



**Annual Congressional Report
Fiscal Year 2015**

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ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2014 – September 30, 2015

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:

- (1) 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;
- (2) Foreseeing and examining critical emerging issues in governance, formulating practical approaches to their resolution;
- (3) Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes, recommending specific changes;
- (4) 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
- (5) 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 serve the public better and achieve excellence.

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 800 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 the federal government address its critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and online stakeholder engagement.

WHAT WE DO

Much of the Academy's work is requested by Congress or government agencies that seek assistance with complex management challenges. Working with the client, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel 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 2015, Academy Panels completed a number of studies, including those that:

- Examined the management and operations of the Department of Justice Civil Rights Division with respect to policies, protocols, and practices related to enforcement actions and decision-making, hiring, and other human resource practices.
- Reviewed the telework policy of the United States Patent and Trademark Office.
- Surveyed Federal Leaders' perspectives about the pace with which the government is adopting, applying, and leveraging technological advancements in service to its constituencies.

With the support of its Fellows, the Academy continued an important initiative in FY 2015:

- The Political Appointee Project which provides insights to new political executives on the challenge of managing in government by presenting the personal experiences of current and former political executives.
- The Academy also began its Transition 2016 (T16) initiative which is designed to advise the incoming 2016 Presidential Administration on effective management initiatives; identifying and overcoming management challenges; and identifying key Presidentially-appointed agency management positions. This initiative not only includes the Political Appointee Project, but also a series of Ernst & Young sponsored forums, a series of American University sponsored forums, Advising Leaders (in partnership with the American Society for Public Administration) and the four T16 panels: Strategic Foresight, Evidence Based Decision-Making, Collaboration Across Boundaries, and Recruitment and Retention.

ACADEMY STUDIES

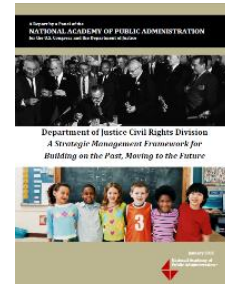
The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2015 (October 1, 2014 to September 30, 2015). Reports for completed studies can be accessed at www.napawash.org.

Department of Justice Civil Rights Division **Independent Review of the Management Policies of the Department of Justice Civil Rights Division**

The Consolidated Appropriations Act, 2014 (P.L. 113-76) mandated an independent assessment of the Department of Justice's Civil Rights Division. The Academy was chosen to conduct this review that focused on the management and operations of the Civil

Rights Division including policies, protocols, and practices related to enforcement actions and decision-making, hiring, and other human resource practices.

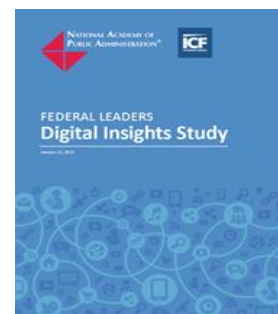
The Academy convened an expert Panel of six Fellows with broad federal, executive leadership, legal, and academic experience, as well as knowledge and experience in the Department of Justice and in human resource management.



Report: *Independent Review of the Management Policies of the Department of Justice Civil Rights Division* (January 2015) http://napawash.org/images/reports/2015/DOJ_CRT_Report.pdf

Federal Leaders Digital Insight Study

The Federal Leaders Digital Insight Study, conducted by the Academy in collaboration with ICF International, is the inaugural report designed to survey Federal Leaders' perspectives about the pace with which the government is adopting, applying, and leveraging technological advancements in service to its constituencies.



The Academy convened an expert Panel of its Fellows to guide the Academy/ICF study team's design and implementation of the survey, study its results, and offer key findings and recommendations. The Federal Leaders Digital Insight Study addressed the following broad topic areas:

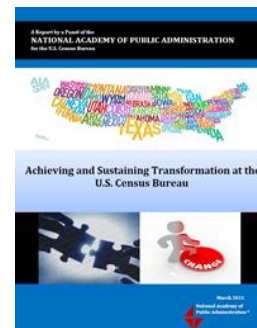
- Use of Digital Technology
- Job Interaction with Digital Technology
- View of Agency's Adoption of Digital Technology
- Acquisition of New Digital Technology

Report: *Federal Leaders Digital Insight Study* (January 2015) http://napawash.org/images/reports/2015/Federal_Leaders_Digital_Insights_Study.pdf

The U.S. Census Bureau

Achieving and Sustaining Transformation at the U.S. Census Bureau

The Census Bureau has initiated organizational changes intended to improve its ability to provide quality data while enabling it to anticipate and readily adapt to future needs. The Census Bureau requested that the Academy conduct an independent assessment and recommend practical actions needed to increase the likelihood that its transformation will be successful and sustained.



The Academy convened an expert Panel of five Fellows, chaired by former OPM Director, Janice Lachance, with vast experience in the federal government, private sector, and academia. The Panel

utilized its knowledge of organizational change management in its assessment of the Census Bureau's efforts, providing the Bureau with pragmatic recommendations as the agency continues its transformation.

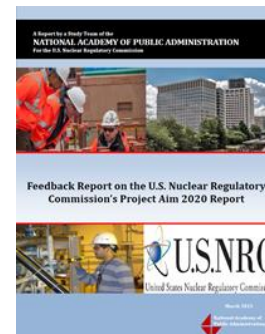
Report: Achieving and Sustaining Transformation at the U.S. Census Bureau (March 2015).
http://napawash.org/images/reports/2015/US_Census_Bureau_2015.pdf

U.S. Nuclear Regulatory Commission **Evaluating Project Aim 2020: Preparing to Transform the U.S. Nuclear Regulatory Commission**

The U.S. Nuclear Regulatory Commission (NRC) has experienced significant changes over the last five years. NRC developed Project Aim 2020 (Project Aim) to improve the agency's planning and operational functions. Project Aim set out to identify key strategies and recommendations to transform the agency during the next five years by enhancing the NRC's ability to plan and execute its mission in a more effective, efficient, and agile manner.

The NRC requested the Academy to conduct an independent assessment of Project Aim. The Academy's review consisted of two reports: (1) an evaluation of Project Aim processes; and (2) an assessment of the Project Aim 2020 report.

The Academy reports were prepared by a professional study team, in consultation with an experienced Expert Advisory Group of five Academy Fellows and one non-Fellow. The study team and Fellows utilized their knowledge of strategic planning and organizational change management in their evaluation of the NRC's efforts, providing the NRC with several actionable recommendations as the agency pursues an important organizational transformation.

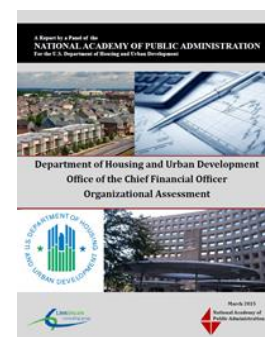


Report 1: External Process Evaluation of Project Aim 2020 for the U.S. Nuclear Regulatory Commission http://napawash.org/images/reports/2015/NRC_Evaluation_Report.pdf

Report 2: Feedback Report on the U.S. Nuclear Regulatory Commission's Project Aim 2020 Report (March 2015). http://napawash.org/images/reports/2015/NRC_Feedback_Report.pdf

Office of the Chief Financial Officer **U.S. Department of Housing and Urban Development Office of the Chief Financial Officer Organizational Assessment**

In the fall of 2014, the U.S. Department of Housing and Urban Development (HUD) engaged LinkVisum Consulting Group (LinkVisum) and the Academy to develop a strategic framework to support HUD's financial management transformation. The key objectives of this project were to: (1) conduct an organizational assessment of department-wide financial management to improve effectiveness and efficiency; (2) determine how financial management responsibilities should be organized across the Department following transition to a shared-service model; and (3) assist HUD in responding to financial governance issues identified



in previous Inspector General reports.

The Academy convened a Panel of experts, consisting of former CFOs and financial management experts drawn from the public and private sectors and academia, to guide this six-month study.

Report: U.S. Department of Housing and Urban Development Office of the Chief Financial officer Organizational Assessment. (March 2015).

http://napawash.org/images/reports/2015/HUD_OCFO_Study_Final_Report.pdf

Project Management Institute **Improving Program Management in the Federal Government**

In the spring of 2015, the Project Management Institute engaged the Academy to develop a white paper about how to strengthen project and program management in the federal government. This project was led by a three-member Panel of Academy Fellows with expertise in project and program management supported by a professional study team.



The white paper focused primarily on program management—the management of large-scale, complex change initiatives. While recognizing and building on past efforts to promote a program management approach in the areas of acquisition and information technology, the white paper promoted a broader view of program management as encompassing people, processes, and technology.

Report: Improving Project Management in the Federal Government (July 2015)

http://napawash.org/images/reports/Final_White_Paper_for_PMI_7_14_15.pdf

The United States Patent and Trademark Office **The United States Patent and Trademark Office: A Telework Internal Control and Program Review**

The United States Patent and Trademark Office (USPTO) requested that the Academy review its telework program to ensure that its management controls and programmatic goals are effective and aligned with the Agency’s mission. This entailed a two-part review of the telework program, including:



- An internal control review of the USPTO telework program to determine if it complies with the Internal Control standards outlined in OMB Circular A- 123, Management’s Responsibility for Internal Control; and
- A programmatic review to determine the effectiveness and efficiency of the USPTO Telework Program.

To conduct this review, the Academy assembled an expert Panel of five Fellows. These individuals brought a diverse background in federal service and academia, as well as an

extensive knowledge of management and operational standards of personnel, and knowledge of how to manage a dispersed workforce.

Report: The United States Patent and Trademark Office: A Telework Internal Control and Program Review (July 2015)

<http://napawash.org/images/reports/2015/NAPA%20Final%20USPTO%20Report.pdf>

ACADEMY STUDIES SCHEDULED FOR COMPLETION IN FISCAL YEAR 2016

The Academy began work on the following projects and activities during Fiscal Year 2015 that have or are scheduled to be completed in Fiscal Year 2016. 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 15 annual report are included here.

Increasing the Effectiveness of the Federal Role in Cybersecurity Education

In late 2014, the Center for Internet Security and Deloitte and Touche LLP engaged the Academy to identify ways to improve the federal role in the nation's cybersecurity education efforts. This project was led by a four-member Panel of Academy Fellows with expertise in cybersecurity, performance metrics, and defense education.



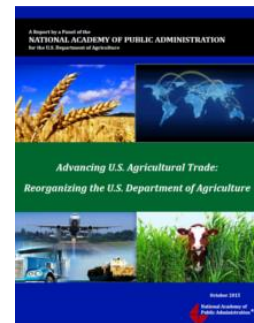
The study examined two of the nation's leading cybersecurity education programs—the National Centers for Academic Excellence in Information Assurance/Cyber Defense (CAE) program and the CyberCorps: Scholarship for Service (SFS) program. This report covered various aspects of these programs such as funding structures, performance indicators, curriculum, and designation standards.

Report: Increasing the Effectiveness of the Federal Role in Cybersecurity Education (October 2015)
http://napawash.org/images/reports/2015/Increasing_Effectiveness_of_Federal_Role_in_Cyber_Education.pdf

U.S. Department of Agriculture

Advancing U.S. Agricultural Trade: Reorganizing the U.S. Department of Agriculture

The responsibilities of the United States Department of Agriculture (USDA) have grown and evolved over time in response to changes in the agricultural sector, necessitating periodic reorganizations throughout USDA's history. Given the growing importance and complexity of agricultural trade, as part of the Agricultural Act of 2014 (Act), Congress mandated that the Secretary of Agriculture develop a plan to create a new Under Secretary position focused on trade-related issues.



Congress directed the Department to contract with the Academy to assist in developing a plan for reorganizing USDA with the goal of enhancing the

Department's leadership and coordination on trade-related issues. To undertake this study the Academy convened an expert Panel of five Fellows to identify and evaluate reorganization options and to provide guidance on how the Panel's preferred reorganization option could be implemented.

Report: Advancing U.S. Agricultural Trade: Reorganizing the U.S. Department of Agriculture (October 2015) http://napawash.org/images/reports/2015/USDA_Report_2015.pdf

Centers for Disease Control and Prevention

Centers for Disease Control and Prevention: Transforming Recruitment and Hiring Process

The Centers for Disease Control and Prevention (CDC) is responsible for protecting America from health, safety and security threats, both foreign and in the United States. CDC fights disease and supports communities and citizens to do the same, thus saving lives and protecting people from health threats.



To achieve this critical mission, CDC requires a highly qualified workforce. The Academy's work with CDC on this issue began in 2013 with assistance to the agency's Human Resources Office (HRO) to improve its services to customers. The Academy completed an initial study in February 2014 with recommendations for driving performance improvement in CDC's HR processes. Upon the completion of that review, CDC requested that the Academy work with the agency to re-engineer its hiring process.

In response to further work initiated in FY 15, the Academy formed a study team of senior human resource professionals with input from a five-member Expert Advisory Group and worked closely with CDC to:

- Document the existing hiring framework;
- Collect data and develop a comprehensive, improved process;
- Recommend and pilot the improved hiring framework with three programs;
- Develop materials to ensure that HRO staff understood the revised framework;
- Recommend performance metrics to continually assess the new hiring framework;
- Conduct a "training of trainers" on the pilot and the final new hiring process; and
- Identify critical changes in HRO and CDC culture needed to implement and sustain the new hiring process.

Report: Centers for Disease Control and Prevention: Transforming Recruitment and Hiring Process (November 2015)

http://napawash.org/images/reports/2015/CDC_Slides_FINAL_11_10_15.pdf

National Science Foundation

National Science Foundation: Use of Cooperative Agreements to Support Large Scale Investment in Research

The National Science Foundation (NSF) Director and the National Science Board requested that the Academy review NSF's use of cooperative agreements (CAs) to support the development, construction, commissioning, and future operations of state-of-the-art, large-scale research facilities.

Specifically, the Academy was asked to:

- Address how CAs are currently used at NSF, examining the effectiveness of NSF's current CA policy;
- Compare the CA mechanism with other federal funding mechanisms;
- Ascertain how comparable scientific agencies manage similarly large, complex research facilities projects; and
- Identify potential improvements to NSF's processes that support large-scale research facilities.



The Academy assembled an expert Panel comprising five Fellows and one panel member recommended by NSF, with broad federal, executive leadership, and academic experience and knowledge in financial management, acquisition management, risk management, project management, accountability mechanisms and scientific inquiry, as well as experience or familiarity with NSF and other federal science agencies that promote research. The Academy Panel provided ongoing guidance to a study team of six who carried out the review based on a structured methodology.

Report: National Science Foundation: Use of Cooperative Agreements to Support Large Scale Investment in Research (December 2015)

http://napawash.org/images/reports/2015/NSF_Phase_2_Comprehensive_Report.pdf

Federal Leaders Digital Insight Study

The Federal Leaders Digital Insight Study, conducted by the Academy in collaboration with ICF International, is an annual report designed to survey Federal Leaders' perspectives about the pace with which the government is adopting, applying, and leveraging technological advancements in service to its constituencies.



The FY 16 report, the second installment in the series, focuses on actions that leverage existing institutions and agencies' resources and experiences to adopt and apply digital technology throughout government. These include: identifying best practices to be shared across agencies; creating standards for hiring the best possible digital technology professionals; embracing ways to foster digital innovation and reimagination; ensuring that digital security is effective while not hindering the application of technology; and continuing to measure stakeholder satisfaction.

Report: Federal Leaders Digital Insight Study (February 2016)

http://napawash.org/images/reports/2016/FLDIS_Feb_2016_Report_Final.pdf

United States Department of Agriculture—Farm Service Agency
Farm Service Agency Path Forward Analysis and Evaluation

Pursuant to a mandate from Congress in the FY 15 appropriations, the Academy will (1) review and evaluate staffing models currently utilized by FSA; and (2) work with FSA to develop a strategy for improving customer service. To inform this strategy, the Academy will identify opportunities to:

- Improve and complement FSA’s strong in-person service through targeted technology investments, business process changes and related changes in organizational structure;
- Improve FSA’s efforts to reach underserved and emerging customer groups; and
- Reconfigure local service delivery arrangements to better meet the needs of customers and improve efficiency.

This year-long study to “determine a clear path forward” is being led by a Panel of Academy Fellows, with support from a professional study team. The study will include an analysis of previous reviews of FSA; review of pertinent background information, such as budget, performance, and workforce data; interviews at headquarters, the state offices, and the county offices; site visits to a select number of state and county offices; interviews with other stakeholders in government and the private sector; and research on effective practices at other agencies.

Report: Work-in-Progress Farm Service Agency Path Forward Analysis and Evaluation (August 2015 – August 2016)

http://www.napawash.org/images/WorkInProgress/USDA_FSA_Work_in_Progress.pdf

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.

Social Equity in Governance Panel

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.

Discussion topics for meetings of the Social Equity in Governance Panel for FY 2015 included the following:

- Institutional Racism, Organizations, and Public Policy;
- US Sub-National Governmental Response to the Great Recession: Implications for the Equitable Distribution of the Costs and Benefits of Public Services;

- The Social Equity Implications of the Variation in the Distribution of FI-FD Cognitive Styles; and
- Strategies for Training and Enforcing the Equity Provisions in the ASPA Code of Ethics.

International Affairs Panel

The Standing Panel on International Affairs supports the Academy's overall mission by considering of issues related to the development of democratic institutions in transitional democracies, addressing public management challenges in developing countries, examining the management of the U.S. government's international activities, and promoting information sharing on promising practices in public management. The Panel is action oriented and endeavors to capitalize on the Academy's abundant reservoir of Fellows representing academia and highly accomplished practitioners.

Discussion topics for meetings of the International Affairs Panel for FY 2015 included the following:

- Russian Regional, Municipal, and Local Government: Leadership in the 21st Century;
- Global Stability and Humanitarian Affairs; and
- Rediscovering China, Friend or Threat.

The Africa Working Group is a working group for the International Affairs Standing Panel. Discussion topics for FY 2015 meetings of the Africa Working Group included the following:

- Engaging Africa: Lessons Learned; and
- Revision of the Zambian Constitution to provide for enhanced public service delivery.

Executive Organization and Management Panel

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

The EOM Panel's mission—to pursue initiatives designed to improve government performance—is derived from the Academy's Congressional Charter, which charges it with "foreseeing and examining critical emerging issues in governance." The EOM Panel fulfills this obligation by staying informed about current developments and subsequently proposing courses of action to improve performance in the Executive Branch.

The Panel meets monthly and hosts meetings centered on specific topics and often feature guest speakers who discuss contemporary issues relevant to federal agencies in the Executive Branch and the Congress.

Discussion topics for meetings of the EOM Panel during FY 2015 included the following:

- Creating and Expanding the Use of Foresight in the Federal Government;
- The Status of Risk Management in the Federal Government;
- Opportunities: The Management Agenda in the FY 2016 Budget;
- The Evolution and Future of Shared Services in the Federal Government;
- Working Session: Preparing Recommendations on the Evolving Role of Mission Support in the Federal Government;
- Creating Leaders with Strategic Intelligence;
- Agency-Level Strategic Foresight Initiatives: Current State of the Art;
- Using PerformanceStat as a Leadership Strategy; and
- Integrating Mission and Mission Support Functions to Achieve Mission Delivery.

The Federal System Panel

The Standing Panel on the Federal System considers challenges and issues related to the U.S. federal system and intergovernmental relations. Specific areas of focus include: relationships between the governmental and nongovernmental/independent sectors in the U.S.; relationships between citizens and their governments; and federal/intergovernmental systems and global developments.

Discussion topics for meetings of the Federal Systems Panel for FY 2015 included the following:

- Strategy for Future Congressional Infrastructure Actions;
- Federal Systems and Financial Crisis: the Impact of Economic Recessions on Federal Systems across Nations; and
- Fiscal Stress: Not Just a Federal Issue.

Public Service Panel

The Public Service Standing Panel is focused on human resources management issues facing government.

The federal government workforce is sandwiched between two major trends and it must successfully address both—the retirement eligibility of the baby boomer generation and the emergence of so-called Web 2.0 social networking technologies. The former will empty hundreds of thousands of positions across the government in the next several years, and the latter is shifting how the workforce thinks about and uses technology. These two issues converge in what is referred to variously as Generation Y or the Millennial Generation, the demographic of young people currently preparing to enter the federal workforce.

Discussion topics for meetings of the Public Service Panel for FY 2015 included the following:

- Requesting Input on New SES Onboarding Model and Pilots;
- Office of Personnel Management SES Exit Survey Results; and
- Initiatives to Strengthen the Senior Executive Service.

Technology Leadership Panel

The Technology Leadership Panel is designed to scan all levels of government for the latest trends in technology and governance. It also focuses on best 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 make government function better.

Discussion topics for meetings of the Technology Leadership Panel for FY 2015 included the following:

- Cyber Security – What We Need to Know and Do;
- Privacy vs. Security ; and
- Knowledge and Data Management.

ACADEMY PUBLIC FORUMS

In addition to the reports and initiatives conducted with individual agencies and departments, the Academy hosts public forums that have collectively brought together hundreds of practitioners together to discuss solutions to critical public management challenges. In FY 2015, the Academy hosted the following public forums on issues ranging from enterprise risk management to emerging human capital issues for the next administration:

2014 Academy Fall Meeting

The National Academy of Public Administration's November 2014 annual meeting raised a number of key issues facing public administrators in coming years. The focus of the 2014 meeting was "Public Administration 2025: How Will Government Adapt?" A series of speakers and panel sessions explored how what government does, and how it does it, will be different a decade from now. The goal of the meeting was to prepare public administrators at all levels to adapt to this changing environment.

Federal Leaders Digital Insight Study

As noted above, the Federal Leaders Digital Insight Study was conducted by the Academy with ICF International. On January 13, 2015, the Academy held a forum on the Study, and featured a discussion with Sally Selden, Beth Cobert, Jeff Neal, Parris Glendening, Peggy Sherry, and Dan Chenok, which was moderated by Jason Miller. This study was the inaugural report designed to survey Federal Leaders' perspectives about the pace with which the government is adopting, applying, and leveraging technological advancements in service to its constituencies.

Department of Energy Secretary Announcements on Project Management

Department of Energy Secretary, Dr. Ernest Moniz, has made improving project management a priority at the Department. In late 2014, he restructured the Department's

approach to project management, including strengthening the Energy Systems Acquisition Advisory Board, establishing a Project Management Risk Committee, and improving the lines of responsibility and the peer review process.

On January 15, 2015, the Academy invited Secretary Moniz to a discussion about the changes and other efforts that DOE has made to improve project management. Secretary Moniz's speech was followed by a discussion moderated by Academy Fellow, Jonathan Breul.

George Graham Award

The George Graham Award for Exceptional Service to the Academy recognizes Fellows who have made a sustained and extraordinary contribution toward the Academy becoming a stronger organization. The FY 2015 George Graham Award recipients were Diane M. Disney, Paul L. Poser, and Dick L. Thornburgh. The presentation of the award occurs in conjunction with the Academy's Fall Meeting.

Representatives Tom Davis and Martin Frost Book Discussion

On April 29, 2015, the Academy hosted an informative presentation by former Congressmen Tom Davis (R-VA) and Martin Frost (D-TX) about their new book, *The Partisan Divide: Congress in Crisis*.

The Academy and EY: Bring Together Human Capital Risk Leaders

As part of the Academy's ongoing series on enterprise risk management, a panel of federal executives discussed human capital management risks relating to employee engagement, training and development, and retention. This panel, brought together by the Academy in partnership with Ernst & Young LLP on April 23, 2015, provided a forum to raise awareness and share insights on managing human capital risk in the federal government.

"Assessing human capital risk is an important part of enterprise risk management. As a Congressionally-chartered research institution, the Academy was proud to be able to provide a 'safe harbor' for discussions like these," said Academy President and CEO Dan G. Blair. "Assessing and containing risk in federal programs and activities is vitally important if we are to tackle the tough issues facing public administration today."

Featured panelists at this discussion included:

- Anita Blair, Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer, U.S. Treasury;
- Robert Goldenkoff, Director of Strategic Issues, U.S. Government Accountability Office; and
- Kevin Mahoney, Chief Human Capital Officer, U.S. Department of Commerce
- Karen Shrum, Senior Manager, Government & Public Sector Practice of EY, moderated the panel.

Improving Program Management in the Federal Government

On July 15, 2015, the Academy, the Project Management Institute, and the House Government Efficiency Caucus held a panel discussion on how leading program management practices from both the public and private sector can help improve efficiency within the government. The main topic of discussion was “Doing More with Less: Research & Insight That Can Improve Efficient Delivery of Government Programs,” with invited speakers Representative Todd Young (R-IN), and Representative Gerry Connolly (D-VA), Co-Chairmen of the Government Efficiency Caucus.

Management Concepts—Panel Discussion: “Emerging Human Capital Issues for the Next Administration”

On August 20, 2015, the Academy held a panel discussion moderated by John Salamone, and featuring panelists Anita Blair, Elizabeth Kolmstetter, Kevin Mahoney, Robert Goldenkoff, and Steven Shih, who spoke on emerging human capital issues for the next administration. Topics for the session included recruiting, hiring, and retaining talent; employee engagement; workforce planning; cross agency collaboration; and the human capital workforce.

Working Capital Fund Symposium

On September 17, 2015, the Academy and Grant Thornton LLP hosted the first quarterly Working Capital Fund Symposium. In a discussion moderated by Jim Taylor, former Chief Financial Officer for the U.S. Department of Labor, panelists Jennifer Ayers and Lisa Casias echoed enthusiasm for a WCF based on best practices within the Department of Commerce.

Martha Kumar Book Signing and Discussion

On September 30, 2015, the Academy hosted a book signing to feature fellow Martha Kumar. With a backdrop of two wars and the events of September 11 2001, the preparations for the 2009 transition were more extensive and polished than any preceding one. *Before the Oath* documents what happened during this time, who was involved, what they did, and why they made the choices they made. One of the key players in that transition, Christopher Lu, Deputy Secretary of Labor, who served as executive director of the transition preparations for Senator Obama, also joined to discuss the book and its message of early and bipartisan preparations.

ACADEMY’S CONGRESSIONAL TESTIMONY

On May 20, 2015, Academy President and CEO Dan G. Blair testified before the Senate Homeland Security and Governmental Affairs Subcommittee on the topic of human capital management. Mr. Blair covered topics such as federal hiring, the current accountability system, and future civil service reform.