



# Strengthening public administration in a time of transition

**Annual meeting 2016**

National Academy of Public Administration



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# Foreword

**In November 2016, the National Academy of Public Administration (the Academy or NAPA) held its Annual Fall Meeting. The Academy is an independent, nonprofit, nonpartisan organization chartered by Congress in 1984 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. The Academy has over 850 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators.**

The 2016 meeting featured an all-star cast of keynote speakers and insightful discussions that focused on how to strengthen public administration in a time of transition. KPMG LLP (KPMG) worked with the Academy to highlight the key findings and takeaways from this meeting.

Breakout sessions on specific topics included:

- Agile performance management
- Strategic foresight
- Collaboration across boundaries
- National security
- Policing challenges and the community
- Advice to new appointees
- Building stronger ties between the federal, state, and local governments
- Evidence-based approaches
- Recruitment and retention of career and appointed officials.

In other annual meeting activities:

- The Louis Brownlow Book Award was presented to Frank R. Baumgartner and Bryan D. Jones for their book, *The Politics of Information*.
- The Elmer Staats Lecture was given by Elaine Kamarck, senior fellow and director of the Governance Studies Program at the Brookings Institution.
- The James E. Webb Lecture was given by Tom Davis, a former Member of Congress from Virginia currently serving as Director of Federal Government Affairs at Deloitte & Touche, LLP.
- The 2015 George Graham Award for Exceptional Service to the Academy was presented to Academy Fellow Jonathan Breul for his decades-long contributions and dedication to the organization.

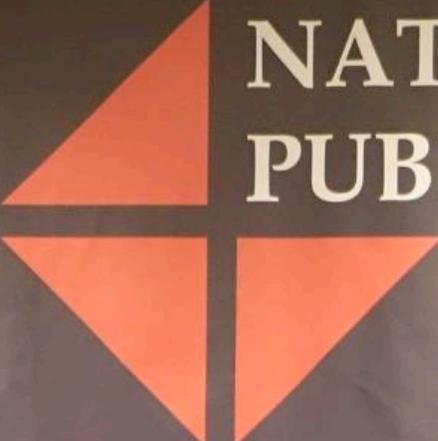


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# NATIONAL ACADEMY OF PUBLIC ADMINISTRATION



## Plenary session: Welcome and opening remarks

**Paul Posner, Chair**, Academy Board of Directors; MPA Director, Department of Public and International Affairs, George Mason University

**Dan Blair, President and CEO**, National Academy of Public Administration

**Gary Glickman, Chair**, Fall Meeting Program Planning Committee;  
Managing Director, Health and Public Service Innovation at Accenture

Paul Posner, the outgoing Board chair, welcomed everyone to the Academy's annual meeting. This year's theme was "Strengthening Public Administration in a Time of Transition." Posner described the previous year as one of growth and productivity at the Academy. The Academy has raised the profile of public administration issues, continued to conduct important projects for governments, and developed new projects with the nonprofit and private sector. At a time of polarization, the Academy's role is increasingly rare and valued, and its Transition 2016 project has laid the groundwork to provide assistance to the new administration on improving the effectiveness and efficiency of the federal government.

Posner thanked Dan Blair for his five-and-a-half years of distinguished service as the Academy's President and Chief Executive Officer.

Dan's sterling leadership has made a significant difference at a critical time in the Academy's history.

Dan Blair welcomed everyone to the fall meeting and congratulated NAPA's incoming officers: Chair, Reginald Robinson; Vice Chair, Sallyanne Harper; Treasurer, Jonathan Fiechter; and Secretary, B.J. Reed. Blair expressed appreciation to Posner as the outgoing Board Chair, welcomed the new Board members, and thanked the Academy staff members for all of their diligent work. Blair noted that the Academy has grown over the past five years and is strongly positioned for the future.

The focus of this fall meeting is on the presidential transition. This change of power is a testament to our democracy. The Academy has been focused on the transition for the past year and a half. Blair recognized Academy Fellows David Chu and Ed DeSeve as deserving special acknowledgement for leading this effort.

**After providing an overview of the agenda, Blair expressed appreciation to the fall meeting sponsors:**

- Management Concepts—patron
- KPMG—benefactor
- University of Connecticut Department of Public Policy—benefactor
- Ernst and Young—sponsor

- George Mason University School of Policy and Government—sponsor
- FMP Consulting—sponsor
- Grant Thornton—sponsor
- Society for Human Resource Management—sponsor
- University of Nebraska at Omaha—sponsor

**Blair expressed appreciation to the Academy's fall meeting committee, led by Gary Glickman and including:**

- David Chu
- Edward DeSeve
- James-Christian Blockwood
- Gregory Devereaux
- Mary Ellen Joyce
- James Pfiffner.

Gary Glickman, chair of the fall meeting committee, acknowledged his other committee members and expressed appreciation to Dan Blair for his years of exceptional leadership. In reflecting on the Academy's prior work, Glickman noted the important support NAPA provided to the Collaborative Forum while he served at the Office of Management and Budget. Glickman encouraged attendees, as they attend the fall meeting sessions, to think about what the Academy can do to help government going forward.

Blair concluded the opening remarks by introducing a Management Concepts-sponsored session on agile performance management.



# Agile performance management

*Sponsored by: Management Concepts*

**Moderator:**

**Debbie Eshelman**, Managing Director of Human Capital and Talent Management, People & Performance Consulting, Management Concepts

**Panelists:**

**Annie Levin**, Managing Director of Performance Improvement, People & Performance Consulting, Management Concepts

**Darryl E. Peek II**, Director of Operations, Office of the Chief Information Officer U.S. Department of Homeland Security

**Cedric J. Sims**, Partner, Evermay Consulting Group

## Background

Agile has driven down the cost and increased the speed and success of software development in the public and private sectors. Agile concepts are now spreading beyond software to performance management and acquisition strategy where responsiveness and prioritization are keys to success. The panelists discussed applying these concepts to nontraditional functions and processes and provided insights and tips for thinking about functions and programs.

The discussion addressed misconceptions about performance management and highlighted elements of leading practice. It was noted that annual performance reviews have developed a bad reputation as bureaucratic exercises, with some organizations eliminating formal year-end performance ratings altogether. Panelists argued that annual reviews, if managed well, provide an important tool, but emphasized that these reviews should be part of a broader continuing effort to communicate goals and expectations and to provide feedback on performance to employees. This should include more frequent reviews and other mechanisms for engaging employees throughout the year.

### Key insights presented and issues discussed

- Performance management has an important role to play in motivating and retaining top performers. Nonmonetary motivations, such as recognition and a sense of contributing to the mission, are important motivators. Providing regular communication and feedback to employees can be key elements of keeping employees engaged.
- Poor morale and performance can occur when management fails to adequately communicate to employees how their work contributes to organizational goals and objectives.
- It is important to develop clear metrics where possible to assess performance.

- Effective performance management can be a tool that encourages innovation and continuous improvement. In evaluating performance, identify opportunities for improvement and changing circumstances that may require an adjusted approach.
- Effective performance management can help change the culture of an organization.
- Managers and employees alike must be willing to give and accept feedback.
- The difference between agile performance management and traditional performance management is the emphasis on continuous communication and performance feedback as part of day-to-day management versus simply relying on highly formalized midterm and annual performance ratings.
- Rapid change and complex operating environments require regular communication and feedback to help identify the need for adjustment and maintain alignment with goals and objectives. Again, the emphasis is on continuous performance feedback. Also, as career patterns change and organizations experience staff turnover, agile performance management can minimize disruption and maximize knowledge transfer. Organizations cannot rely on the institutional memory of individuals and informal norms alone.



# Lessons for a transition: A moderated panel discussion

**David S.C. Chu**, President and CEO, Institute for Defense Analyses

**G. Edward DeSeve**, Executive in Residence, Brookings

**Martha Joynt Kumar**, Director of the White House Transition Project

## Background

The Academy embarked on a one-and-a-half-year project called Transition 2016 (T16) with the purpose of providing essential information to the presidential transition teams and identifying the most likely issues to be faced by a new administration. As part of the T16 initiative, the Academy established four panels to identify management issues most critical to the success of the new administration: (1) Collaboration Across Boundaries, (2) Strategic Foresight, (3) Evidence-Based Approaches, and (4) Recruitment and Retention. David Chu and Ed DeSeve, who led the Academy's T16 Project, discussed with Martha Kumar, Director of the White House Transition Project, her thoughts on the ongoing Trump transition and what lies ahead for the incoming administration.

The goal of T16 is to provide insights that help regain the public's trust in the management of government. T16 will aim to collect demonstrable, empirical material to demonstrate to the campaigns of both major parties and eventually the successful incoming administration several key principles of sound and successful public management.

### Key insights presented and issues discussed

- The transition planning process began much earlier this year, partly because of new legislation (Presidential Transitions Improvements Act, Public Law 114-136) enacted in March 2016 that required the president to establish both a White House Transition Coordinating Council (led by Denis McDonough) and an Agency Transition Directors Council (cochaired by Timothy Horne and Andrew Mayock) by May 2016.
- From the outset, President Obama made very clear his support for a strong transition effort.
- The transition effort is challenging for agencies because they are addressing three different initiatives simultaneously: preparing for the current political leadership to leave, continuing to operate their organizations, and preparing for the transition. The career staff have been particularly important in getting the transition work accomplished, allowing the political appointees to continue to work on the president's agenda.
- Under the new statute, the General Services Administration (GSA) opened the two transition offices on August 1, 2016. Each of the two major candidates had approximately 100 people in these

offices. The work of the transition teams was focused on the basic building blocks, such as reviewing White House and agency organization charts from previous administrations, collecting information on how agencies work and the program and management challenges and opportunities already identified and learning about what worked and did not work during previous transitions.

- The new statute required the Obama Administration to negotiate a memorandum of understanding with each transition team by November 1, 2016, which took the same form used in the last election.
- After the 2008 transition, political appointees were asked what they found most useful and in what form. Their feedback was a preference for short documents (backed up by additional material if needed), not voluminous briefing books. Also, they reported that overlap of people in certain positions was often useful because a departing official would be more willing and able to identify any important mistakes. Templates also helped ensure that the right information was gathered and reported.
- Beginning a new administration is like jumping on a moving train. An appointee needs to quickly get up to speed while driving the train—what is happening and why, what is expected and when, what are the risks and opportunities, and what are the rhythms of the job.
- The budget is one of the first items of focus for the new administration. The president gives his message to Congress in February focusing on his economic priorities. The Trump transition team is aware of this tight time frame and has already begun to work on the fiscal year 2018 budget.
- Following the transition, the Academy plan's to review its T16 initiative to determine who used the information and to what effect and how future such initiatives can be further enhanced.



# Bringing strategic foresight to bear in program planning and management:

## Using alternative futures exercises

*Transition 16 Panel*

### **Moderator and Transition 16 Panel Lead:**

**John Kamensky**, Senior Fellow, IBM Center for The Business of Government

### **Exercise leaders:**

**Ronald P. Sanders**, Vice President and Fellow, Booz Allen Hamilton

**Fred Richardson**, Leadership Coach and Lead Associate, Booz Allen Hamilton

## Background

Strategic foresight is a T16 initiative to assist with decision making in an increasingly complex world to reduce the risks of unanticipated consequences. The Strategic Foresight Panel created an Implementation Subcommittee, examined the 2016 presidential candidates' campaign commitments, and developed a blog series of foresight case studies.

This session focused on a series of transition simulation exercises designed by Booz Allen Hamilton. The series of four exercises was designed to demonstrate the value of strategic foresight. The participants explored events that could be present in the year 2025 and then discussed what would or could be done in the present day to either prevent the negative scenarios from occurring or to bring about the positive scenarios predicted.

## Key insights presented and issues discussed

- Strategic foresight is not an assessment of today's environment, an exact prediction of specific future events, or a linear extrapolation from today. Instead, strategic foresight is a qualitative methodology used to illuminate future risks and opportunities and a way to identify emerging issues and unintended impacts.
- Alternative futures exercises usually cover a 20-to-30- year period to help prepare for and influence the future. Headlines, for instance, may require an administration (or agency) to focus on the immediate at the expense of the important. While no one can accurately predict the future on a regular basis, there are any number of possible futures, each shaped by complex, interdependent trends. Alternative futures are also influenced by the actions taken (or avoided) by senior leaders today. By describing those alternative futures, and what may have led to them, senior leaders can shape their near-term agenda.
- In the alternative futures exercise at this session, two groups of participants were each assigned two alternative futures. The four future scenarios were: (1) a stable international environment, (2) an unstable international environment, (3) a stable domestic environment, and (4) an unstable domestic environment. The participants' challenge was to describe the alternative 2025 future along at least five dimensions: economy, culture and society, national security, technology, and the role of government. The alternative future exercise included two major steps:
  - » Step 1: Given certain domestic and international variables, develop a set of alternative futures that describe the state of the world and the U.S. circa 2025.
  - » Step 2: Given those alternative futures, consider the implications for the government.
- In any alternative future exercise, a qualitative methodology is used to illuminate future risks and opportunities. This leads to the identification of emerging issues and unintended impacts. Much thought and careful consideration should go into determining the variables used to explore an alternative future.
- One option used to begin planning for an alternative future exercise is to convene a group of leaders to conduct an environmental assessment and to identify a range of issues and variables. The group will identify trends that begin to show what will have the greatest impact on the future, which can be an important step toward determining variables. Futures and foresight efforts are based on where the world is going. An event such as the U.S. Presidential election can alter the future, but it will not do so overnight. An alternative futures exercise can help in making paradigm shifts.
- Leaders want to know how to prepare for and influence the future. They look for a course of action that survives future events. To develop alternatives to potential future events, these exercises require starting with the future and looking back. It was noted that it is imperative to develop a short-term strategy to realize immediate, positive results along with a longer-term strategy for making decisions in an uncertain environment. For example, one group's assessment was that there could be a perfect storm of an unstable domestic environment as well as an unstable international environment.
- Alternative future exercises allow leaders to inject imagination into what could happen in the future. Using these exercises to effectively project possible scenarios will enable leaders to identify potential challenges and develop strategies to reduce the risks of anticipated and unanticipated consequences.



# Collaboration across boundaries

## *Transition 16 Panel*

### **Moderator and Transition 16 Panel Lead:**

**Don Kettl**, Professor, School of Public Policy, Maryland School of Public Policy, University of Maryland

### **Panelists:**

**Rosemary O'Leary**, Edwin O. Stene Distinguished Professor, School of Public Affairs, University of Kansas

**Joe Wholey**, Visiting Scholar, University of Delaware; Professor Emeritus, University of Southern California

**Diane M. Disney**, Professor of Management, Pennsylvania State University

**Barbara Romzek**, Dean and Professor, School of Public Affairs, American University

**Robert J. O'Neill, Jr.**, Executive Director, International City/County Management Association

## Background

As part of the Academy's T16 effort, this panel, led by Don Kettl, focused on the T16 white paper, "Collaboration across Boundaries." The white paper stressed that in order for the new president to execute his vision and fulfill his campaign promises, he would need to collaborate across boundaries—across federal agencies, across levels of government, between government and the private and nonprofit sectors, and across global boundaries. This session discussed what is actually meant by collaboration and how best to advance the concept in the new administration. The participants also discussed the "why" of collaboration, as well as addressing the roadblocks to collaboration.

## Key insights presented and issues discussed

- Collaboration is at the heart of most issues faced by the government today. No issue can be addressed or resolved without some type of collaboration across boundaries, whether it is healthcare policy, national defense and homeland security, fiscal sustainability, diversity, the environment, and so on.
- Employees need to be given work experiences outside their own work unit to develop an understanding of the importance of cross-boundary collaboration. One approach is to do rotational assignments outside one's silo to cross boundaries. However, this approach is complicated by the fact that the performance measure structure is often individual-based rather than team-based.
- Collaboration as a performance metric can be difficult to assess. The approach and intent relates to accountability for shared goals, but this is difficult to formalize. Collaboration may need to be addressed in a more informal manner. We can become so focused on metrics that we no longer cultivate relationships. Finding informal ways to collaborate and building relationships across boundaries are essential to making collaboration work.
- Collaboration should not just happen in the executive branch. Collaboration with and within the legislative branch and with state and local governments, in particular, is important.
- Current budget structures and highly isolated organizations within and across agencies; however, do not incentivize people to collaborate across boundaries.
- When implemented effectively, collaboration across organizational boundaries can leverage resources, allow for improved outcomes, provide an opportunity for more effective leadership, and strengthen relationships. People may be averse to collaboration for a number of reasons, including loss of organization and jurisdictional power, fear of personal loss and power, hurdles of time and politics, and turf wars.
- Some believe collaboration is easier to implement at the state and local levels, where people seem to understand that they are "in it together" in a more formal way.
- Agency heads must reach out to other partners and other agencies. Agencies need to acknowledge that these are required partnerships in order to achieve success.
- The American Recovery and Reinvestment Act of 2009 required collaboration between the president, the rest of the Executive Branch, the Congress, and state and local governments to carry out its requirements.
- Connecting policy-makers to those who implement policy is another area in which collaboration could make a huge impact. Currently, a significant disconnect exists between those who make policy and those who implement it.
- The session participants concluded their panel with a discussion of two issues requiring immediate collaboration: infrastructure and cybersecurity. Seizing the right problem and putting collaboration at the forefront of solving that problem can produce needed organizational culture change.
- Some participants contended that the government workforce could be incentivized to collaborate by making such activity an element in the annual review and bonus structure. They theorized that could make collaboration a higher priority and encourage employees to take risks beyond the vision of their own department or agency.



# Keeping an eye on national security during a transition

**Moderator and presenter:**

**David S.C. Chu**, President and CEO, Institute for Defense Analyses

**Panelists:**

**Sharon E. Burke**, Senior Adviser, New America

**Robert F. Hale**, Adviser, Booz Allen Hamilton

**Michael L. Dominguez**, Director, Strategy, Forces and Resources Division, Institute for Defense Analyses

## Background

Since the attacks of September 11th, the United States has faced a number of significant national security challenges and fought wars in Iraq, Afghanistan, and Libya. We have had to redesign our military forces to address the difficult wars of the 21st Century. The all-volunteer force is strained, with Army and Marine Corps units having been deployed to combat numerous times. Likewise, military equipment has been strained, with C130s, for example, operating at a tempo far beyond what was expected. The equipment needs to be refreshed. The Department of Defense (DOD) must identify future priorities given the changing nature of warfare and evolving national security challenges, while recapitalizing the three military services.

## Key insights presented and issues discussed

- The Obama Administration believes that real gains have been made in Iraq and Syria, but recognizes that challenges in both of these countries will continue into the Trump Administration. The United States faces a wide range of other major national security challenges, including China, Libya, North Korea, Pakistan, Russia, and Venezuela.
- During the Cold War, the United States had a clear national security strategy of containment. Both civilians and the military understood what they were to do and why they were doing it. In the intervening decades, the global context has changed, the strategy has not been as clear, and uncertainty and angst about the role of the military has resulted. Creating a new consensus will be essential to the sustainment of the all-volunteer force.
- From a management standpoint, the DOD has some important needs. Sequestration has been a catastrophe for good management. The acquisition process needs further reform. The Pentagon needs to develop a posture for the future of warfare instead of being tied to legacy systems. Cyber capabilities need to be further developed. Another round of base closures could save money, but would be difficult to get approved by the Congress and implemented.
- Business reform should be a DOD priority. About two-thirds of the Pentagon funding is spent on operations and support, some of which is due to compensation increases, benefits, and weapons operations. Since 2000, operating and support costs have increased 20 percent in inflation-adjusted terms. Better control over the weapons systems costs can be useful as the next stage of acquisition reform.
- Some of DOD's infrastructure is decaying. DOD received some infrastructure funds from the 2009 stimulus (American Recovery and Reinvestment Act) for infrastructure, which was helpful, and additional funding may be a possibility if an infrastructure investment bill is passed in the upcoming Congress.
- Concerns were expressed that DOD's management challenges would be compounded if the federal government were funded through a yearlong Continuing Resolution in fiscal year 2017. A long-term fiscal deal with stable funding is needed in order to do multiyear planning. It is difficult to find "quick wins" in the Pentagon's budget. In the short term, it requires identifying lower priorities. Former Secretary of Defense Gates, for example, cancelled a larger number of low-priority weapons systems than any previous secretary.
- Some panelists viewed the Quadrennial Defense Review (QDR) as a good exercise. Although it takes a long time to be completed and released, the development process has great value in articulating a vision to the public and in socializing goals, objectives, and strategies. On the other hand, a concern raised about the QDR is that it is a collection of subjects needing attention without a lot of strategy.
- The core of DOD is people. The American military has performed superbly over a decade and a half of conflict. The professionalism of the officer corps and career civil servants will impress the Trump Administration.
- The DOD has both near-term and long-term human capital management challenges. With the civilian workforce, the Trump Administration will need to understand that the federal civil service is apolitical and possesses deeply specialized skills required for government operations. Still, the civil service system itself has an important challenge—the very characteristics intended to prevent it from becoming politicized reduce its agility and responsiveness in a dynamic national security environment. This is compounded by the decades of hostility toward civil servants. A more modern federal civil service system may be needed to ensure it is agile and attractive to the next generation of civil servants. Also, in determining the appropriate division of responsibilities and assignments for the civilian workforce and contractors, it would be useful to develop a more advanced concept than "inherently governmental."

- The question becomes whether it is possible to rally enough people to identify the key principles of a new civil service system. Should it just be specific to Defense, or should it apply across the entire federal government? The civil service template was designed for largely administrative tasks, such as making payments. The responsibilities of modern-day government have grown so much more complex. While some human capital laboratory demonstration projects still exist, some panelists believe that the right answer might be a mosaic of ideas instead of a single system.
- Training requirements and needs have evolved along with the changing nature of warfare. The military has been building Marines for decades, but the same processes do not yield the optimum cyber warrior.
- It is important to focus on the long-term strategic issues, not just the short term. DOD has a wide range of groups tasked with examining long-term issues. The staff capability exists to assist the Trump Administration with addressing longer term. Think tanks outside of government are also important to developing innovative approaches on issues. For example, the intellectual underpinnings of both DOD's Program Planning and Budgeting System (PPBS) and the all-volunteer force were developed outside of the department.
- National security is not just about the DOD. The nation does not have sufficient operational capacity to do security building in other countries, which is why former Secretary of Defense Gates wanted to put more resources into development. The nation has turned to the military so much because of lack of capacity in other parts of government.



  
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# Policing challenges and the community

**Moderator:**

**Gregory C. Devereaux**, Chief Executive Officer, County of San Bernardino, CA

**Panelists:**

**Chief Sylvia Moir**, Chief of Police, City of Tempe, Arizona

**Bob Gualtieri**, Sheriff, Pinellas County, Florida

**Edward A. Flynn**, Chief of Police, City of Milwaukee

## Background

This session explored policing in America. The discussion, which was led by three experienced law enforcement professionals, examined local policing and community challenges from a criminal justice, societal, and philosophic perspective. The panelists and participants engaged in a dynamic, multidimensional conversation and four systemic questions emerged.

- What is the traditional role of police?
- What are modern law enforcement agencies being asked to do by the communities they serve?
- What is the federal government's role and how has it impacted local communities in the criminal justice context?
- How can the criminal justice system as a whole respond to community policing innovations that are created by local communities to address local problems?

## Key insights presented and issues discussed

- A robust, data-informed discussion is needed to understand the causes of disparities. The City of Milwaukee data sets have been used as a basis for the discussion.
- Police are obligated to protect communities, especially those with the highest rates of crime. By using evidence-based policing, law enforcement agencies can avoid the pitfalls of racial profiling.
- Law enforcement agencies can adopt proactive policing strategies, such as problem-oriented policing, supported by forward-thinking foundational concepts, such as community policing, that are built on partnerships and a problem-solving spirit.
- Legitimacy, a concept central to community policing, is based on trust and the consent of the community to be policed.
- The spectrum of effective policing solutions reflects a continuum with disorder and social control on one end and a decision-making theory based on "what works" on the other. Several strategies that lie on this continuum were discussed, such as hot-spot policing, "Koper curve" patrols, and Data-Driven Approaches to Crime and Traffic Safety (DDACTS).
- The warrior/guardian ethos of the police officer is not a false dichotomy. New frameworks and contexts of community-informed policing must also have transparency at their center. One must strive to protect and serve the community on its terms.
- Police officers as a group should not be judged on the actions of the worst one percent.
- Effective crime prevention requires continual community collaboration using the best tools and tactics available.
- Over time, law enforcement agencies have filled a void in the social services network. These departments have taken innovative approaches to address new social needs in a cost-effective way. While not the traditional core mission of police, case management approaches and mental health units in local law enforcement agencies have been effective.
- Juvenile justice has been particularly challenging. State agencies may limit juvenile services at the local agency level, while incarceration may not be in the best interest of society. There is an ongoing national conversation regarding juvenile justice.
- Local law enforcement agencies, like any other organizations, have organizational cultures. Managing culture change takes effort. Moving to an evidence-based policing model or changing the role and responsibility of the police officer has an effect on how people usually work. It takes a conscientious and concerted effort to effectively implement such foundational changes in the local communities.
- Aristotle implored, "It is the mark of an educated mind to entertain a thought without accepting it." The group sought to explore these multifaceted and sometimes diametrically opposed ideas. In speaking to the foundation of our local communities and the very heart of our national civic life, Herman Goldstein said, "The strength of a democracy and quality of life enjoyed by its citizens are determined in large measure by the ability of the police to discharge their duties."



# Advice to new appointees

*Sponsored by: Grant Thornton*

**Moderator:**

**G. Edward DeSeve**, Executive in Residence, Brookings Executive Education

**Panelists:**

**Linda Springer**, Former Director, Office of Personnel Management

**Ellen Herbst**, Assistant Secretary for Administration and Chief Financial Officer, U.S. Department of Commerce

## Background

This session focused on identifying insights and advice for political appointees as they transition into senior federal positions, especially for those who may not have previous federal government work experience. The discussion was structured around a series of questions that explored differences between the public and private sectors, where to get sound advice within and outside of the agency, and existing programs to help political appointees with the transition.

## Key insights presented and issues discussed

- Instincts and skill sets that serve someone well in the private sector may not help a political appointee in the public sector. For example, in the private sector, successful leaders often are able to relatively quickly make and execute a decision and achieve an objective. The pace of government, however, is often different, as policy issues require a more collaborative process of building consensus both within and across agencies and with the Congress, state and local governments, the public and other stakeholders. By design the process can be arduous and, for big changes, can take much longer to achieve than in the private sector. Furthermore, the ability to work independently in the private sector is a positive attribute that does not necessarily translate well in the public sector, where again consensus building across a wide range of stakeholders can be a key element of success.
- Risk-taking in the private sector is often seen as a positive attribute. The public sector has a more risk-averse culture, with concern about problems arising and receiving media or congressional scrutiny sometimes dissuading bold administrative or policy actions.
- Congruency between a corporate board and top corporate leadership is a key feature in private sector success. In contrast, the public sector requires not only congruency between agency and the White House, but also congruency with Congress and oftentimes state and local government, the public, and public interest groups, which may have widely disparate views.
- The private sector places a priority on long-term strategic thinking and plan execution. Federal government planning is often complicated by the budget cycle, and thus broad, transformative, new policy initiatives are often challenging to launch when requiring new resources.
- Political appointees must demonstrate good listening skills. A good first step is to seek out advice from senior career executive staff. Regular efforts to meet as many staff as possible are important to success. Take time to learn how smart and capable civil servants are and connect with them in building relationships. In addition, take time to meet with agency employees from outside Washington, DC. Besides gaining their valuable perspectives, visiting agency staff in the field also contributes to agency morale. These employees feel more a part of the whole, and provide a political appointee a more comprehensive view of the agency and its mission.
- Advice should be sought from those who previously held the same position, particularly the immediate predecessor. Questions might include: What should I change? What should I not change? Who else should I speak to? At the same time, it is important to remember that circumstances in an agency change as do the priorities of different administrations. Therefore, some elements of the messages received from predecessors at the agency will need to be filtered, as appropriate.

- Establish quality relationships outside of one’s immediate agency, especially those with roles connected with the agency’s policy formation and implementation. Relationship building should include the Office of Personnel Management (OPM), OMB, and any White House councils that may have input into the agency’s issues. The agency Inspector General is also an important resource to learn about key risks, specific problems, and areas of interest, and to build a quality relationship with for open communication about ongoing and future audits and investigations.
- Learn how OPM and OMB work; learn who the key people are that have a role in your agency’s operations and policy development. OMB, in particular, has a major role to play in policy formation and implementation. The same is true for knowing key White House staff that may be focusing on your agency’s mission portfolio.
- Meet with the principal congressional committees and those parts of the Government Accountability Office (GAO) that perform oversight of your agency.
- Efforts are underway to enhance formal training modules for new political appointees, such as work by the Partnership for Public Service and the IBM Center for The Business of Government. Among a broad range of training module topics are federal ethics, budgeting, hiring, acquisition, structure of the White House, and working with Congress.
- While learning how government works and about particular features of an agency requires great focus, it is also prudent to identify areas of vulnerability for the agency early in a new appointee’s tenure. It is important to ask what might go wrong within the agency’s mission portfolio and identify in advance what parts of the agency and organizations outside the agency to call on to first and foremost help prevent problems from occurring and then to be on point to help the agency if a problem arises unexpectedly.
- The panel briefly explored how to use technology to more effectively and efficiently bring new political appointees up to speed in their new work. Ideas included establishing online communication with predecessors and using technology to enhance training of political appointees.







# Elmer B. Staats Lecture

*Sponsored by: University of  
Connecticut Department of Public  
Policy*

**Introducer:**

**Amy K. Donahue**, Vice Provost for Academic  
Operations, University of Connecticut

**Keynote Speaker:**

**Elaine Kamarck**, Senior Fellow and Director,  
Governance Studies Program, Center for Effective  
Public Management, Brookings Institution

Amy Donahue welcomed everyone to this lecture program honoring Elmer B. Staats, whose exemplary contribution in government serves as a standard. Mr. Staats' long and distinguished career was capped by his service as Comptroller General of the United States from 1966 to 1981. This year's Staats Lecturer was Elaine Kamarck, the Founding Director of the Center for Effective Public Management and a Senior Fellow in Governance Studies at the Brookings Institution. An expert on American electoral politics and government innovation and reform in the United States, Organisation for Economic Co-operation and Development (OECD) nations, and developing countries, she focuses her research on the presidential nomination system and American politics. She has worked in many American presidential campaigns and also has been a Lecturer in Public Policy at the Harvard Kennedy School of Government.

Kamarck's lecture focused on the contents and findings of her new book, *Why Presidents Fail and How they Can Succeed Again*. This book examines the failure of presidents of both political parties to fully understand the federal government well enough to implement policy or to prevent disaster during their tenure. Kamarck drew a number of conclusions.

- A factor leading to presidential failure lies in the disregard for flashing lights until it is too late.
- In an entity as large as the federal government, something is going very right, and something is going very wrong at the same time.
- The problem for presidents is that they have felt increasingly removed from the federal government.

- Three characteristics that make good leaders are: (1) getting policy right, (2) communicating this policy, and (3) implementing the policy. Modern presidents have become so enamored with communication they leave out implementation. However, presidential memoirs say they failed to communicate.

The shift from campaigning to governing can be difficult. Kamarck suggested that presidents:

- Reduce the importance of the message of the day, which makes everything about messaging. The worst problems have to do with reality, not message. Presidents should reduce their focus on messaging and increase their focus on governing.
- Make the Office of Cabinet Affairs a place where cabinet members can discuss what is happening in the agencies.
- Conduct horizon scanning to identify problems and emerging issues. The federal government has plenty of people who know what's going right and what's going wrong. Top White House staff should tap into that knowledge and expertise.

Major failures not only harm presidents and their legacies, but also contribute to the public's already low trust in government. They overshadow much of the government's positive work. Presidents have to pay attention to the government they run and do more listening and learning. In the end, presidents cannot talk their way out of failure, no matter how silver-tongued they may be or how much they connect with voters.



# The Louis Brownlow Book Award

**Norman Johnson**, Chair, Louis Brownlow Book Award Committee

**Frank R. Baumgartner and Bryan D. Jones**, 2016 Louis Brownlow Book Award Winners for *The Politics of Information: Problem Definition and the Course of Public Policy in America*

Norman Johnson, Chair of the Louis Brownlow Book Award Committee, welcomed everyone to the lecture honoring Louis Brownlow. Since 1968, the Academy has recognized outstanding contributions to the literature of public administration through presentation of the Louis Brownlow Book Award. An adviser to three presidents, scholar and author, as chairman of the Committee on Administrative Management (better known as the Brownlow Committee), Brownlow coauthored a report which led to passage of the Reorganization Act of 1939 and the creation of the Executive Office of the President.

Johnson introduced Frank R. Baumgartner and Bryan D. Jones, who are the 2016 Brownlow Book Award winners for *The Politics of Information: Problem Definition and the Course of Public Policy in America*.

Dr. Baumgartner is the Richard J. Richardson Distinguished Professor of Political Science at The University of North Carolina at Chapel Hill. Baumgartner received all of his academic degrees at the University of Michigan, where he was elected Phi Beta Kappa and received a PhD in Political Science in 1986. He has held academic positions at The University of Iowa, Texas A&M University, and Penn State University. He has held visiting professor appointments at host of universities in the United States and internationally, including Caltech and the universities of Michigan, Washington, Bergen (Norway), Aberdeen and Edinburgh (Scotland), and Barcelona (Spain).

Dr. Jones is a Professor in the Department of Government at the University of Texas at Austin. His research centers on public policy processes, American governing institutions, and the connection between human decision making and organizational behavior. Jones has held academic positions at the University of Washington, Texas A&M University, and Wayne State. Along with Baumgartner and Dr. John Wilkerson of the University of Washington, Jones directs the Policy Agendas Project—a major resource for examining changes in public policy processes in American national institutions. The project has been a model for similar projects in Denmark, France, the United Kingdom, the Netherlands, Spain, Switzerland, Italy, Canada, and the State of Pennsylvania.

Baumgartner and Jones provided an overview of their book and answered audience questions. Their work on the public policymaking process shows how the growth and spread of government—and its contractions—are closely related to its information search methods, its definition of problems, and its organizational capacity to analyze that information. Government institutions, like individuals, are subject to the paradox of search. If problems are not searched for, they will not be found; but if problems are actively searched for, they will be found. And, as additional problems are discovered, new government programs may be created to help solve them.

Their book analyzed large empirical datasets tracing the post-World War II course of U.S. public policy. Connecting the nature of the search process to policy outcomes, they showed how government policy is intimately tied to the search process in a manner consistent with the paradox of search. For example, improved search processes that incorporate more diverse viewpoints lead to more intensive government policymaking. Limiting the search process, by contrast, is associated with declines in policymaking activity. They found little evidence that the factors usually thought responsible for government expansion—partisan control of government, changes in presidential leadership, or shifts in public opinion—are systematically related to the trends they observe.



# Building stronger ties between the federal, state, and local governments

**Moderator:**

**Gary Glickman**, Managing Director, Health and Public Service Innovation, Accenture

**Panelists:**

**Kathryn Stack**, Vice President of Evidence-Based Innovation, Laura and John Arnold Foundation

**Katherine Barrett**, Co-Principal, Barrett and Greene, Inc.

**Richard Greene**, Co-Principal, Barrett and Greene, Inc.

## Background

The relationship between the federal government and the states has changed over the years. Federal agencies responding to presidential priorities look to address national demands through the states, while states receive funding from the federal government to carry out their local missions as well. The funding and the spending guidance that accompanies this funding have caused unintended consequences for the states carrying out these federally funded programs. This raises questions about the efficiency, effectiveness, and equity of administering such programs.

Looking back, this session examined the recent history of intergovernmental programs and procedures. Looking forward, the panelists explored how the federal system may address common issues in the near future. In that context, both the states' perspectives and recent innovations in the federal government approach were articulated, and panelists discussed how the new administration and the states can build on the progress.

## Key insights presented and issues discussed

- The states' relationship with their local entities is similar to the relationship that the federal government has with the states. There is an ongoing balance between control and flexibility.
- Unfunded mandates, one-size-fits-all approaches, long wait times for waivers, inflexible requirements, and a desire for consistency and predictability, especially in tax policy, are concerns for the states. Two actions were suggested:
  - » A closer link of state and local governments with federal agencies in the rule-making process.
  - » A reinvented Advisory Commission on Intergovernmental Relations to serve as a forum for these discussions
- Data challenges persist. Inaccurate data causes challenges during performance assessments. The data is typically more accurate in some areas, such as transportation, clean air, and water.
- Siloed funding systems that are not interoperable cause problems at all levels of government, including the local level. One success story, however, was the American Recovery and Reinvestment Act process for standardizing data across systems.
- Different presidential administrations may take different approaches to intergovernmental programs and procedures:
  - » The Clinton Administration used categorical block grants that were top-down, competitive, priority-based, and prescriptive.
  - » The George W. Bush Administration focused on rigorous program evaluation through the Program Assessment Rating Tool (PART).
  - » The Obama Administration had an opportunity to address the question: How can the large stimulus and recovery funds, coupled with the lessons learned from the previous administrations, be used to harness the power of local innovations with evidence of program success?
- Tiered-evidence structures have been used to fund different types of evidence-based programs, from proven practices to high-risk experimental ones. "Pay For Success" legislation and the bipartisan Evidence-based Policy Commission were recent successes based on this approach.
- Next generation linking of administrative data in real-time to funding decisions based on success could fundamentally improve the quality of these programs for beneficiaries.
- Partnerships between nonprofits, academic researchers, and government entities could be a new model of government service delivery. Several "policy labs" across the country are based on this model and are showing early success.
- Some concerns were expressed about the increasingly compliance-based federal-state relationship characterized by costly auditing and accounting regulations. This system could be transformed to save on compliance costs and increase program effectiveness.

- Some have argued that the block grant structure is not be the best way to pool disparate funding streams that ultimately go to the same beneficiary population. Their view is that by measuring outcomes and not inputs, compliance cost savings can be redirected to program quality outcomes—similar to the concept of fixed-price contracts.
- The effective use of data is essential to success. If quality data is necessary as prerequisite to receive payment under a federal program, state and local government’s management system are incentivized to manage and protect data quality.
- By shifting to an outcomes-based system and not a compliance-based system, overall improvement in total program outcomes may result. For example, if states receiving conditional block grants are allowed to pool funds, while required to measure outcomes, program goals could potentially be accomplished at less taxpayer cost. This approach has been piloted in the Performance Partnerships Pilots for Disconnected Youth.
- Performance assessments that previously would have been very expensive now can be completed at little or no cost using technology enablers and powerful analytic tools. One remaining hurdle is the capacity of the local governments. If compliance costs can be repurposed for outcomes-based transformation, there may be additional funds to invest in local government evaluation capacity.
- Another resource pool is academic funding. If more partnerships could be forged to engage researchers to assist in resolving local problems, academic research dollars could be added to the mix.
- Federal regulations and guidelines, particularly OMB circulars, may already have flexibilities that are not being maximized. Also, with an adequate business case, OMB may be able to waive certain requirements that are limiting the shift to an outcomes-based system.
- There is a traditional separation between research and practice. How can we turn the advances in research into successful practical applications? Data science as a field is at the leading edge of this phenomenon. Some states have advanced in utilizing data scientists to improve the federal-state relationship. The federal government, likewise, has deployed data science to advance outcomes-based programs.





# Recruiting, preparing, retaining, and rewarding highly qualified careers and appointed officials

*Transition 16 Panel*

*Sponsored by: Society for Human Research Management*

**Moderator:**

**Alan P. Balutis**, Director and Distinguished Fellow, Cisco-Internet Business Solutions Group

**Panelists:**

**Myra Howze Shiplett**, President, RandolphMorgan Consulting, LLC

**Doris Houser**, Former Senior Policy Adviser to the Director, U.S. Office of Personnel Management

**David E. Lewis**, William R. Kenan, Jr. Professor and Chair, Department of Political Science, Vanderbilt University

**Janice R. Lachance**, Former Director, U.S. Office of Personnel Management

## Background

The purpose of the session was to discuss ways to enhance the experience of senior civil service federal executives. The discussion touched on recruitment and retention of senior executives, starting with a review of results of a survey of federal senior executives. Topics also included the Obama Administration's focus on recruitment, accountability, and recruitment challenges connected with competitive salary levels, and how an OPM director can contribute to policy-making in the White House.

## Key insights presented and issues discussed

- The results of a survey by Vanderbilt University in autumn 2014 through early 2015 was highlighted. The survey was sent to political appointees, career SES, and federal employees at grade 14 to 15. Some of the conclusions include federal SES employees are under stress; 42 percent of respondents said they were unable to recruit the best talent for the agency; 24 percent of SES employees plan to leave government service during the next year; only a third believe government can retain its best employees; and only 40 percent report that performance and ability are the most important evaluative criteria of their performance review.
- The Obama Administration instituted a number of changes connected with the SES, including simplifying recruitment and using position rotation more actively to give broader experience to executives.
- There has been some hiring flexibility offered in cybersecurity, notably in the Department of Homeland Security.
- Use of Federal Employee Viewpoint Survey (FEVS) data is helpful to see how agencies place a priority on employee engagement to create an environment where people want to stay. Perhaps FEVS data collection and analysis should be set in statute to ensure this work continues.
- The federal workforce faces morale challenges in part because of the overall environment of pay and hiring freezes, sequestration, and negative press. In this challenging context, it is important to have a strong leader at OPM to provide counsel to the president and maintain effective communications and collaboration to identify leadership with management experience, especially within a troubled agency.
- Debate continues on whether consideration should be given to strengthening some authorities of the OPM Director. It was also noted that there are some blurring of responsibilities and roles with the OMB Deputy Director for Management.
- A stress on innovation is also important. For example, USAID has an innovation lab and Census is using crowd sourcing to collect innovative suggestions to solve problems.
- Sound change management skills are needed to address almost every kind of agency problem.
- Training is important. The federal government needs an enabling mechanism, with rotational assignments and added curriculum addressing management and leadership. The Foreign Service Institute was cited as a model.



# The evidence agenda

## Using data on what works to improve government's performance and efficiency

*Transition 16 Panel*

### **Moderator:**

**Lawrence S. Cooley**, Senior Adviser and President Emeritus, Management Systems International

### **Panelists:**

**Shelley H. Metzenbaum**, Senior Fellow, The Volcker Alliance

**Kathryn Newcomer**, Director and Professor, School of Public Policy and Public Administration, The George Washington University

## Background

The T16 panel on evidence has been addressing the movement to improve performance in government programs and its mixed results. There is recognition that, while the formal process of strategic planning and performance reporting have elevated the discussion of program outcomes, it is not always clear that these methods are the most effective ones. This session addressed the ongoing challenge to identify what works and how to continue to advance the evidence agenda.

## Key insights and issues discussed

- The panel reviewed the efforts to address government performance, culminating with the Obama Administration's initiatives to evaluate programs and use those results to make more evidence-based program funding and management decisions. These initiatives have impacted both the executive and legislative branches of the federal government, as well as state and local governments.
- The T16 panel has recommended that the new Administration aggressively accelerate wide adoption of a performance and evidence-informed management agenda at and across every level of government.
- A common set of practices for using data and evidence can be utilized by public organizations to increase effectiveness and drive continuous improvement, to include:
  - » Setting outcomes-focused goals
  - » Collecting and analyzing performance information, both quantitative and qualitative
  - » Using data-rich reviews to identify what is working well and what needs attention, and to decide which strategy, action, and knowledge gaps to fill
  - » Complementing routinely collected data with independent, rigorous evaluations and other studies
  - » Using effective communication strategies for a wide variety of purposes aimed at a wide variety of stakeholders.
- The evidence agenda has progressed from its primary focus on collecting data to assess if a program works to learning which program mechanisms work for which stakeholders and under what circumstances. Because it is difficult to determine the precise impact of particular programs and no one gold standard for research and evaluation design exists, it is critical to identify the most appropriate design to address the questions being asked. In a recent survey of evidence-based grant recipients, the government respondents on average spent just 6.8 percent of their time evaluating overall grant program outcomes and impact.
- All government program and operations work should be linked to mission accomplishment to ensure that success can be identified and quantitatively measured.
- Good government groups can be instrumental in identifying the value of what data-informed decision making can do, and they can partner with other stakeholders to broaden the conversation and gain a deeper understanding of robust program evaluation and evidence-based decision making.
- Trained early career professionals should have opportunities to move into this area of government work to expand the capacity of the performance framework. This may be possible through public-private partnerships or special hiring authorities.
- A shift in thinking is necessary when incorporating evidence-based decision making into grant writing and awards. It is crucial to look to the program office to determine how the grant is written and should be evaluated.
- Providing concrete examples of the benefits of evidence will help leaders to further embrace this value-based proposition and not only think about the "how to" but also the "to what end."
- Government employees care deeply about how their programs are working. This helps in building consensus and common ground.



# James E. Webb lecture

**Introduction:**

**Dan Blair**, President and CEO, National Academy of Public Administration

**Lecturer:**

**Thomas M. Davis, III**, Director of Federal Government Affairs, Deloitte & Touche LLP

The Webb Lecture Program honors James E. Webb. Mr. Webb's career, capped by his exemplary contributions as director of the Bureau of the Budget and Administrator of the National Aeronautics and Space Administration, serves as a standard for those who want to improve and strengthen the capacities and performance of government. The Lecture Program is sponsored by the Academy's Fund for Excellence in Public Administration, through a generous grant from the Kerr Foundation.

The 2016 James E. Webb Lecture was presented by Tom Davis. First elected to public office in 1979, serving on the Fairfax County Board of Supervisors, later becoming the Chair, in 1994, Davis was elected to Congress to represent the 11th Congressional District of Virginia. He retired from Congress in 2008 after serving for seven terms. In his congressional career, Davis served as Chairman of the National Republican Congressional Committee, followed by serving as Chairman of the House Government Reform Committee. He was the first House freshman in 50 years to be given a subcommittee chairmanship and over the course of his career authored more than 100 bills that became law. Following his career in Congress, Davis was the general counsel of Litton PRC, taught at George Mason University, and now serves as the Director of Federal Government Affairs at Deloitte & Touche LLP.

At the outset of his remarks, Davis commented that while there is a lot of current discussion about data-driven decision making, the truly most important quality is instinct. In illustration, he shared a story about a college classmate, who, although not one of the top-performing students, had incredible instincts for business. After graduation, these instincts led him to buy into a company that made huge profits and return on his initial investment. He came back to the 10-year class reunion as the most financially successful graduate in a class of overachievers!

Davis moved on to observe that what was already a polarized country had become even more polarized in the

years since he left Congress. Although the issues facing our electorate are not unique, the macro-factors facing the United States are unique:

- First, the United States utilizes a two-party system instead of the more common multiparty systems found in other countries.
- Second, there has been a significant growth in single-party districts where only the primary election matters. Turnout for primaries is much lower than general elections. Therefore, primary election voters, who represent a thin slice of the ideological pie, end up as decision makers. This has been caused in part by residential sorting patterns, wherein people who think alike live in similar places, along with extreme gerrymandering of voting districts
- Third, there has been a change in media models. Previously, information was filtered by a limited number of media outlets, and everyone seemed to be dealing with the same set of facts. This has changed in the digital age. People are able to tune in to hear what they want to hear.
- Finally, there is a growing question over where the money is going. Campaign finance reform simply made it more difficult for candidates to raise soft money, but that money did not disappear from the system. It has shifted from the parties to Super PACs.

The 2016 presidential electorate was angry. In general, American voters do not show a propensity for giving parties a third term, and they vote for parties, not people. In the end, people wanted change, and President Trump needed only a small margin in a few select states to win in the Electoral College. Davis sees similarities to Ronald Reagan, someone who came in to make change.

Tom Davis closed his remarks by stating that the current political environment is an opportunity for those of us in government work to focus even more on our efforts to improve the public sector.



# George Graham Award for Exceptional Service to the Academy

**Presenter: Sylvester Murray**, Chair, The George Graham Award Committee; Distinguished Visiting Professor, Jackson State University, Mississippi

**Award recipient:** Jonathan Breul

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

The 2016 George Graham Award recipient is Jonathan Breul, an Academy Fellow for two decades, who has provided such intellectual leadership, clear thinking, and dedication to become a premier "go-to" person for challenging issues. He has used his outstanding analytic skills to provide valuable insights on strategic, tactical, and practical matters. And he has never refused a request to help the Academy move forward.

Breul is currently at the McCourt School of Public Policy of Georgetown University. He is the former Executive Director of the IBM Center for The Business of Government, and a Partner of IBM Global Business Services. He had a distinguished career in the federal government, including service as the Senior Adviser to the Deputy Director for Management at OMB, as well as the Chief of OMB's Evaluation and Planning Branch in the General Management Division. He also worked at the U.S. Department of Health and Human Services.

Jonathan's service to the Academy has ranged from Standing Panels to the Board of Directors, with an outstanding record on project panels and special committees. He has enriched the Fellowship as a speaker at the fall meeting and at Standing Panel sessions. Just as important, he has always been there as a regular attendee at awards ceremonies, annual meetings, and special events. Indeed, he has fully demonstrated what it means to be integrated into the Academy's purposes.

During his two terms as a member of the Board of Directors, Jonathan served as Vice Chair and was on the Executive Committee for two years. He also spent two years on the Fellows Nominating Committee and another two years on the Membership Committee. He was a vital member of the Presidential Search Committee in 2011 and 2016.

His governmental expertise has proved invaluable to a number of ad hoc Academy committees, including the Committee on Governance, Big Ideas Committee, Positioning Committee on Intergovernmental Relationships, and DC Metro Area Fellows Committee.

Jonathan has been a member of several Standing Panels, including Executive Organization and Management, International Issues, and Public Service, where his comments in meetings are always succinct and useful.

His project involvement has been particularly exemplary, as he has averaged one such group every year, in addition to his other service. For example, he has served with distinction on the following Academy projects:

- Department of Homeland Security Steering Committee
- Federal Transit Administration Advisory Panel
- Office of Energy Efficiency and Renewable Energy Management Study
- Transforming the Public Service
- Performance Accountability Report
- Department of Energy Environmental Management Study
- Department of Energy Environmental Management Project
- FBI Procurement Panel
- Department of Energy: Managing at the Speed of Light
- Department of Homeland Security and Defense Project
- Agencies in Transition: A Report on the Views of Members of the Federal Senior Executive Service (Advisory Panel)
- Evaluating Project Aim 2020: Preparing to Transform the U.S. Nuclear Regulatory Commission

He has also led such collaborative efforts, as chair of the Department of Energy National Labs Project and the panel for Anticipating the Future: Developing a Vision and Strategic Plan for the Social Security Administration for 2025–2030. He is currently chairing collaborative project with the Farm Service Agency: Path Forward Analysis and Evaluation.

Taken together, these activities reflect a remarkable commitment to the Academy's principles. Jonathan has participated in significant activities during every year he has been a Fellow, and that participation has entailed intellectual rigor, a firm belief in sound governance, and a dedication to collaboration with rigor, all tempered by a generous spirit and twinkling sense of humor. Jonathan Breul continues to be a major asset to the Academy and is much deserving of the George Graham Award.

### **About the National Academy of Public Administration**

The Academy is an independent, nonprofit, and nonpartisan 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 approximately 850 Fellows—including former cabinet officers, members of Congress, governors, mayors, and state legislators, as well as career public administrators, scholars, and business executives. 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 stakeholder engagement. For more information, visit [www.napawash.org](http://www.napawash.org).

### **About the KPMG Government Institute**

The KPMG Government Institute was established to serve as a strategic resource for government at all levels and also for higher education and not-for-profit entities seeking to achieve high standards of accountability, transparency, and performance. The Institute is a forum for ideas, a place to share leading practices, and a source of thought leadership to help governments address difficult challenges such as effective performance management, regulatory compliance, and fully leveraging technology. For more information, visit [www.kpmg.com/us/governmentinstitute](http://www.kpmg.com/us/governmentinstitute).





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