



**Annual Congressional Report
Fiscal Year 2016**

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ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2015 – September 30, 2016

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 850 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and business executives. The Academy helps governments at all levels address critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and stakeholder engagement.

WHAT WE DO

Much of the Academy's work is requested by Congress or federal government agencies seeking assistance with complex governance and management challenges. Working with the requester, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel with experience tailored to the client's needs. The Panel oversees the project, providing the high-level expertise and broad experience that clients seek. Academy study teams support the work of the Panel with quality research and analysis. In Fiscal Year (FY) 2016, Academy Panels completed a number of studies, including those that:

- Examined and reviewed two of the nation's leading cybersecurity education programs involving aspects such as funding structures, performance indicators, curriculum, and designation standards;
- Developed a plan for reorganizing the U.S Department of Agriculture (USDA) to enhance its leadership and coordination on trade-related issues;
- Worked with the Center for Disease Control and Prevention to develop, pilot, and review new approaches to its recruitment and hiring processes;
- Assisted the Postal Regulatory Commission with the development of its strategic plan for 2017 to 2022; and
- Developed a customer service plan and human capital strategy for the USDA Farm Service Agency.

The Academy also undertook a wide range of activities related to the Presidential transition:

- The Academy's Transition 2016: Equipping the Government for Success in 2016 and Beyond (T16) was designed to provide insights to the incoming presidential administration on the attributes of effective management improvement initiatives and on strategies to overcome government management challenges and identify and fill key presidentially appointed management positions. This included Panels of Academy Fellows that produced [white papers](#) on the following topics: (1) collaboration across boundaries; (2) evidence-based decision making; (3) strategic foresight; and (4) recruiting and career and appointed officials. T16 was sponsored by Booz Allen Hamilton, the American University School of Public Affairs, Ernst and Young, Grant Thornton, George Washington University, and the University of Nebraska at Omaha.
- The Political Appointee Project identified the [40 toughest management jobs](#) in the federal government, maintained a [website](#), and hosted public forums. This project, sponsored by Ernst & Young, presented insights for new political appointees on the challenge of managing in government by presenting the personal experiences of current and former political executives.
- The Advising Leaders initiative (in partnership with the American Society for Public Administration and George Mason University) produced a report, [Memos to National Leaders](#). This report contained 25 memos to national leaders in five major areas: (1) managing government to achieve national objectives; (2) strengthening policy leadership and follow through; (3) managing across

boundaries to achieve national goals; (4) sharpening the tools of government in action; and (5) increasing government's capacity to manage complex policy issues.

ACADEMY STUDIES

The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2016 (October 1, 2015 to September 30, 2016). Reports for completed studies can be accessed at www.napawash.org.

Increasing the Effectiveness of the Federal Role in Cybersecurity Education

In late 2014, the Center for Internet Security and Deloitte 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.



The Panel found that the CAE program's lack of federal funding limits its ability to achieve its original intended goal of growing the overall cybersecurity workforce. The SFS program, by contrast, is equipped with ample federal funding that allows for greater financial flexibility and the ability to provide scholarships to aspiring cybersecurity students willing to begin their careers in the public sector, broadly defined. Due to this stark contrast in funding, the Panel issued several recommendations designed to enhance coordination between the two programs and improve the overall effectiveness of the nation's cybersecurity education efforts:

- Strengthen the hands-on education component in both the CAE and SFS programs;
- Identify, track, and use performance indicators for both the CAE and SFS programs;
- Expand the SFS program to address the entire public sector (federal, state, local, tribal, and territorial governments) by default as opposed to special permission and include qualified two-year programs regardless of their association with a four-year institution; and
- Emphasize to the Department of Defense (DOD) senior leadership, including the Secretary of Defense, the importance of the CAE program for growing the federal cybersecurity workforce.

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 the USDA's history. As part of the Agricultural Act of 2014, 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 USDA could implement the Panel's recommended reorganization.

The Panel recommended that the new trade-focused Under Secretary portfolio include three parts: the Foreign Agricultural Service; all the components of the Agricultural Marketing Service that support trade through market development, including quality standards and product differentiation, in their entirety; and the Federal Grain Inspection Service. The Panel's recommended option would also create a new Under Secretary portfolio that includes the Animal and Plant Health Inspection Service (APHIS) and the Food Safety Inspection Service (FSIS). The Panel believes that moving APHIS and FSIS into the same Under Secretary portfolio will strengthen the U.S.'s reputation for science-based regulation while enhancing mission-critical synergies between APHIS and FSIS.

While the structural changes in the recommended option were important, the Panel noted that success also depends on:

- 1) Ensuring a clear division of responsibilities between USDA and U.S. Trade Representative;
- 2) Defining the responsibilities of the new Under Secretary positions;
- 3) Defining the qualifications for the new Under Secretary positions;
- 4) Enhancing and institutionalizing non-structural mechanisms for interagency coordination on trade-related issues; and
- 5) Employing sound change management practices.

In addition, the Panel suggested that Congress consider specifying in legislation the authority of the Secretary of Agriculture to undertake the recommended restructuring.

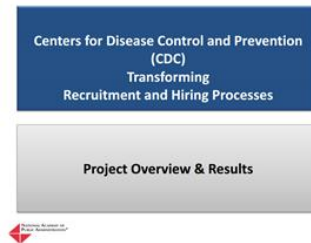
Report: *Advancing U.S. Agricultural Trade: Reorganizing the U.S. Department of Agriculture (October 2015)*

http://napawash.org/images/reports/2015/USDA_Report_2015.pdf

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

The Centers for Disease Control and Prevention (CDC) is responsible for protecting the Nation from foreign and domestic health, safety and security threats. CDC fights disease and enables 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.



In response to further work initiated in FY 2015 and completed in FY 2016, 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 re-engineer the hiring process.

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.

The initial results of this integrated set of changes show significant promise for improving recruitment outcomes and HRO-CIO working relationships. For example, time-to-hire was reduced from 104 days to 72 days. Subject matter expert involvement contributed to improved assessment questions and the identification of highly qualified candidates. The working relationship between HRO and its customers continues to improve. At the conclusion of the project, the Academy team made 13 recommendations for next steps that should be taken by CDC to build on the momentum of the pilots and institutionalize the new approaches. Recommendations included continuing the HRO and program collaboration to transition to competency-based job analysis and recruitment; supporting Centers, Institutes, and Offices (CIOs) efforts to streamline

procedures and processes as part of this transition; integrating a robust communications program into the transition; and strengthening the Customer Review Board.

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: 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 comprised of five Fellows and one member recommended by NSF. The Panel members had broad federal, executive leadership, and academic experience; expert knowledge of financial management, acquisition management, risk management, project management, accountability mechanisms and scientific inquiry; and experience or familiarity with NSF and other federal science agencies that promote research.

Overall, the Academy Panel found that cooperative agreements are the appropriate mechanism to support the development of large-scale research facilities. The mechanism is specifically designed to allow for substantial involvement on the part of the federal agency. The critical success factor for these types of projects is the project management discipline—and the rigor of review processes—in place along with the capacity and capability of a skilled workforce to carry out and oversee project management responsibilities. The Panel's analysis of comparator agencies provides lessons learned and identifies practices that can be adopted by NSF. In addition, the Panel has identified NSF and NSB governance issues—in terms of both structure and practices—and offers a number of suggestions for strengthening agency management practices. The Panel's recommendations are intended to support NSF's and NSB's commitment to improving core business practices and NSF's key performance goal of ensuring program integrity and responsible stewardship of major research facilities.

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 2016 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 actions include the need to identify effective practices to be shared across agencies; create standards for hiring the best possible digital technology professionals; embrace ways to foster digital innovation and thinking to ensure that digital security is effective while not hindering the application of technology; and continue to assess stakeholder satisfaction. The findings and recommendations highlight the challenge of applying new technology to improve government business processes and also to foster transformation of digital operations to make them more effective and efficient for the American people.

Report: *Federal Leaders Digital Insight Study (February 2016)*

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

Review of NASA Implementation based on the Academy's Report on Foreign National Access Management

Under the direction of the FY 2015 Commerce, Justice, and Science appropriations report, the National Aeronautics and Space Administration (NASA) reengaged the Academy to conduct a follow-up assessment to the Academy's 2014 report on NASA's Foreign National Access Management (FNAM).

Specifically, the Academy was asked to assess NASA's progress in regards to implementing each of the 2014 Panel Report's 27 recommendations, which this review grouped into four components:

- 1) Foreign National Access Management as a Program
- 2) Export Controls
- 3) Counterintelligence
- 4) IT Security



A seven-person Academy study team (three members of which participated in the development of the 2014 report, including its project director) interviewed Headquarters staff and representatives from several NASA Centers. The study team received input from a three-member Expert Advisory Group consisting of Academy Fellows. The study

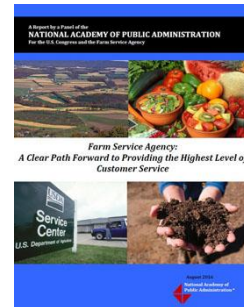
found that NASA has made progress on each of the 27 recommendations, but that the agency has yet to fully implement several key recommendations.

Report: *Review of the NASA Response to the Academy's Report on Foreign National Access Management (March 2016)*

http://www.napawash.org/images/reports/2016/NASA_Final_Report_3.18.16.pdf

Farm Service Agency: A Clear Path Forward to Providing the Highest Level of Customer Service

A Panel of five Fellows conducted a year-long review of the challenges facing the service delivery efforts of USDA's Farm Services Agency (FSA). The study considered the constraints FSA faces in adjusting to these challenges and the agency's ongoing efforts to improve customer service.



Farm Service Agency (FSA) enjoys a strong reputation for customer service. However, this reputation is based on an in-person service delivery model that faces a number of significant challenges, including budget constraints, increasing workload from program expansion, increasing demands to focus more intensively on outreach to historically underserved customer groups, new customer needs for assistance, staff retirements, and changes in technology and customer service delivery preferences. Also, in recent years, FSA has come under pressure to adapt its programs and delivery, as well as its outreach, to meet the particular needs of historically underserved and new and new/beginning farmers and ranchers. The Panel's recommended approach seeks to balance these competing objectives. FSA must increase the efficiency of service delivery if it is to meet a growing workload.

Based on this assessment, the Panel developed recommendations intended to inform Congress and FSA about options for moving forward with respect to five core objectives:

- 1) Improving the efficiency and quality of in-person service delivery, while developing online/self-service delivery options.
- 2) Adapting programs, delivery and outreach to meet the needs of historically underserved and new/beginning producers.
- 3) Institutionalizing an integrated agency-wide approach to customer service.
- 4) Building workforce capacity and skills.
- 5) Improving workload analysis/staffing model capabilities.

Report: *Farm Service Agency: A Clear Path Forward to Providing the Highest Level of Customer Service (August 2016)*

<http://www.napawash.org/images/reports/2016/FSA-Final-Report-8.26.2016.pdf>

Postal Regulatory Commission: Strategic Planning Development Support

The Postal Regulatory Commission (Commission) is an independent agency that has exercised regulatory oversight over the Postal Service since its creation by the Postal Reorganization Act of 1970, with expanded responsibilities under the Postal Accountability and Enhancement Act of 2006. The Commission has five Commissioners and four operating offices: the Office of Accountability and Compliance, the Office of the General Counsel, the Office of Public Affairs and Government Relations, and the Office of the Secretary and Administration.

The Academy assisted the Commission with the development of its strategic plan for 2017—2022. The plan was developed through a robust and collaborative engagement with all Commission employees.

The Academy facilitated nine strategic planning sessions with the Commission’s leadership team and employees of each of the four operational offices to obtain insight and reach consensus on the Commission’s strategic priorities and goals. The Academy also conducted an employee survey to receive more feedback. The Academy formed a three-member Expert Advisory Group of Fellows to provide strategic insight and guidance. The strategic plan lays out the Commission’s mission, vision, four strategic goals, and performance indicators that will be used to guide the agency’s activities and initiatives over the next five years.



Report: *Postal Regulatory Commission: Strategic Planning Development Support*
(August 2016)

<http://www.napawash.org/images/reports/2016/PRC-Strategic-Plan-2017-2022-Final-092016.pdf>

ACADEMY STUDIES SCHEDULED FOR COMPLETION IN FISCAL YEAR 2017

The Academy began work on the following projects and activities during Fiscal Year 2016 that have been or are scheduled to be completed in Fiscal Year 2017. 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 2016 annual report are included here.

Performance Accountability, Evidence, and Improvement: Reflections and Recommendations to the Next Administration

Former senior U.S. Office of Management and Budget (OMB) officials Dr. Shelley H. Metzenbaum and Robert J. Shea, began work on a paper on performance accountability, evidence, and improvement in order to provide advice to the incoming Administration. The work is grounded in the need to push more aggressively for adoption of the current outcomes-focused performance improvement framework across government; diversify the communication of performance information; strengthen capacity; develop, test, and

adopt effective accountability mechanisms; and “keep it simple” to make use of performance information.

Report: *Performance Accountability, Evidence, and Improvement: Reflection and Recommendations to the Next Administration (October 2016)*

http://www.napawash.org/images/reports/2016/MetzenbaumSheaWhitePaper_final.pdf

Veterans Benefits Administration: Review of the Disability Claims and Appeals Processes

At the request of Congress, the Academy began to conduct an independent review of the Veterans Benefit Administration’s (VBA) disability claims backlog and appeals inventory in FY 2016. The Academy assembled a Panel of seven Fellows, many of whom are Veterans, with broad experience in a variety of fields, including process reform, information technology, healthcare, and the military. Per the congressional requirement, the Panel and study team began conducting research in FY 2016 on VBA’s claims processing, including progress made since 2010 in reducing the backlog; the appeals inventory that has been rising in recent years; and the factors both internal and external to VBA that impact the disabilities backlog. This work was completed in November 2016.

Report: *Veterans Benefits Administration: Review of the Disability Claims and Appeals Processes (November 2016)*

<http://www.napawash.org/images/reports/2016/VBA-REPORT-FINAL-11-09-16.pdf>

United States Secret Service: Review of Organizational Change Efforts

At the request of the U.S. Secret Service, the Academy began to conduct an independent review in FY 2016 of recent enhancements to the agency’s business support functions and organizational management, to identify reforms, and evaluate their effectiveness in responding to recommendations by the Protective Mission Panel (PMP) and the House Oversight and Government Reform Committee (HOCR). The Academy assembled an expert Panel comprised of five fellows to conduct the review and to recommend modifications or additional actions the Secret Service can take to bolster its own efforts and further strengthen internal business support and administrative management. The Panel and study team completed their work in November 2016.

Report: *United States Secret Service: Review of Organizational Change Efforts (November 2016)*

<http://www.napawash.org/images/reports/2016/USSS-Final-Report-10.31.16.pdf>

Reviewing the Structure of USDA’s Agricultural Research Service and Research, Education and Economic Agencies

At the request of the Agricultural Research Service (ARS), the Academy began work in FY 2016 on a review of the administrative and financial management service delivery in ARS and the other Research, Education and Economic (REE) agencies within USDA. The Academy formed a study team and an Expert Advisory Group to review the current structure, assess if it is meeting needs within ARS and to the other REE agencies, and develop recommendations on needed improvements.

The study team and Expert Advisory Group completed its work in February 2017.

Report: *Agricultural Research Service: Review of Administrative and Financial Management Services (February 2017)*

<http://www.napawash.org/2017/1911-agricultural-research-service-review-of-the-structure-of-administrative-and-financial-management-services.html>

Federal Aviation Administration: Personnel Reform Effectiveness Assessment

At the request of the Federal Aviation Administration (FAA), the Academy began work in FY 2016 to examine the agency's HR program to assess its use of human capital flexibilities, compliance with the merit system principle, and achievement of any associated cost savings. The Academy study team and Expert Advisory Group examined such issues as the cost effectiveness of the program based on salary and appropriation trends; achievement of original reform intent; effective practice compared to other non-Title V agencies and private industry; impacts of line organizations performing HR functions; identification of opportunities for improvement; and findings on the sustainability, cost effectiveness, and efficiency of the current system in comparison to Title V.

The study team and Expert Advisory Group completed its work in January 2017.

Report: *Federal Aviation Administration: Personnel Reform Effectiveness Assessment (January 2017)*

<http://www.napawash.org/images/reports/2017/Final-FAA-Report.pdf>

Indian Health Service: Strategic Planning for Urban Indian Health Program

At the request of Congress, the Academy began to work with the Indian Health Service (IHS) in FY 2016 to provide assistance as the agency develops a strategic plan for its Urban Indian Health Programs. The Academy's assistance was provided in close consultation with urban Indians and IHS. The Panel and study team submitted a draft strategic plan to IHS in December 2016 for review by the agency and other components of the U.S. Department of Health and Human Services. Once the program strategic plan is finalized by IHS, it will be published on the Academy's website.

National Nuclear Security Administration: Tracking and Assessing Governance and Management Reform of the Nuclear Security Enterprise

At the request of Congress, the Academy began a joint study with the National Academy of Sciences, Engineering, and Medicine (NASEM) in FY 2016 to create an Implementation Assessment Panel to conduct a multi-year independent review of the National Nuclear Security Agency's implementation of recommendations from the Augustine-Mies Commission to strengthen the nuclear security enterprise. A joint Panel with NASEM is working to provide advice to the Secretary of the U.S. Department of Energy and the NNSA Administrator on the implementation plan content, track implementation plan progress, and assess implementation plan effectiveness.

Bureau of Safety and Environmental Enforcement: Assessing Organizational Strategy and Execution

At the request of the Bureau of Safety and Environmental Enforcement (BSEE), the Academy began work in FY 2016 to evaluate BSEE's current strategic and organizational components to determine whether the Bureau has established a strong foundation for sustainability and to identify any gaps warranting mitigation. The Academy study team and Expert Advisory Group examined BSEE's systems, structures, and human capital; organizational resources; technical programs; and organizational technological solutions. This project was completed in March 2017.

Report: *Bureau of Safety and Environmental Enforcement: Strategic Organizational Assessment (March 2017)*

<http://www.napawash.org/images/reports/2017/BSEE-Report-To-Post-3.17.17.pdf>

Environmental Protection Agency: A Study to Create a Definition and Framework for Community Affordability Focused on Wastewater and Stormwater Programs

At the request of Congress, the Academy began work in FY 2016 to create a definition and framework for community affordability that can be used to supplement EPA's Financial Capability Assessment guidance documents for the control of Combined Sewer Overflow events. Additionally, the project also focuses on potential opportunities for innovative solutions that promote affordability through cost-savings, such as integrated planning, financial mechanisms, and green infrastructure investments. The Academy Panel and study team are consulting with a broad range of stakeholders in the development of this framework. A final report will be published in October 2017.

Transportation Security Administration: Assessment of Procurement Competition Policies, Procedures, Strategies, and Goals

At the request of the Transportation Security Administration (TSA), the Academy began work in FY 2016 on an independent expert assessment of TSA's policies, procedures, and strategies for promoting competitive procurements, as well as its assigned competition goals. This review focuses on identifying effective practices used by other agencies and bureaus facing the challenge of procuring technically sophisticated equipment from a limited number of producers; examining the competition goals provided to TSA for its procurement activities, assessing whether the goals established by TSA are comparable to those established by agencies with similar procurement challenges; and developing an implementation plan with recommendations that address areas needing improvement along with specific steps for adapting relevant best practices and approaches to the determination of competition goals. The Academy has formed a five-member Panel of Fellows with support from a professional study team. The final report will be released in June 2017.

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 2016 included the following:

- Promoting Social Equity Using Evidenced-Based Practices;
- Inequities in Housing;
- Transition of Multidimensional Poverty in Africa;
- Increasing the Visibility and Reliability of Performance Measures for Social Equity: Reports from a Joint ASPA/CAP/Social Equity Standing Panel Research Project.

International Affairs Panel

The Standing Panel on International Affairs supports the Academy's overall mission by considering 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 2016 included the following:

- Russian regional, municipal, and local government;
- Chinese government;
- U.S.-China relations;
- Foreign policy and public administration in the Middle East.

The Africa Working Group is a working group under the International Affairs Standing Panel. Discussion topics for FY 2016 meetings of the Africa Working Group included the following:

- USAID-funded global health programs; and
- Zambian Constitutional revisions to enhance 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 that 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 2016 included the following:

- The FY 2017 budget and management agenda;
- Federal customer service initiatives;
- United Kingdom approaches to enhance mission value from common spending;
- Cross-agency leadership capacity building;
- Acquisition efficiency initiatives;
- Enterprise Risk Management initiatives;
- National Weather Service transformation;
- Innovation, open government, and technology initiatives; and
- Cross-agency priority goals in a Presidential transition.

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. 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 2016 included the following:

- Presidential transition topics;
- White paper development on key intergovernmental topics, such as disaster recovery, social safety net reforms, and infrastructure.

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 2016 included the following:

- Office of Personnel Management’s Federal Executive Institute (FEI);
- Senior Executive Service reforms; and
- Increasing governmental competence.

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 2016 included the following:

- Information sharing in government; and
- Collaborating across digital boundaries

ACADEMY PUBLIC FORUMS

In addition to the studies and initiatives pursued in partnership with individual agencies and departments, the Academy hosts public forums that bring hundreds of practitioners together to discuss solutions to critical public management challenges. In FY 2016, the Academy hosted the following public forums on issues ranging from enterprise risk management to emerging human capital issues for the next administration:

2016 Academy Fall Meeting

The Academy’s annual meeting in December 2015 raised a number of key issues facing public administrators in coming years. A series of speakers and panel sessions explored such issues as using data on what works to improve government's performance and efficiency, building a 21st century senior executive service, strengthening local government, using strategic foresight for program planning and management purposes, and protecting America's valuable information assets.

Transition 2016 Events

Over the course of the year, the Academy held a number of events as part of its Transition 2016 (T16) project. These events included partnering with Booz Allen Hamilton on a series of three strategic foresight tabletop exercises designed to inform decision-making in an increasingly complex world. 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. Other T16 events included two forums on intergovernmental issues at the National Governors Association and George Mason University.

Management Concepts—Panel Discussion: “Changing Government”

Over the next three years, governmental agencies will experience many changes as the workforce undergoes transitions in both demographics and technology. Workforce generational shifts, talent retention and the pace of technological change are all top-of-mind concerns at federal, state and local government institutions. As older workers retire and younger workers bring in new ways of working, governmental agencies of all types will need to practice change management to keep pace with their respective missions. On May 3, 2016, the Academy held a panel discussion featuring panelists Rafael Borrás, Partner, A.T. Kearney, Inc.; Dan M. Tangherlini, Chief Operating Officer, Artemis Real Estate Partners; Renee Triplett, Assistant Director, U.S. Secret Service, U.S. Department of Homeland Security; Admiral (ret) Lewis W. Crenshaw, Jr., President, Crenshaw Consulting Associates LLC. The panel discussion was followed by a keynote address by the Honorable Davita Vance-Cooks, the Director of the U.S. Government Publishing Office.

Management Concepts—Panel Discussion: “Changing the Culture of Government”

On July 28, 2016, the Academy held a panel discussion featuring panelists Carolyn Colvin, Acting Commissioner, Social Security Administration; Myra Howze Shiplett, Former Project Director on the Academy’s Centers for Disease Control Project and Dustin S. Brown, Deputy Associate Director for Performance and Personnel Office of Management and Budget. They spoke on organizational culture as it is built through shared learning and mutual experience. This forum helped define problems, challenges, and goals.

Management Concepts—Panel Discussion: “Positive #ChangeAgents Transforming Work Cultures By Delivering Results Differently and Better”

On September 28, 2016, the Academy held a forum moderated by Dr. David Bray, Chief Information Officer, Federal Communications Commission (FCC) and featuring panelists Layli Suel, Senior Advisor for Business Transformation; Kevin Jordan, Senior Advisor for Modernization; Sarah Millican, Senior Advisor for Stakeholder Engagement; Tony Summerlin, Senior Advisor for Strategy. The discussion explored how cultures are transformed by delivering results differently and better, and the importance of change agents in Public Service.

Working Capital Fund Symposiums

In FY 2016, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund Symposium:

- The January 2016 meeting focused on the use of shared services in improving efficiencies and service delivery through commonly-agreed upon tools and approaches. Featured speakers were Dave Mader, Controller for the Office of Management and Budget; Elizabeth Angerman, Executive Director, Unified Shared Services Management, GSA; and Brian Nichols, Policy Analyst for the Office of Management and Budget.
- The April 2016 meeting focused on the National Aeronautics and Space Administration's (NASA) ten-year experience with shared services. The featured speaker was Anita Harrell, Director of Support Operations at the NASA Shared Services Center. In this capacity, Ms. Harrell is responsible for the successful accomplishment of all functions within the organization dealing with management of information resources, strategic integration and communications, building and infrastructure, and budget and accounting.
- The July 2016 meeting focused on how to establish a Working Capital Fund. The featured speaker was Tom Carroll, Chief Financial Officer at the Architect of the Capitol.

Modernizing Senior Executive Service Talent Management

On September 19, 2016, the Academy hosted a roundtable discussion with the OPM Director and Fellows with deep management and human capital experience on the following topics related to reforming the Senior Executive Service:

- **Objectives:** Desired objectives for modernizing the SES personnel management system, and the extent to which merit system principles controls still relevant and necessary
- **Principles:** Foundational principles of a relevant SES cadre
- **Diversity and Inclusion:** Goals and guiding principles for modernizing SES management support and to leverage diversity and inclusion to maximize competitive recruitment and hiring
- **Hiring and retention:** Opportunities to improve the hiring process and retain the necessary talent at the senior career levels.
- **Development and succession management:** Strategies to optimize the success of senior professionals in their current jobs and prepare current and future leaders to step into future jobs as those jobs become vacant or are newly-created.

Challenges of Federal Cyber Hiring

In partnership with ICF International, the Academy hosted a roundtable discussion in May 2016 on the role of digital technology in the federal government. The discussion was held with senior-level IT officials from across the federal government who discussed skill development, recruitment and retention, cybersecurity, and government competition with the private sector, all as they relate to digital technology. This roundtable supplemented the joint Academy-ICF February 2016 report, the *Federal Leaders Digital Insight Study*.

AWARDS

Elliot Richardson Prize

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

In 2016, the ELR Prize was awarded to William Ruckelshaus and John Koskinen, both of whom have had long public service careers:

- Ruckelshaus was the first Administrator of the Environmental Protection Agency from 1970 to 1973. In 1973, he served as the acting Director of the Federal Bureau of Investigation, and then became the Deputy Attorney General of the United States later in 1973. He served as EPA Administrator again from 1983 through 1985. Before joining the Executive Branch, he was elected as the Deputy Attorney General of Indiana and then as a member of the Indiana House of Representatives, becoming the House Majority Leader.
- Koskinen, the current IRS Commissioner, has served as the Non-Executive Chairman of Freddie Mac, the Deputy Mayor of the District of Columbia, the Deputy Director for Management of the Office of Management and Budget. As President Clinton's Chair of the President's Council on Y2K, he played a major role in addressing the Year 2000 problem.

Brownlow Book Award

Since 1968, the Academy has recognized outstanding contributions to the literature of public administration through presentation of the Louis Brownlow Book Award. The Award recognizes outstanding contributions on topics of wide contemporary interest to practitioners and scholars in the field of public administration. Generally, it is made to an author who provides new insights, fresh analysis, and original ideas that contribute to the understanding of the role of governmental institutions and how they can most effectively serve the public.

The 2015 Louis Brownlow Book Award was presented to Christopher Hood and Ruth Dixon for their book *A Government that Worked Better and Cost Less? Evaluating Three Decades of Reform and Change in UK Central Government* (Oxford University Press).

The award committee honored Hood and Dixon's book "for its comprehensive study of reform, cost and performance." The book presents a systematic evaluation of what happened to cost and performance in UK government during the last thirty years and explores the implications of their findings for widely held ideas about public management, the questions they present, and their policy implications.

George Graham Award for Exceptional Service to the Academy

This award was established in 2006 to honor the Academy's first executive director, George Graham, to "recognize those Fellows who have made a sustained extraordinary contribution toward the Academy becoming a stronger and more respected organization." The 2015 recipient was Daniel L. Skoler, who, as a Fellow for nearly four decades, has consistently demonstrated his commitment to the organization. His leadership has been obvious through exemplary service on project panels for the U.S. Department of Justice, U.S. Department of Veterans Affairs, National Oceanic and Atmospheric Administration, the U.S. Patent and Trademark Office, as well as the Prison Forum, the National Prison Rape Elimination Commission, the Academy Global Leadership Consortium, the Positional Committee on Emerging Issues, and others. In addition, he has served on the Academy's Fellows Nominating Committee and numerous Standing Panels.