recommendations that address the benefits and risks associated with the DOC WCF. The Academy and a Grant Thornton team jointly conducted a 90-day study that produced a current state assessment, gap analysis, and recommendations. The team provided DOC with an evaluation of WCF operations, identifying opportunities for improvement, and providing a comparison to similar WCFs. The team received guidance from an Expert Advisory Group of three Academy Fellows.

Thought Leadership

Governing Across the Divide; Four Best Practices for Intergovernmental Leaders

The Academy's Governing Across the Divide initiative hosted a unique series of topical, thought-leadership convenings around the country on four critical topics:

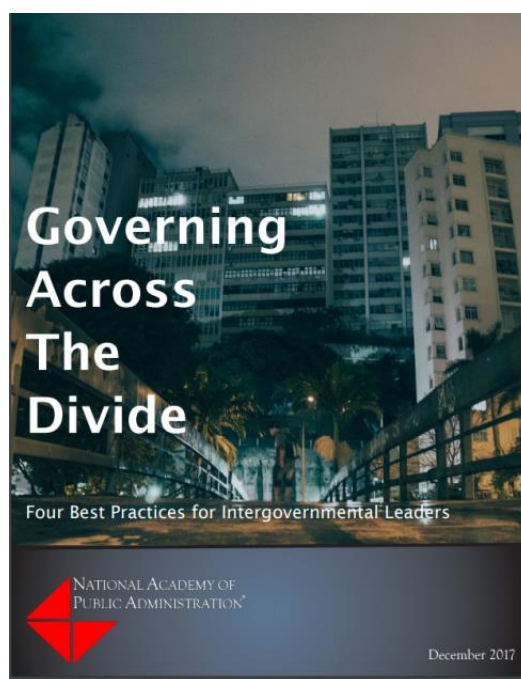
- Changing role of the states;
- Innovation in local government service delivery;
- Future of public service and citizenship; and
- Resilient critical infrastructure.

These four gatherings were solution-focused and aimed at identifying the best practices to bridge the gaps and obstacles that prevent the scaling of services across all levels of government.

Government-wide Working Capital Fund Symposium

Department of Commerce
WCF Assessment Briefing

April 12th, 2018



The Academy structured the panels and discussions to highlight the solutions and leadership skillsets driving the best and the brightest. The insights gleaned from the 15 panels, 73 speakers, and nearly 400 expert attendees uncovered four main practices employed by successful government leaders today:

- Enterprise-wide innovation capacity integrated into the strategic fabric of the organization;
- Optimization and rethinking of the systematic interaction of the various stakeholders in today's networked government;
- Prioritization of factual, useful information in execution and communication; and
- Emphasis on patient and persistent engagement of constituents, citizens, and the workforce.

[Strengthening Organizational Health and Performance in Government](#)

The federal government's statutory framework for strengthening agency's performance and results has improved over the past two decades, but it is still too top-down. It does not meaningfully engage front line units where direct contact with government's customers and partners occurs.

This report grew out conversations between staff at the Office of Management and Budget (OMB) and Academy Fellows about what steps OMB could take to strengthen the federal government's efforts to improve performance. An exceptional group of Fellows from the Academy's Standing Panel on Executive Organization and Management worked intensively to produce a white paper. The group began by reviewing the relevant body of evidence, much of it based on years of systematic work, on how the best large business organizations achieve high performance. They distilled lessons for the federal government from a rapid survey of this experience and similar efforts within the federal government and by other governments. The group determined that the time is right for a new strategy focused on improving organizational health at all levels and in all parts of the federal government.



The group's theory of change for this initiative is the need to expand the existing federal performance management framework by creating a new bottom-up demand for improving organizational health and performance, a demand tailored to the needs of different missions and units. Creating this bottom-up demand has three strategic components:

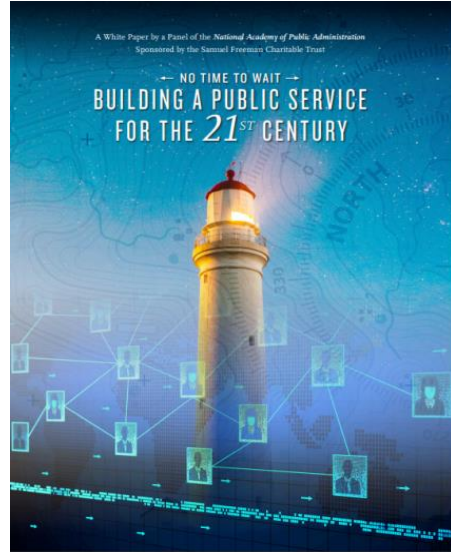
1. Strengthen unit-level health and performance;
2. Create a learning-based approach to improving results; and

3. Employ the power of data analytics to manage.

Over time, this new management improvement approach could transform the federal government into an organization that learns from experience, constructively engages employees at all levels in this shared enterprise, and continually strives toward higher standards of excellence in achieving its many missions and policy objectives.

[No Time To Wait, Part 2: Building a Public Service for the 21st Century](#)

In 2017, the Academy released *No Time to Wait*, our Panel's first white paper on the future of the federal public service. The Panel argued that the government's workforce strategy needs to build on three elements: putting mission first, driving the principles of the merit system always, and ensuring accountability for both. In the Panel's new white paper, *No Time to Wait, Part 2*, the Panel concluded that there is even less time to wait. We need to act today, quickly and creatively, to build the government workforce we will need in the years to come.



This white paper presented a detailed plan of action to transform the public service by:

- Building flexibility in the pursuit of mission;
- Replacing the over-defined job specifications of the current system with a competency-based, talent-management model;
- Reinforcing the pursuit of merit-system principles;
- Leading from the center; and
- Transforming the federal government's human capital backbone.

Academy Studies Scheduled for Completion in Fiscal Year 2019

The Academy began work on the following projects and activities during Fiscal Year 2018 that have been or are scheduled to be completed in Fiscal Year 2019. Reports for completed and ongoing studies can be accessed at www.napawash.org. Links to reports that have been completed as of the publication of the Academy's FY 2018 annual report are included here.

Congressionally Requested Studies

[National Nuclear Security Administration](#)

As noted above, the National Defense Authorization Act for Fiscal Year 2016 directed the Secretary of Energy and the Administrator of the National Nuclear Security Administration to develop and carry out an implementation plan to reform the governance and

management of the nuclear security enterprise. Congress also mandated that DOE contract with the National Academy of Public Administration and the National Academy of Sciences, Engineering, and Medicine for seven semi-annual interim reports to evaluate progress in implementing the plan and a final report in September 2020. The Joint Implementation Assessment Panel and study team is continuing its assessment and will produce two additional semi-annual interim reports in FY 19.

U.S. Army Corp of Engineers

The U.S. Army Corps of Engineers (the Corps) was established as a separate branch of the Army in 1802. Through its civil works mission, the Corps maintains navigable channels, reduces flood and storm damage, and protects and restores aquatic ecosystems. Congress has authorized the Corps to expand opportunities for public-private partnerships. This allows the Corps to provide local communities and sponsors with opportunities to meet water resource needs where there is both a local and national interest. The Corps works with sponsors to investigate water resources and related land problems and opportunities, and if warranted, develop projects that would otherwise be beyond the capability of the sponsor itself. These water resources activities are conducted using Project Partnership Agreements (PPA). PPAs are legal agreements between the Corps and non-federal sponsors including states, local governments, flood control districts, port authorities, and other entities.

The Corps contracted with the Academy to conduct an evaluation of its PPA process. The Academy has appointed a five-member Panel of Academy Fellows to oversee a three-part approach:

1. Evaluate and describe the current approach used by the Corps to develop PPAs based on consultation with the Corps, Army officials, and stakeholders;
2. Review the PPA process, guidance, and templates; and
3. Develop and present findings and recommendations on the practices for preparing, negotiating, and approving PPAs.

Agency Requested Studies

Public Company Accounting Oversight Board

The Public Company Accounting Oversight Board (PCAOB) is a non-profit corporation responsible for oversight of audits of public companies. Established by the Sarbanes-Oxley Act (Public Law 107-204) with the goal of protecting the interests of investors and the public by promoting the preparation of informative, accurate, and independent audits, PCAOB conducts inspection, enforcement, and standard-setting activities. It is governed by five board members appointed by the Securities and Exchange Commission. The PCAOB carries out its responsibilities through a staff of approximately 840 in its headquarters and regional offices.

The PCAOB contracted with the Academy to support the development of its updated strategic plan and correlating performance planning activities. During the development of

the strategic plan the Academy performed a series of interviews with key stakeholders, conducted two widely-disseminated surveys, and facilitated several planning and visioning sessions with Board leadership.

An Organizational Assessment of the Oklahoma Corporation Commission

The Oklahoma Corporation Commission (OCC) is established by the state constitution. It oversees more activity than virtually all other state counterparts—including oil drilling permits and environmental assessments, tanks for storage of petroleum, enforcement of truck weight limitations, and consumer rates for electricity. Governor Mary Fallin issued an Executive Order (EO) that established the Second Century Task Force to review the activities and organization of the OCC. The Secretary of Energy and Environment, appointed as Chair of the Task Force, contracted with the Academy to assist by conducting an independent, comprehensive assessment of its mission, performance, staffing, funding, and structure. The Academy formed a five-member expert Panel of Fellows with support from a professional study team to perform this work. The Academy is conducting comprehensive research and data collection from such diverse sources as OCC commissioners and staff, stakeholders, other state regulatory commissions, and other researchers and associations.

Department of Transportation Workforce Planning Project

The U.S. Department of Transportation (DOT) works to ensure a fast, safe, efficient, accessible, and convenient transportation system that meets our vital national interest and enhances the quality of life of the American people, today and into the future. Through its 11 operating administrations and nearly 55,000 employees, DOT works to maintain and develop the United States' transportation systems and infrastructure.

DOT contracted with the Academy to conduct a workforce planning assessment of mission critical occupations of DOT operating administrations. The Academy is partnering with Management Concepts on an assessment of the following issues: current staffing and capability gaps; emerging issues requiring new staff capabilities; areas of staffing surplus; hiring and retention issues; and succession planning and strategies. The team will develop a model workforce plan based on the current structure and future requirements. An implementation plan will be provided along with a high-level approach for conducting succession planning. The study team is receiving guidance from a three-member Expert Advisory Group of Fellows.

Organizational Assessment of the Department of Transportation's Office of the Assistant Secretary for Research and Technology

The U.S. Department of Transportation (DOT) contracted with the Academy to assess the organization of Office of the Assistant Secretary for Research and Technology (OST-R) and the opportunities and challenges presented by its proposed transfer to Office of the Under Secretary for Policy. The Academy agreed to provide a high-level assessment including three distinct scope elements:

- Identify opportunities to improve the capacity to coordinate research across DOT, with a focus on strengthening the Annual Modal Research Plan (AMRP) process, including opportunities to obtain and make available more and better information on the research portfolios of DOT's modal operating administrations and tracking performance of research;
- Improve communications on what products the Bureau of Transportation Statistics (BTS) produces, for whom, and why; their production schedules; and their release processes; and
- Improve communications about the core activities of the Office of Positioning, Navigation, and Timing and Spectrum Management, and their relationship to DOT mission responsibilities and priorities.

Defense Nuclear Facilities Safety Board Organizational Assessment

The Defense Nuclear Facilities Safety Board (DNFSB) was established in 1988 as an independent federal agency within the executive branch of government. Its mission is to provide independent analysis, advice, and recommendations to the Secretary of Energy to enhance public health and safety connected with defense nuclear facilities operated by the Department of Energy (DOE). The DNFSB's oversight mission covers all phases in the life of a defense nuclear facility: design, construction, operation, and decommissioning. It has five presidentially appointed board members, each subject to confirmation by the United States Senate.

The DNFSB contracted with the Academy to complete a comprehensive organizational assessment, with a scope of work that includes stakeholder engagement; mission performance; operational execution; operations and management; and increasing accountability. The Academy assembled a five-member Panel of Academy Fellows to oversee the work of a professional Academy study team to conduct this work.

Agricultural Research Service Human Resources Employee Climate Study

Within the U.S. Department of Agriculture, ARS conducts research to develop and transfer solutions to agricultural problems of high national priority and provide information access and dissemination to:

- Ensure high-quality, safe food, and other agricultural products; assess the nutritional needs of Americans;
- Sustain a competitive agricultural economy; and
- Enhance the natural resource base and the environment and provide economic opportunities for rural citizens, communities, and society as a whole.

The Agriculture Research Service contracted with the Academy to obtain consultative support in conducting a thorough employee climate assessment of the Human Resources Division (HRD) and the Administrative and Financial Management Business Service Center leadership and HR staff.

The Academy team will produce a comprehensive report for ARS that not only identifies and categorizes key issues and challenges, but also provides recommendations for mitigation and a proposal for addressing issues over the near- and longer-term.

National Coalition of STD Directors

The National Coalition of STD Directors (NCSD) is a nonprofit, non-partisan public health membership organization dedicated to the prevention of sexually transmitted diseases (STDs). Founded in 1997, NCSD represents health department STD directors and their support staff and community-based partners in programs across the 50 states, seven large cities and eight U.S. territories that are directly funded by the Centers for Disease Control and Prevention (CDC). Providing leadership to support and advance STD prevention and control programs, NCSD advocates for effective policies, strategies, and sufficient resources for STD programs and endeavors to increase public awareness of the health and social impact of STDs. NCSD has established five operational priorities in direct support of its membership: capacity building, policy and advocacy, national leadership and strategic communications, health equity promotion, and organizational strengthening.

NCSD contracted with the Academy to investigate and describe the scope and impact in the United States of three major, reportable STDs—specifically, chlamydia, gonorrhea and syphilis—and assess the effectiveness of current prevention and control programs.

In response to NCSD's request, the Academy formed an expert panel and a professional study team to collect and review available information concerning STD trends and efforts to prevent and control the three STDs noted above. The study is focusing principally on federally funded intervention programs and current funding. By providing a consolidated overview of the current state, this Academy study is expected to help NCSD and the other stakeholders in the STD community inform a national action strategy for reducing STD transmission rates and improving public health.

Armenian Criminal Justice System

Under a cooperative agreement with the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL), the Academy and its partners in Armenia are developing materials for training courses and workshops designed to improve the anti-corruption and human-rights performance of Armenia's investigators, prosecutors and judges. The training courses will focus on special topics of Armenian and international law and procedures that are key to effectively fighting corruption and protecting human rights. The workshops will focus on the practical challenges in addressing corruption and protecting human rights and will illustrate best practices and foster attitudes and motivation for effectively addressing those challenges.

In conducting this project, the Academy is working with three partners located in Yerevan, Armenia. The Academy is working to ensure that the quality of the materials and coverage of issues meets international standards and will provide high-level oversight and guidance of the project through an Expert Advisory Group of four distinguished Fellows who have led anti-corruption and criminal enforcement activities at senior levels of the U.S. Government, as well as through professional staff with legal and public administration expertise.

United States Agency for International Development

The United States Agency for International Development (USAID) was created in 1961 with the passage of the Foreign Assistance Act by Congress that brought together several existing foreign assistance organizations and programs. USAID's objective is to support international partners in becoming self-reliant and capable of leading their own development journeys. This is accomplished by programs that aim to reduce the reach of conflict, prevent the spread of pandemic disease, and counteract the drivers of violence, instability, and other security threats.

USAID contracted with the Academy to provide guidance in the design and implementation of an innovative personnel system for the Bureaus for Global Health and Democracy, Conflict, and Humanitarian Assistance under the Office of Personnel Management's Demonstration Project Authority. In this study, the Academy convened a Panel of Subject Matter Experts to share OPM Demonstration Project best practices. They will also provide guidance on successful union, congressional, and OPM engagement. The Academy will provide expert advice and recommendations to the USAID Mobility and Flexibility team on:

- Components of successful personnel Demonstration Projects;
- Design and implementation components of a successful Demonstration Project; and
- Lessons learned from engaging in the OPM Demonstration Project Authority process.

ACADEMY STANDING PANELS

The Academy's Standing Panels are comprised of Fellows responsible for review and evaluation of significant developments in public administration. Standing Panel meetings generally feature presentations by distinguished guests, followed by informal discussion.

Standing Panel on Social Equity in Governance

The Social Equity in Governance Panel focuses on the fair and equitable management of all institutions serving the public. This Panel addresses multiple facets of social equity in governance, serving to advance research and create a resource for researchers, students, scholars, and public administrators. Since its establishment by the Board of Directors in the spring of 2000, this Standing Panel holds meetings throughout the fiscal year and at the Annual Fall meeting and, working with local hosts, co-sponsors an annual Social Equity Leadership Conference. The Panel also sponsors sessions on Social Equity at other Public Affairs professional conferences such as the American Society for Public Administration and the annual conference of the Network of Schools of Public Policy, Affairs and Administration.

- At the 2017 Annual meeting of the Academy, the Standing Panel sponsored a session on Social Equity and Emergency Management Responses. The panel addressed concerns that, in most local governments, emergency response in communities of color and for individuals with differing abilities can be uneven due to limited access to technology, presumptive behaviors, and historical response patterns, but the pattern of equity in programs and services is not examined. Local governments should conduct

an equity assessment and identify policies, procedures, and practices that need to be changed to ensure viable responses in cases of natural or human-caused emergencies.

- The 2018 Social Equity Leadership Conference was held at the Austin W. Marxe School of Public and International Affairs, Baruch College, City University of New York, June 12-13, 2018. The conference, “Promoting Equality in an Age of Austerity: The Role for State and Local Governments,” highlighted both the environment and the ongoing focus on assessing social equity. It considered the role of states and localities in addressing inequalities of all sorts, from hiring, to education, to policing, and much more. Presenters focused particularly on promising solutions because there is a great deal of work being done at the state and local levels that has been documented and is ripe for application to other areas and arenas. As the needs are urgent, we wanted to make sure that analysts and practitioners of these promising programs have the opportunity to address a national audience about the quality of their work and bringing their ideas to scale.
- The Panel and the American Society for Public Administration’s Center for Accountability and Performance provided technical assistance and oversight to two teams of young scholars who developed Social Equity performance measures and instruments for assessing local communities state of inequities. These reports have been disseminated to the public affairs community through conference presentations and panels.

Standing Panel on International Affairs

The International Affairs Panel addresses a broad range of issues in support of the Academy’s overall mission. The Panel aims to assist in the development of democratic institutions in transitional democracies throughout the world, address public management challenges in developing countries, examine the management of the U.S. government international activities, and promote information sharing on promising practices in public management. The Panel is action oriented and draws upon the reservoir of over 900 highly informed, skilled, and experienced Fellows to evaluate, foresee, assess and advise on matters of interest in the international space. The Panel believes that it makes its best contribution when forward deployed to areas needing support in public administration, especially developing democracies and transitional governments. It had many international engagements in 2018, most of which took place at the Academy as the Panel hosted various delegations from several nations to inform them of the Academy and its capacity to engage.

- The Panel began its FY 2018 agenda in conjunction with the Academy’s Fall meeting and hosted a forum which addressed the topic: *International Perspectives on Public Administration in the 21st Century: Current and Future Challenges*. Speakers and panelists included Moderator Ambassador Patrick Kennedy, former U.S. Department of State Undersecretary for Management; panelists Dr. Kaibin Zhong, Professor of Emergency Management at the National Institute of Emergency Management (NIEM) and Director of the Disaster Case Development Center with the Chinese Academy of Governance (CAG); Dr. Xu Zhengzhong, Professor of Economics, Chinese Academy of Governance; Dr. Francisco Gaetani, President, Escola Nacional D

Administracao Publica, Brazil; and Mr. Eloy Oliveira, Executive Director, Instituto Republica, Brazil.

- In March 2018, the Panel assisted the Academy in hosting a delegation from the Bangladesh Ministry of Planning. The Delegation had expressed interest in U.S. Government project management and monitoring procedures. The International Affairs Panel led discussions on two specific topics of interest to the delegation and to the International Affairs Panel: *The Impact of the Judiciary on Bangladesh's Economic Standing*, moderated by Academy Fellow Richard Hoffman based upon his extensive engagements in Bangladesh; and the topic: *International engagement and influences in Bangladesh, with specific focus on public administration—successes and shortcomings*, moderated by Mrs. Eileen Barkas Hoffman, Commissioner/Acting Director of the Department of ADR and International Services at the Federal Mediation and Conciliation Service.
- In May 2018, in search of broader and more sustained opportunities to engage and assist developing countries, the Panel hosted Dr. Daniel Rogger, a Research Economist in the Development Research Group at the World Bank. He provided an update on the World Bank's organization and global agenda and addressed the topic: *What Does Public Administration Look Like Outside the United States*. Dr. Rogger led a very informative and revealing discussion on civil service organizations and thereby called upon his vast experience as co-lead of the Global Governance Practice Bureaucracy Lab which engages in large-scale quantitative surveys in civil service organizations focused on the organization of the delivery of public goods. The Panel will continue dialogue with the World Bank to seek greater global opportunities for International Affairs Panel engagements.
- In July 2018, the Panel joined the Academy in hosting Fellows of the *Mandela Washington Fellowship for Young African Leaders* in a combined informal forum. Participants included the Academy's President and Chief Executive Officer Mrs. Terry Gerton; Academy Fellows of the International Affairs Panel and other standing panels; and Fellow Sylvester Murray, Chairman of the Africa Working Group, which is a sub-organization of the Standing Panel on International Affairs. The Panel believes that it is a valuable investment in Africa's future to engage the Mandela Fellows. Most of these young men and women (ages 25 to 35) have already distinguished themselves as excellent leaders and practitioners and are poised to help set Africa on a trajectory of ever-increasing progress and hope in the years to come.
- In August 2018, the Panel assembled in August to learn more about the current Administration's trade agenda and to discuss its public administration implications. The Panel enlisted the knowledge and expertise of Commissioner Irving A. Williamson who is a current member of the United States International Trade Commission (USITC) and former USITC Chairman. Commissioner Williamson enlightened the Panel on the USITC's mission, history, organization and accomplishments. Panel members and guests expressed their sincere and robust appreciation for Commissioner Williamson's very informative presentation which generated an exciting, contemporary and relevant conversation on the need for governments to have good policy coordination mechanisms.

The USITC forum culminated the International Affairs Panel's formal agenda for FY 18. In FY 19 and beyond, the Panel plans to be even more engaged as an independent source of assistance to the federal government and to the international community. To this end, the Panel will endeavor to leverage existing relationships both at home and abroad. It will especially seek to support broader initiatives to partner with Academy-like institutions in the international community and will welcome opportunities to work with U.S. federal agencies with an international mandate.

Standing Panel on the Intergovernmental System

The Standing Panel on Intergovernmental Systems considers challenges and issues related to the U.S. federal system and intergovernmental relations. The Panel undertook several initiatives during 2018. It responded to a request from the U.S. House of Representatives' *Speaker's Task Force on Intergovernmental Relations* to provide input to Task Force staff in their efforts to draft legislation for Congress to consider that would establish an entity to facilitate intergovernmental relations. The Panel also established a framework that could be used to assess key policy decisions with intergovernmental dimensions facing all levels of government. During the year, the Panel actively recruited Fellows to become involved in its work; there are now 98 members on the Panel membership roster.

Initiatives undertaken by the Panel in FY2018 are summarized below.

- **Input to Speaker's Task Force on Intergovernmental Relations.** In May 2017, Speaker Paul Ryan and minority leader, Nancy Pelosi, established a bipartisan Task Force to create a successor to the former Advisory Commission on Intergovernmental Relations (ACIR). The Task Force discussed a new bill that could re-establish the ACIR, and asked for changes that could improve the Commission and correct deficiencies that lead to its elimination. Academy President Terry Gerton worked with the staff and leadership of the Speaker's Task Force to have the Academy become a formal member of the advisory panel to the Task Force.

Four Fellows and members of the Intergovernmental Systems Panel (Carl Stenberg, Tim Conlon, Parris Glendening, and John Kincaid) made expert comments and suggestions during several public hearings on this draft proposal. Their recommendations included suggestions to improve the language, including reframing the organization as the Commission on Intergovernmental Relations of the United States, spelling out several amendments that could help the organization become more of a problem-solving body, and creating an action agenda for how government at all levels could address the intergovernmental components of issues facing the nation.

- **Intergovernmental Relations Analysis Framework.** Building upon the Academy's work during the previous year in drafting leadership statements for national leaders in three policy areas, the Intergovernmental Systems Panel developed a framework that could be used to refine future approaches for assessing and making changes to the U.S. intergovernmental system. The Panel determined that the utility of the framework could be tested by applying it to the three policy issues that were developed during the previous year: infrastructure; emergency response-(both natural and human-made); and opioids. The Panel later added a fourth issue, revitalizing the middle class, to the list of policy issues to be analyzed. The Panel assigned a team of

fellows to each issue to draft papers that will help to evaluate and modify the framework. Once completed, the four papers will be sent to the Congressional Task Force for their consideration.

- **Additional Initiatives**

- A subset of the Panel, assisted by a University of Maryland class intern team is developing recommendations for OMB on how input could be obtained from intergovernmental actors on grant management regulations and administration.
- The panel conducted two general sessions at the Academy Annual Meeting: one on the intergovernmental challenges of disaster responses and the second on the changing role of states, with a focus on environmental and health care policies.

Standing Panel on Executive Organization and Management

The Standing Panel on Executive Organization and Management (EOM) is the Academy's longest serving standing panel. The Panel focuses on improving the structure, capacity, management and performance of public institutions.

The Panel has been fortunate to be able to draw on the talents of many Academy fellows during the past year in delivering a series of presentations and discussions, as well as:

- Releasing a white paper in January 2018, [*Strengthening Organizational Health and Performance in Government*](#), which was used by the Office of Management and Budget to inform the development of one of its key initiatives in the President's Management Agenda; and
- Undertaking an assessment of ways to improve implementation of the Administration's proposed reorganization and reform initiatives, targeted for completion in early 2019.

The Panel met eight times during FY 2018. Most of its meetings centered around a common theme: how is the Administration approaching the implementation of its reform and reorganization initiatives? Specifically, these sessions focused on the following topics

- Use of Organizational Review Assessments
- The Potential Role of Artificial Intelligence in Government Decision-making
- Strengthening Organizational Health and Performance
- MITRE's Research on Organizational Agility
- Preview of the President's Management Agenda
- Review of Agency Reorganization Initiatives
- Organizational Transformation Case Studies
- Implementing the Program Management Improvement Accountability Act

The Panel posted [14 blog commentaries](#) to the Academy's website on the topics of organizational health and performance and government reform initiatives, thanks to the efforts of various Panel members. Several Panel members presented the findings of the Organizational Health report to an ACT-IAC forum in April. Panel members also contributed an essay to the Academy's Public Service Panel's upcoming e-report on the President's Management Agenda.

The Panel also serves as the Academy sponsor for an informal alumni group formed by former White House Leadership Development Program fellows and has offered them associate fellow status. This initiative was launched in 2018 and will be further developed in 2019.

Finally, the Panel has begun developing a web-based resource on past federal government reform initiatives and past Panel-developed reference materials to improve federal organization and management, with assistance from students from George Mason University.

Standing Panel on the Public Service

The Standing Panel on the Public Service has evolved from one largely focused on the Office of Personnel Management (OPM)—or its forerunner, the Civil Service Commission—to a forum on the importance of Human Resources management to the success of any department/agency in accomplishing its mission goals. The Panel’s sessions take several forms: regular formal plenary meetings, book presentations and signings, smaller executive-level peer-to-peer fora, and limited “trusted advisor” review and comment sessions. The Standing Panel meets at least quarterly, with special “hot topic” meetings scheduled in between as necessary.

In previous years, the Standing Panel on the Public Service met several times with HR experts, staff from the Government Accountability Office and leaders from OMB, OPM and the Office of Presidential Personnel at the White House to discuss potential changes to the SES system (e.g., recruitment, mobility, recognition, and so on) and the appropriate role of the Office of Personnel Management in the 21st century. These discussions and many of our ideas and recommendations came to fruition in 2018 with proposals from the current Administration to reorganize OPM and shift many of its responsibilities elsewhere in government. The Panel continued its role as a trusted advisor to Executive Branch leaders in 2018 as it was consulted on how best to implement the desired changes.

The Panel also held a series of executive fora on the President’s Management Agenda that featured key leaders from the government’s top agencies responsible for the plan and implementation of an aggressive agenda. In a series of meetings, this Panel featured Emily Murphy, the Administrator of the General Services Administration; Dr. Jeff Pon, the then-Director of the Office of Personnel Management; Margaret Weichert, the Deputy Director for Management at the Office of Management and Budget (who is now also serving as the Acting Director of OPM); Suzette Kent, the Federal CIO at OMB; Patrick Pizzella, Deputy Secretary of the Department of Labor; and Scott Cameron, Acting Assistant Secretary for Budget, Policy and Management at the Department of the Interior. The series of briefings have led to a book entitled *Perspectives on the President’s Management Agenda* featuring essays by 14 Fellows of the Academy and a Foreword by DDM Weichert which will be forthcoming in March, 2019.

The Panel concluded 2018 with a session on proposed federal workforce reforms at a forum featuring the MITRE Corporation, which had been enlisted to organize and staff a symposium with agency leaders, HR professionals, nonprofit groups and other stakeholders at the White House complex only a few weeks earlier.

Standing Panel on Technology Leadership

The Technology Leadership Panel is designed to cover all levels of government for the latest trends in technology leadership, management, and governance. It also focuses on effective practices for improving executive level capacity and governance, and on ways to assess the value of technology systems from a public management executive perspective. The group’s mission is to pursue technology initiatives designed to improve government performance. In support of this mission, in 2018 the Panel created the Academy working group on “Artificial Intelligence and the Future of Public Administration and Work.” Discussion topics for meetings of the Technology Leadership Panel for FY 2018 included the following:

- Co-branded Webinar with the Public Technology Institute (PTI) and the National Association of State Chief Information Officers (NASCIO) “2018 Tech Trends for State & Local Governments”
- Special briefing at the Academy for an executive-level Ukrainian Delegation focused on “Technology Leadership - Why Technology Projects Fail – Can AI Help?”
- Panel on “2018 Major Tech Trends Forecast and Impact on Government & Leadership” that examined the impact of autonomous vehicles, drones, AI, big and open data, cyber – fake news and identity management at the Fall Meeting in November 2017; and
- Co-branded Webinar with PTI on AI and the Future of Work.

The Panel is also developing three white papers: *AI and Ethics*; *AI and the Future of Work*; *AI and the Public Administration Curriculum*. The papers will be combined into one publication and released in early 2019.

ACADEMY PUBLIC FORUMS

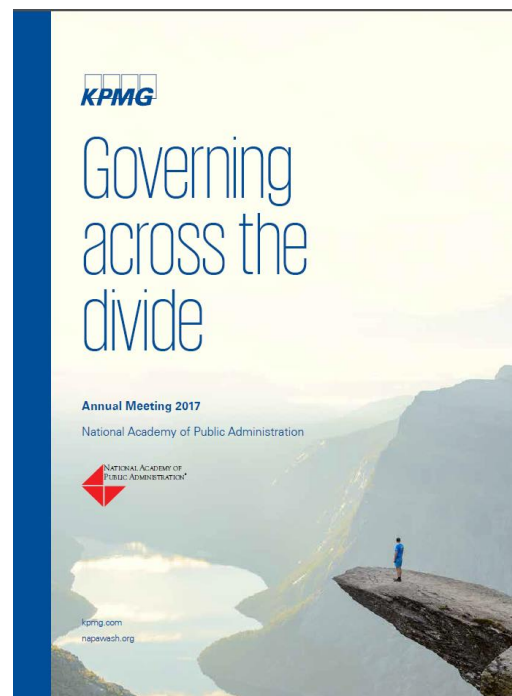
In addition to the studies and initiatives pursued in partnership with individual agencies and departments, the Academy hosts public forums that bring hundreds of practitioners together to discuss solutions to critical public management challenges. In FY 2017, the Academy hosted the following public forums.

[Governing Across the Divide : Annual Meeting 2017](#)

The November 2017 meeting featured an all-star cast of keynote speakers and insightful discussions to address the topic of “Governing Across the Divide.” KPMG worked with the Academy to highlight key findings and takeaways from this meeting.

Consistent with the meeting’s theme, breakout sessions on specific topics included:

- Building human resource capacity in an intergovernmental system;
- The use of artificial intelligence in government;
- Social equity and emergency management responses



- The changing roles of states – Focuses on environmental and healthcare policies;
- 2018 major technology trends and their impact on government and leadership;
- International perspectives on public administration in the 21st century: Current and future challenges;
- The future of citizenship and public service;
- Disaster response: An intergovernmental challenge; and
- Governing infrastructure.

Other annual meeting activities included:

- The prestigious Elmer B. Staats Lecture was given by Timothy O. Horne, acting administrator of the U.S. General Services Administration.
- The prestigious James E. Webb Lecture was given by Katherine Gehl, an American business leader and policy activist and former president and CEO of a food manufacturing company, and Dr. Michael E. Porter, university professor at the Harvard Business School and recipient of 24 honorary doctorates.
- The 2017 George Graham Award for Exceptional Service to the Academy was presented to Academy Fellow Thomas H. Stanton for his decades-long contributions and dedication to the organization.
- A book event and reception on *The Puzzle of the American Economy: How Changing Demographics Will Affect Our Future and Influence on Politics* featured author and Academy Fellow Mark Pisano.

Workforce Planning Strategies for Transforming Organizations

This facilitated roundtable on Workforce Planning Strategies for Transforming Organizations. It was sponsored by Management Concepts, and held as a breakfast meeting on Tuesday, October 17, 2017. The discussion focused on guidance in the recently released Reform Memo to align the Federal workforce to meet the needs of today and the future rather than the requirements of the past. Participants explored identifying the capabilities an organization needs to execute its mission, determining what roles and associated skills and competencies are required to deliver those capabilities, and how effective workforce planning becomes increasingly important when organizations are undergoing transformations. Discussants included: Don Kettl, Professor, School of Public Policy, University of Maryland; Joyce Hunter, Deputy Chief Information Officer, Policy and Planning, USDA (Former); Brodi Fontenot, Fontenot Strategic Consulting, and Former Department of Transportation, Assistant Secretary for Administration, the Chief Human Capital Officer, and Senior Sustainability Officer; Debbie Eshelman, Managing Director, Human Capital and Talent Management, Management Concepts; and Annie Levin, Managing Director, Performance Improvement, Management Concepts.

Prioritizing Governance for Resilient Critical Infrastructure

The Academy made “Prioritizing Governance for Resilient Critical Infrastructure” the theme of our fourth and final Governing Across The Divide symposium in 2017. Having already examined the changing role of states in policymaking, innovation in cities, and the future of citizenship and public services, the focus turned to considering how well our intergovernmental system works to ensure the critical infrastructure lifelines of transportation, energy, water and communications are, and remain, reliable. This conversation

was held at George Mason University's Schar School of Policy and Government, in partnership with the university's Center for Critical Infrastructure Protection, on October 30.

Getting Things Done with Courage and Conviction

In March 2018, the Academy hosted a release event for a new book by Dwight A. Ink and Kurt M. Thurmaier. *Getting Things Done with Courage and Conviction*, presenting Ink's successful management strategies developed over his 50 years of public service in the context of nine especially important achievements in his career, including the Alaska Recovery and Nixon's New Federalism initiative. A panel of Fellows, moderated by Kurt Thurmaier, reviewed and critiqued the book's thesis that Dwight's successful management strategies are relevant to current public service professionals despite the current toxic climate.

How to Tackle Government Transformation: Finding Common Ground with Your Stakeholders

This forum, held on April 11, 2018 in partnership with our sponsor, Management Concepts, addressed broad perspectives and practical approaches for dealing with transformation in government agencies. Experts from government and the private sector led discussions that included: workforce planning strategies in organizations undergoing transformation, best practices for overcoming cultural barriers and managing change in transforming organizations, and tips for effectively measuring, evaluating and communicating results of transformation efforts.

Panelists included Tim Bowden, Executive Director, People and Performance Consulting, Management Concepts, Inc.; Debbie Eshelman, Managing Director, Human Capital and Talent Management, Management Concepts; Lahaja Furaha, Organizational Culture Practice Lead & Sr. Human Capital Advisor, Management Concepts; Annie Levin, Managing Director, Performance Improvement Consulting Practice, Management Concepts; Natalya Pestalozzi, Coaching and Mentoring Practice Lead, Management Concepts; Brodi Fontenot, Founder & CEO, Fontenot Strategic Consulting; Former Assistant Secretary for Management, Department of Treasury and Assistant Secretary for Administration, Department of Transportation; Dr. Annette Taylor, Director, Division of Employee Development and Worklife, HHS/ACF; Marcus Brownrigg, Special Assistant to the Deputy Assistant Secretary in the Office of Elementary and Secondary Education, U.S. Department of Education; Chris Mihm, Managing Director for Strategic Issues at the U.S. Government Accountability Office (GAO).

Building a Shared Map of the Nation's Infrastructure to Enable Smart Investments

This summit, held simultaneously on May 1, 2018 at the Tempe, AZ campus of Arizona State University (ASU) and at their Washington D.C. remote campus, represented a unique collaboration between the Academy, ASU, and the American Geographical Society. The summit's focus was to explore the potential for GIS technology to inform the development of a national infrastructure map that could help prioritize and motivate infrastructure investment. Funding the nation's surface transportation system has been on the Government Accountability Office's biannual high-risk list since 2007. The strains on the transportation system are amplified by shifting demographics, the need to transport

the goods and services to support a growing economy, rapid development of new technologies, and the federal government's financial condition and fiscal outlook.

No Time To Wait, Part 2: Release Event at the National Press Club

Management Concepts sponsored the release of *No Time To Wait, Part 2* on September 25, 2018 at the National Press Club in Washington D.C. In 2017, we released *No Time To Wait*, the first of our series of reports on the future of the federal public service. We argued that the steps forward need to build on a three-legged stool: mission first, principles always, and accountability for both. In this second report, we build on the framework of the first report, with more-detailed recommendations—and with an even greater sense of urgency. If there was no time to wait in 2017, there's even more urgency now.

The federal government faces enormous challenges. The costs for failing to keep up could undermine the government's ability to govern, and that would mean a government that is too costly, too ineffective, too unresponsive, and too unaccountable. Finding the right solutions will require understanding the right problems—and in devising strategies that will focus most on high-value solutions that are most likely to ensure the government can serve the people. We need a government that can move at the speed of technology, or those who drive the technology will write the rules that everyone else will need to live by.

Bryan Hancock, Partner and Global Leader of the Talent Management Practice at McKinsey & Company presented a keynote address on the future of work. He was followed by a panel of federal human capital experts who discussed the implications of the report's recommendations. Panelists included:

- Dr. Don Kettl, Academy Panel Chair and Academy Fellow;
- Ms. Anita Blair, Academy Fellow;
- Ms. Angela Bailey, Chief Human Capital Officer, U.S. Department of Homeland Security; and
- Ms. Debra Eshelman, Managing Director, Management Concepts (Moderator)

SYMPOSIUM SERIES

2018 saw significant growth in the Academy's offering of symposium series. In addition to our ongoing Working Capital Fund symposium, we initiated quarterly series addressing Grants Management, sponsored by Grant Thornton LLP, and IT Modernization, sponsored by Deloitte. We also partnered with the Senior Executive Association and the Shared Services Leadership Council to offer a six-part seminar series on Shared Services.

Working Capital Fund Symposium Series

In 2018, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund (WCF) Symposium. Meetings were held on April 12th and June 12th. Topics included the assessment of the Department of Commerce working capital fund performed by the Academy and Grant Thornton and the implication of the MGT Act on working capital funds. Featured speakers included Matthew Cornelius (OMB); Margie Graves (OMB); Ben Skidmore (OMB); Jennifer Ayers (DOC); Holden Hoofnagle (DOC); Janice Blake-Green (DOL).

Grants Management Symposium Series

In 2018, the Academy initiated a new quarterly symposium with Grant Thornton, LLP to focus on grants management in support of the President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal #8, Results-oriented Accountability for Grants. Meetings were held on April 3rd, June 28th, and October 25th. Topics included the PMA CAP goal, financial assistance drivers, and innovation in financial assistance. Featured speakers included Dale Bell (NSF); Andrea Brandon (HHS); Rhea Hubbard (OMB); Doug Webster (ED); Victoria Collin (OMB); Sheila Conley (HHS); Gil Tran (OMB); and Nicole Waldeck (OMB).

IT Modernization Symposium Series

In 2018, the Academy initiated a new symposium with Deloitte to focus on leaders who have responsibility for making and monitoring investments in information technology for their agencies. The forum brings together members of the CIO, CFO, and Acquisition leadership communities to discuss how to most effectively approach IT Modernization with a comprehensive and collaborative approach. The group held meetings on July 25th, October 10th, and December 4th. Topics included modernizing government for the 21st Century, Cloud Smart, and EIS and Cloud Email strategies. Featured speakers included Margie Graves (Office of Management and Budget), Shelly Wilkie Martinez (OMB), Darren Ash (Farm Service Agency), Navin Vembar (General Services Administration), Jonah Hatfield (GSA), Janet Stevens (U.S. Department of Agriculture), Bill Zielinski (GSA), Sean Rough (OMB), David Bottom (U.S. Department of Homeland Security), Steve Rice (DHS), Max Everett (U.S. Department of Energy).

Shared Services Forum Series

The Academy partnered with the Senior Executive Association and the Shared Services Leadership Council to offer a six-part seminar series on Shared Services. The series was envisioned to bring the voice of the customer to administration officials and to provide a new opportunity to support the PMA CAP Goal #5, Sharing Quality Services. Six sessions were conducted between April and August, 2018, with over 500 total participants.

The Executive Summary and a complete report of the sessions are available here.

http://sharedservicesnow.org/wp-content/uploads/2019/01/SharedServices_SummaryReport_FINAL.pdf

AWARDS

Elliot L. Richardson Prize for Excellence in Public Service

The Elliot L. Richardson Prize is presented biennially to individuals possessing the public service virtues exemplified by Elliot L. Richardson, an Academy Fellow. Mr. Richardson was an exceptional public servant and the only individual in our nation's history to serve in four Cabinet-level positions in the U.S. government: Secretary of Health, Education and Welfare (HEW), Secretary of Defense, Attorney General and Secretary of Commerce. Those individuals selected to receive the ELR Prize shall have demonstrated:

- Achievement, by significantly advancing the public good;
- Long-term dedication to public service, by serving the public interest in a public service capacity; and
- Generosity of spirit, thoughtfulness in the pursuit of excellence in government, and courage and integrity.

In a February 2018 ceremony held at the Ronald Reagan Building and moderated by George Will, the award recognized two distinguished public servants—the Honorable Sylvia Mathews Burwell and the Honorable Leon Panetta—for continuing in the tradition of Elliot Richardson through their excellence, integrity, and dedication to our government and the people of this nation.

George Graham Award for Exceptional Service to the Academy

This award was established in 2006 to honor the Academy's first executive director, George Graham and to "recognize those Fellows who have made a sustained extraordinary contribution toward the Academy becoming a stronger and more respected organization."

The 2017 recipient was Thomas Stanton. For over two decades, Mr. Stanton has served the Academy with unswerving dedication—providing the organization with brilliant advice, financial acumen, and true leadership. His analytic insights have enriched committees, standing panels, and the Board as a whole, while furthering the position of the Academy nationally and internationally. His thoughtful guidance consistently propelled the organization forward. His keen mind, warm smile, and openness to new ideas combined to make him an invaluable member of the organization in many ways. He provided a backbone for the Board and a conscience for the organization, and has served as an inspiration for untold numbers of other people who are looking to improve public service.

Herbert Roback Scholarship Award

The late Herbert Roback was a highly respected public servant. During his 34-year career, he encouraged talented and promising students to consider lifetime careers in the public service. To honor Mr. Roback, his family and friends established the Herbert Roback Scholarship Fund to perpetuate his work. To fulfill this goal, the Academy annually awards one scholarship up to \$7,500 to a graduate student currently enrolled, or ad-

mitted for enrollment, in a full-time master's degree program in public administration, public and international affairs, and/or political science.

The 2017 Roback Scholarship was awarded to Swetha Ramachandran. She is a 2018 candidate for a Master of Arts degree in International Economics and Conflict Management at the Paul H. Nitze School of Advanced International Studies of the Johns Hopkins University.



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