

A Report by the

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

ANNUAL CONGRESSIONAL REPORT
FISCAL YEAR 2017



ABOUT THE ACADEMY

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

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ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2016 – September 30, 2017

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

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

The Congressional Charter also gives the Academy a particularly important responsibility with respect to the Federal government, stipulating that the Academy “shall, whenever called upon by Congress, or the Federal government, investigate, examine, experiment, and report upon any subject of government...” Accordingly, Congress often tasks the Academy to study, assess, and recommend solutions to critical issues in government. The Academy exists to help governments 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 or Expert Advisory Group with experience tailored to the client's needs. The Panel oversees the project, providing the high-level expertise and broad experience that clients seek. Academy study teams support the work of the Panel with quality research and analysis. In Fiscal Year (FY) 2017, Academy Panels completed a number of studies, including those that:

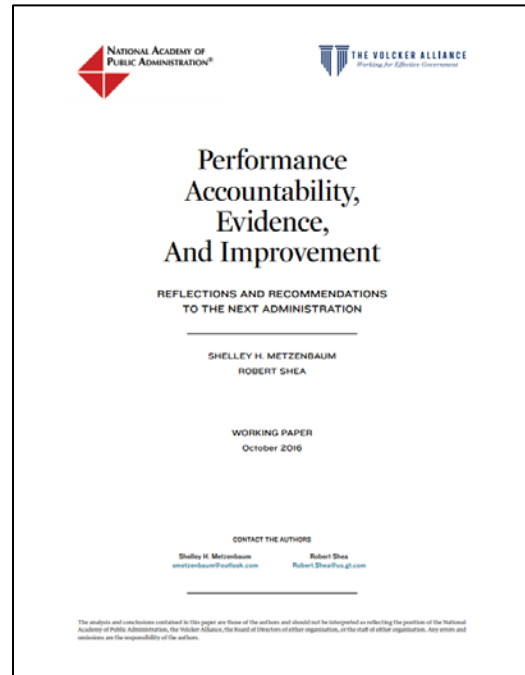
- Examined and reviewed enhancements to the Secret Service's organizational management and business support functions in response to recent recommendations from the Department of Homeland Security's (DHS) Protective Mission Panel, the House Committee on Oversight and Government Reform, and several DHS Inspector General investigations and reports;
- Reviewed the progress of the Veterans Benefit Administration in reducing the disability claims backlog since 2010, and examined the increased appeals inventory over the past two years;
- Worked with the Indian Health Service to develop a strategic plan for the Office of Urban Indian Health Programs;
- Assessed the Transportation Security Administration's Office of Contracting and Procurement competitive procurement goals and identified best practices for promoting competitive procurements; and
- Evaluated and recommended improvements in the shared services concept for administrative and financial service delivery within the Agricultural Research Service and three other Research, Education, and Economic agencies within the U.S. Department of Agriculture.

ACADEMY STUDIES

The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2017 (October 1, 2016 to September 30, 2017). Reports for completed studies can be accessed at www.napawash.org.

Performance Accountability, Evidence and Improvement

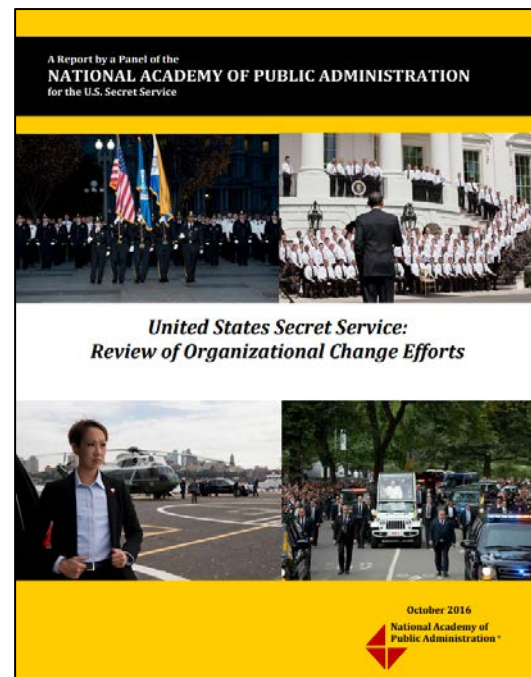
A new bipartisan working paper authored by former senior U.S. Office of Management and Budget officials Dr. Shelley H. Metzbaum and Robert J. Shea, entitled *Performance Accountability, Evidence, and Improvement: Reflections and Recommendations to the Next Administration*, outlines six practices that should be used at all levels of government to improve effectiveness, as well as five recommendations for how the next Presidential Administration can build upon established successes in government and learn from past challenges.



United States Secret Service: Review of Organizational Change Efforts

The leadership of the U.S. Secret Service initiated a multi-pronged effort to address concerns and begin transforming the agency. To assess progress and expected effectiveness of actions underway, the Secret Service requested that the Academy conduct an independent review of recent enhancements to its organizational management and business support functions in response to recent recommendations from the Department of Homeland Security's (DHS) Protective Mission Panel (PMP), the House Committee on Oversight and Government Reform (HOCR), and several DHS Inspector General investigations and reports.

The Academy formed a five-member expert Panel with support from a professional study team to:



- Evaluate the U.S. Secret Service’s management and operational policies, protocols, and practices; and
- Recommend modifications to those reforms or additional steps to most effectively and efficiently meet the agency’s objectives and recommendations of the PMP and HOG R.

The Panel’s independent review examined the agency’s actions to address organizational culture and leadership; human capital issues, including hiring, training, staffing, attrition, morale, and discipline; budget; and technology.

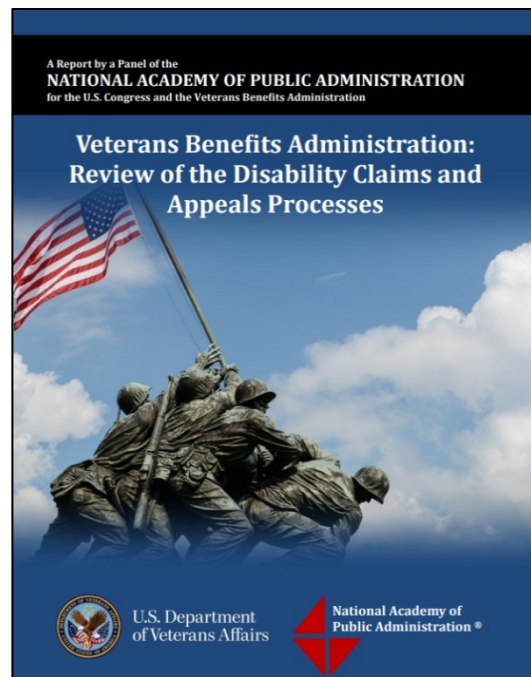
The Panel determined that the U.S. Secret Service had taken significant, wide-ranging, and important actions. Specifically, the agency had made a substantial number of organizational, policy, and process changes to transform the way it does business; professionalized administrative, technical, and management functions; and addressed numerous staffing and employee issues. Agency leadership made these changes in a relatively short time, demonstrating a strong commitment to change. The efforts underway are at various stages of implementation and crosswalk to concerns raised in the PMP and HOG R reports.

Based on its observations and analysis, the Panel issued eleven recommendations for additional improvements to assist the Secret Service in achieving and institutionalizing its organizational transformation. The Panel recognized that the Secret Service’s existing efforts can serve as a foundation for an integrated transformation effort and that time is needed to fully implement the many changes underway, as organizational transformations require long-term commitment and support from both internal and external stakeholders. With the foundational elements in place, the Panel urged the Secret Service to move to a more integrated strategic management approach to further develop, sustain, and institutionalize its efforts.

Veterans Benefits Administration (VBA): Review of the Disability Claims and Appeals Process

At the request of Congress, the Academy conducted an independent review of the progress of VBA in reducing the disability claims backlog since 2010 and examined the increased appeals inventory over the past two years.

VBA reached an important milestone on August 25, 2015, overcoming a backlog peak of 611,000 claims in March 2013, when the number of backlogged claims fell below 100,000. Since that time, the backlog has remained at around 70,000-80,000 claims. Alongside these successes, however, there has been a large increase in the appeals inventory, which effectively doubled from 2014 to 2016. As of Janu-



ary 2016, over 443,000 Veterans were waiting for final appeal adjudication.

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. The Panel took guidance from a study team of seven who carried out the review based on a structured study approach.

Based on its review, the Panel had three principal observations:

- VBA succeeded in reducing the backlog of disability claims by implementing an integrated set of defined process modernization initiatives and by imposing mandatory overtime for three years. These solutions were significant first steps to prepare the way to further optimize claims processing and improve the quality of disability determinations.
- VBA continues on its aggressive course of modernization, including developing a comprehensive plan for further enhancing its disability determination es. In addition, VBA can use advanced technology and tools, including data analytics, to increase its understanding of the outcomes resulting from these improvements and to use that information to drive the next level of process efficiencies and quality improvements.
- The claims and appeals adjudication processes need to be fundamentally transformed. VBA cannot accomplish the needed transformation of the claims and appeals processes by itself (that is, in isolation from other stakeholders). Improving the claims and appeals adjudication processes will also require more effective engagement among all stakeholders, including Veteran Service Organizations, the Department of Defense, Congress, Veterans, and other interested parties.

The Panel viewed its report as an opportunity to inform decisions to be made and actions to be taken by Executive Branch and Congressional leaders, especially in the pivotal timeframe of a transition to a new Administration. The report outlined key areas on which to best focus efforts to maximize short-term, medium-term, and long-term opportunities to improve services for Veterans and achieve measurable outcomes.

Federal Aviation Administration: Personnel Reform Effectiveness Assessment

The mission of the Federal Aviation Administration (FAA) is to provide a safe and efficient aerospace system. As part of this mission, FAA regulates civil aviation to promote safety, encourages and develops current and new aviation technology, develops and operates a system of air traffic control and navigation for civil and military aircraft, researches and develops the National Airspace System and civil aeronautics, develops and executes programs to control the environmental effects of civil aviation, and regulates commercial space transportation.

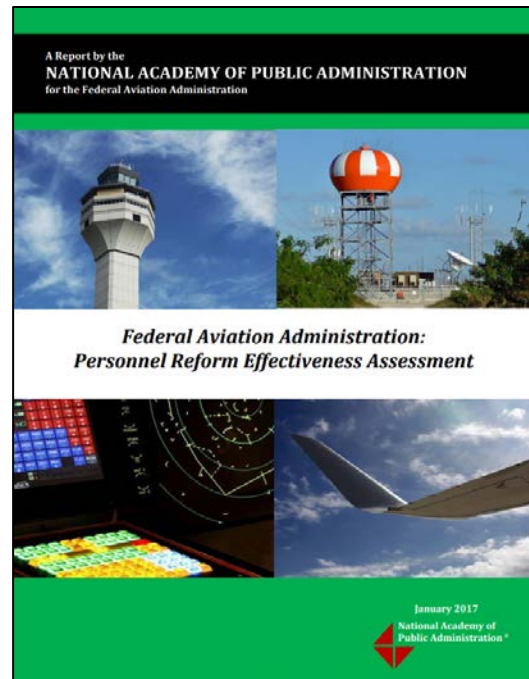
FAA carries out this mission in a dynamic environment defined by changing technologies and operational demands. To meet these challenges, and those of the future, FAA needs to attract and develop the best and the brightest talent with the right leadership and technical skills. In 1995, Congress passed legislation exempting FAA from most provisions of title 5 and directed the agency to develop and implement a new personnel management system that would provide greater flexibility in hiring, training, compensation, and in the assignment of personnel to duty locations. In 1996, Congress directed that the new system be negotiated with its unions. The personnel management system reform effort at FAA has been the subject of numerous implementation reviews. In recent years, external assessments have been done on specific human resources (HR) issues, in particular issues related to the air traffic control workforce, but none had taken a systematic look at FAA's personnel management system.

In June of 2016, the Office of Management and Budget requested that FAA contract for an independent, third-party assessment of its personnel management system. The Academy's assessment of FAA's personnel management system was guided by two broad criteria:

- Achieving the intent of the exemption from title 5; and
- Cost-effectiveness of the agency's personnel management system, including the role of customer organization staff in performing human resources activities.

The study team presented recommendations as part of an overall strategy for improving FAA's personnel management system organized around four objectives:

- Strengthen the working relationships between AHR and customer organizations;
- Improve coordination of the classification and management of human resources related positions across the agency;
- Strengthen agency-wide workforce planning processes; and



- Develop a balanced, fiscally responsible approach to labor contract negotiations.

[Agricultural Research Service: Review of Administrative and Financial Management Services](#)

The Agricultural Research Service (ARS) and the other Research, Education and Economic (REE) agencies within the U.S. Department of Agriculture (USDA) are research-focused agencies with offices located throughout the United States. ARS is USDA’s chief scientific in-house research agency, which researches and develops solutions on complex agricultural problems.

ARS has adopted a shared services concept for administrative and financial service delivery and created the Administrative and Financial Management (AFM) service organization to manage delivery of these essential mission support functions. ARS contracted with the Academy to evaluate and recommend improvements in the delivery of these services to ARS and three other REE agencies.



In order to assess AFM service delivery, the Academy’s professional study team traveled to several research locations to interview employees and conducted an all-employee survey. In addition, the Academy convened an Expert Advisory Group of three distinguished Academy Fellows to guide this review.

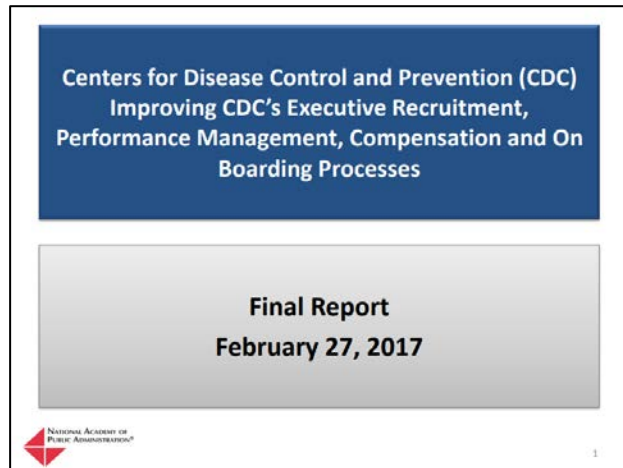
The study team’s AFM service delivery research addressed four main topics: organizational structure, processes, people, and systems. Process analysis focuses on actions to enhance accountability, communications, and virtual organization. People-related issues include actions to address human resources, an increasing administrative workload, training, and performance management. Analysis of systems addresses the AFM Customer Service Portal, consideration of centralizing information technology, and information systems. In addition, there are several recommendations for ARS to consider several modest organizational changes.

All told, the study team made 29 recommendations in these four categories. The report offers four organizational structure options and six assessment criteria for the ARS leadership to consider. Rather than prescribing a particular organizational structure, the report recommends careful consideration of process, people, and systems changes as important actions that should be used to inform organizational structure changes.

The study team recommended that ARS leadership take action to address existing challenges and made 11 recommendations to help guide the formulation, communication, and implementation of next steps as part of an organizational transformation.

Improving CDC's Executive Recruitment, Performance Management, Compensation and On Boarding Process

The Centers for Disease Control and Prevention (CDC) is a major operating division of the Department of Health and Human Services and is responsible for protecting public health and safety by conducting research, disseminating information, and responding to public health crises in the United States and partner countries. CDC has become even more important given its responsibilities in the areas of emergency preparedness and response to terrorism. To meet its mission, CDC must hire the best, brightest, and most committed scientific professionals and leaders to carry out its mission.



The Academy conducted an evaluation of the CDC's recruitment process for senior career positions: Senior Executive Service and Senior Leaders, as well as Title 42 Executives, Senior Biomedical Research Services Executive-Level positions, and Distinguished Consultants at the Director level and above.

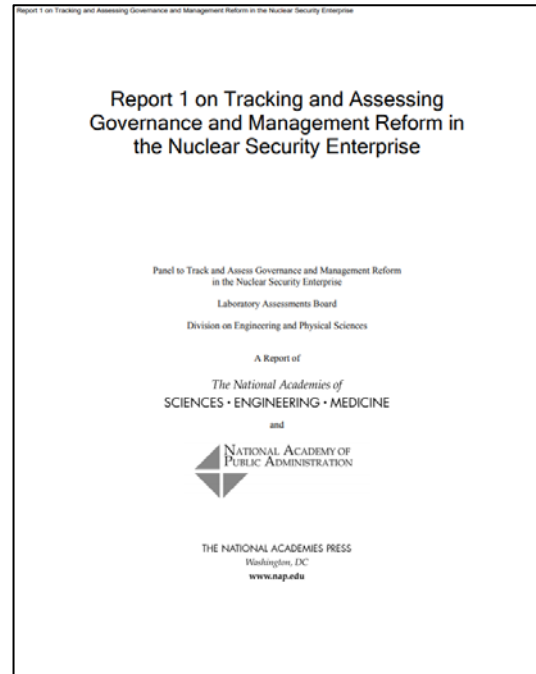
The study team made 9 recommendations in the following areas:

- Executive recruiting and hiring;
- Executive pay and compensation;
- Executive onboarding; and
- Executive performance management.

Overall, the study team concluded that CDC's Executive and Scientific Resources Office had done much to provide top-quality customer service and can build upon that success to form new partnerships with customers in order to improve customer service, satisfaction, and outcomes of activities involving executive level positions.

[Report 1 on Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise](#)

In November 2014, *A New Foundation for the Nuclear Enterprise* was issued by the Congressional Advisory Panel on the Governance of the Nuclear Security Enterprise. Focusing on the Department of Energy's (DOE) National Nuclear Security Administration (NNSA), the report made numerous recommendations for improving the governance and many practices of NNSA and the nuclear security enterprise. Subsequently, in the FY2016 National Defense Authorization Act, the National Academy of Public Administration (NAPA) and the National Academies of Science, Engineering and Medicine (NASEM) were jointly charged to review DOE/NNSA's progress and effectiveness in implementing the recommendations and improving governance and management of the enterprise.



NAPA and NASEM established a joint Implementation Advisory Panel of experts from these academies for this study. The multi-year study began in Spring 2016. A written report reviewing NNSA's progress and making recommendations to the NNSA Administrator and/or to the Secretary of DOE – as well as to Congress – is to be issued in February of each study year (2017, 2018, 2019, and 2020). The final report of the study is due in September 2020; it will assess the effectiveness of reform efforts to date, and make recommendations where further action is needed. In addition, the joint NAPA-NASEM Panel is to provide a separate briefing to selected Congressional committees in August or September of each year.

The Panel's first report, Report 1 on Tracking and Assessing Governance and Management Reform in the National Security Enterprise, was released in March 2017. That report included three recommendations to the NNSA Administrator:

- NNSA should demonstrate urgency in efforts to clarify roles, responsibilities, authorities, and accountability, with particular emphasis on clarifying interactions and relationships between NNSA's management and operating contractors and their government sponsors.
- NNSA should develop and promulgate criteria to help the nuclear security enterprise understand when a process is adding burden that is not commensurate with its value and to establish feedback loops so that burdensome practices are recognized. This was intended to enable a more objective standard for deciding when a problematic practice might be re-engineered,

- NNSA should define an effective mission-focused operating model as the vision for implementing the changes called for in [the November 2014 report], recognizing that change is an iterative process, requiring the sustained attention of leadership and the institution of a mature change management process. This recommendation also called for identifying meaningful criteria and metrics for tracking and evaluating the effectiveness of change initiatives.

In the period following release of Report 1, the Panel and staff visited three NNSA sites – Lawrence Livermore National Laboratory in Oakland, CA; Y-12 in Oak Ridge, TN; and Sandia National Laboratories in Albuquerque, NM. At each, Panel members and staff met with field office personnel and laboratory/plant employees. More generally, the Panel and staff focused on understanding and assessing (1) NNSA’s revised process for laboratory strategic planning and (2) NNSA’s initiative to strengthen site governance and management through peer review and other techniques. This focus and preliminary observations were discussed with cognizant Congressional staff during a briefing by Panel co-chairs and members in September 2017. These site visits and research activities are building toward the development and release of Report 2, scheduled for late February 2018.

[Building a 21st Century Senior Executive Service](#)

The Academy collaborated with Booz Allen Hamilton to produce *Building a 21st Century Senior Executive Service (SES)*, an unprecedented collection of perspectives on the SES from 24 of the nation’s most respected public sector leaders. The book was edited by Dr. Ronald Sanders, Academy Fellow and Vice President at Booz Allen Hamilton, with Dr. Elaine Brenner and Frederick Richardson.



Widely acknowledged challenges facing the federal SES include:

- An ongoing retirement wave that could result in the loss of institutional knowledge at the very time when government’s tasks have become more complex than ever;
- Limited inter-departmental and interagency mobility that reinforces government silos and makes solving enterprise-wide challenges more difficult;
- The need for new skills and competencies in order to lead and manage in a more virtual, networked, and globalized world; and
- A succession pool of up-and-coming GS-14s and 15s who may be less inclined to apply for and join the SES.

Several luminary leaders, including the Honorable Michèle Flournoy, former Under Secretary of Defense for Policy; General Michael V. Hayden, former Director of the Nation-

al Security Agency (NSA) and the Central Intelligence Agency (CIA); Letitia Long, former Director of the National Geospatial-Intelligence Agency (NGA); the Honorable G. Edward DeSeve, former OMB Comptroller and Acting Deputy Director for Management; and the Honorable David M. Walker, former Comptroller General of the United States, contributed a chapter to the anthology. Rather than a dry set of policy recommendations, each of them tell a story—about their careers, their defining moments as leaders of career executives, their own personal leadership philosophies, and, most of all, their own individual views on improving the SES. In so doing, our contributors provide what we believe is a unique perspective on the Federal government’s senior executive corps.

Bureau of Safety and Environmental Enforcement: Strategic Organizational Assessment

The U.S. Department of the Interior’s Bureau of Safety and Environmental Enforcement (BSEE) is responsible for ensuring that the nation’s offshore energy is effectively developed in a safe and environmentally sustainable manner. BSEE works with other federal agencies and the private sector to fulfill its responsibilities to protect worker safety, ensure oil spill preparedness, protect coastal and marine resources, and develop energy resources with a fair return for the American public.

To assess its organizational progress over the past five years, BSEE contracted with the Academy, which assembled a study team assisted by an Expert Advisory Group of Academy Fellows, to review BSEE’s organizational structure, relationships, systems, policies, and processes. The Academy study team focused on BSEE’s mission execution and operability as a separate bureau and its relationships with other federal entities; its regulatory framework; emerging policy and operational issues; the results of a recent organizational realignment; strategic planning and organizational performance management; human capital management; governance, communication, and collaboration; and budgetary challenges.

The Academy study team determined that the creation of BSEE as a separate bureau significantly strengthened the federal government’s ability to effectively oversee industry as it develops Outer Continental Shelf (OCS) resources. BSEE’s establishment has helped ensure high levels of protection for worker safety and the environment, and utilization of OCS resources in a manner that is in the best interests of the nation. BSEE’s creation also provides a strong foundation for improving what had previously been insufficient federal oversight of compliance monitoring (permitting and inspection), investigation and enforcement, and oil spill response preparedness.

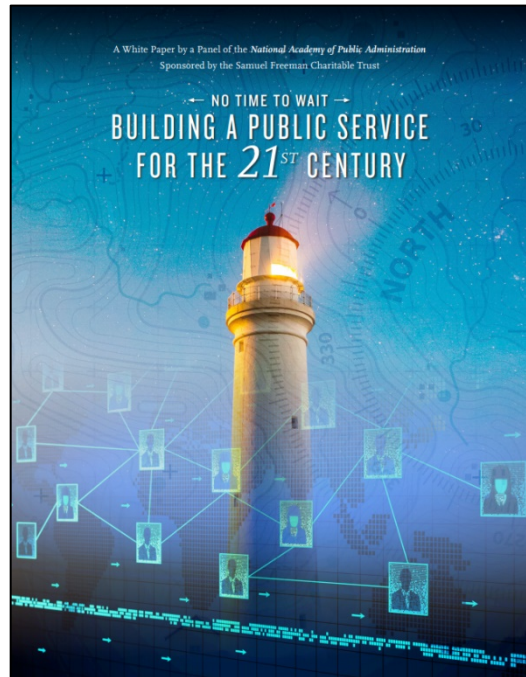


The study team made recommendations to help address broader policy issues outside of the bureau's direct control, such as decommissioning facilities and equipment in the OCS. Those recommendations made directly to BSEE are intended to build on the achievements that BSEE has made thus far and increase the bureau's functioning and sustainability.

No Time to Wait: Building a Public Service for the 21st Century

The Samuel Freeman Charitable Trust sponsored this Academy study to determine how the federal government's human capital challenges can best be addressed. The Academy formed a five-member Panel of Fellows with expertise in human capital management to conduct the study and produce this White Paper.

One of the major reasons that the federal government does not always work for the American people is because of its broken human capital system. The Panel determined that there is a genuine urgency in the need to address these human capital challenges and recommended that the federal government establish a new human capital system—grounded in mission first, principles always, and accountability for both—that provides agencies with the flexibility to effectively manage their missions.

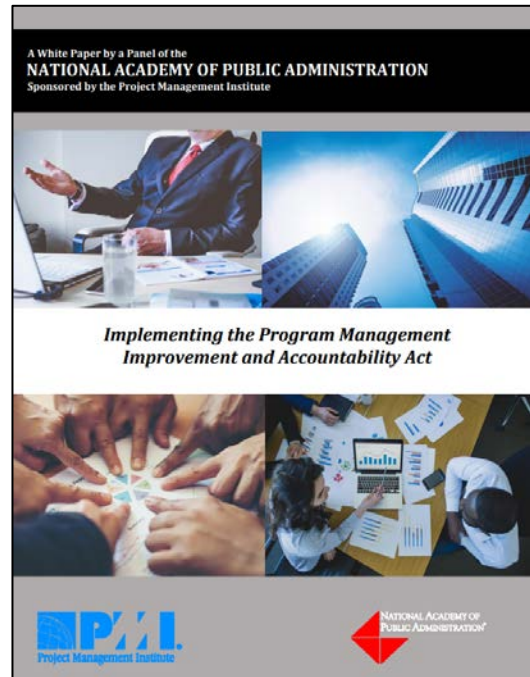


Specifically, the Panel's recommended system would:

- Provide individual agencies the flexibility to create human capital systems that meet the needs of their missions;
- Uphold the core principles on which a civil service ultimately depends; and
- Establish a governance and accountability structure that balances flexibility and core principles while using collaboration and data analytics to redefine accountability and to accelerate the system's ability to adapt to the future.

Implementing the Program Management Improvement and Accountability Act

Over the past several decades, program and project management has matured as a discipline and has become a more typical career path in the private sector. The federal government, too, increasingly has recognized the value of developing these skills to advance important projects and programs. This recognition culminated in December 2016, when then-President Obama signed the Program Management Improvement Accountability Act (PMIAA) into law to improve government-wide program and project management skills by establishing government-wide standards and policies for this important discipline. Congress and the Executive Branch codified in this legislation the view that program and project management skills, applied appropriately in the public sector, can result in improved mission outcomes. With steady increases in federal budgetary outlays to fund complex projects, the need for broadening and improving program and project management skills in the federal government has never been greater.



Against this backdrop, the Project Management Institute commissioned a white paper of a four-member Panel of Fellows of the Academy to provide advice on key human resource-related issues connected with PMIAA's implementation. The Panel's recommendations are intended to assist the Office of Management and Budget and Office of Personnel Management with implementation of the law.

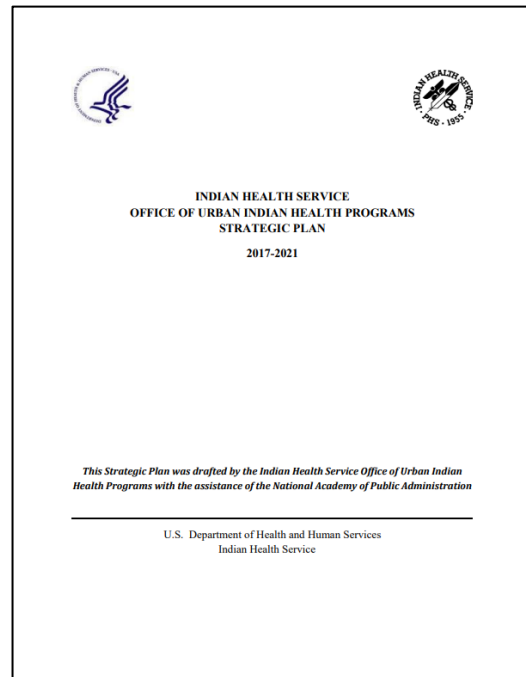
The Panel issued the following recommendations to strengthen human resources and to guide statutory implementation:

- Create a new job series for program and project managers;
- Identify foundational competencies;
- Prepare a new career path guide;
- Incorporate voluntary consensus standards into program and project management;
- Use flexible hiring authorities; and
- Evaluate how PMIAA can be implemented within the context of existing policies.

Indian Health Service, Office of Urban Indian Health Programs Strategic Plan

In the 2016 Consolidated Appropriations Act, Congress directed the Indian Health Service (IHS) to develop a strategic plan for the Office of Urban Indian Health Programs with the assistance of the Academy and in consultation with Urban Indians. The Academy entered into a contract with IHS (a component agency of the Department of Health and Human Services) to assist in the development of a strategic plan. IHS released the final plan and notified Congress in September of 2017.

A Panel of Academy Fellows guided the work of a study team in assisting IHS to develop the strategic plan. Panel members brought expertise in health care, including public health, strategic planning, and general government management. One Panel member was a practicing physician with extensive background in Indian health care issues and another was an enrolled member of an Indian Tribe.



The Academy team conducted extensive outreach and interviews, and conferred with Urban Indian Organizations (UIOs). Three in-person confer sessions were held in San Diego, California, and Seattle, Washington and one confer session was held via teleconference. Also, three site visits at UIOs were conducted. Letters were sent to UIOs that do not currently receive funding from the IHS, inviting input on the plan. A Federal Register Notice was issued to solicit public comment. Responses were sent to all entities that provided input. The Academy team created a website that was operational throughout the engagement and posted information about the project, including the strategic planning framework, stakeholder engagement plan, updates about the project, and e-mail and telephone numbers to invite stakeholder input.

Performance of the mission depends on the coordinated and committed efforts of the IHS and UIOs, particularly UIOs receiving IHS funding. This understanding of mission performance is reflected in the two overarching goals:

1. Support currently IHS-funded UIO's;
2. Build the administrative capacity of the OUIHP

Under these two overarching goals, the strategic plan identified a range of actions to advance seven strategic objectives. These actions could be undertaken directly by the OUIHP and/or in partnership with others, including IHS Headquarters senior leadership, IHS Area Offices and service units, UIOs, other organizations that receive IHS funding, other Federal agencies, Tribes, states, and others. The plan assumes the involvement of the awardee of the Urban Indian Education and Research Organization Cooperative Agreement.

ACADEMY STUDIES SCHEDULED FOR COMPLETION IN FISCAL YEAR 2018

The Academy began work on the following projects and activities during Fiscal Year 2017 that have been or are scheduled to be completed in Fiscal Year 2018. 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 2017 annual report are included here.

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.

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 was published in October 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. Since its establishment by the Board of Directors in the spring of 2000, this Standing Panel has held meetings throughout the fiscal year, at the Annual Fall meeting, and, working with local hosts, co-sponsors an annual Social Equity Leadership Conference. The Panel also sponsors sessions on Social Equity at other Public Affairs professional conferences such as the American Society for Public Administration and the annual conference of the Network of Schools of Public Policy, Affairs and Administration.

- At the 2016 Annual meeting of the Academy, the Standing Panel on Social Equity sponsored a panel on Preparing an Equity Agenda for Local Governments. The panel addressed concerns that, in most local governments, attention to social equity is selective and uneven. It may arise in the consideration of a specific project or incident, but the pattern of equity in programs and services is not examined. Local governments should conduct an equity assessment and identify policies, procedures, and practices that need to be changed.
- The 2017 Social Equity Leadership Conference was held May 31 – June 2, 2017 at the University of Nebraska/Omaha. The conference focused on Addressing the Complexity of Social Equity, Diversity and Inclusion in Public Administration: Identifying Issues, Crafting Innovative Solutions and Celebrating Successes. The conference examined the rising complexity associated with social equity, diversity and inclusion in public and nonprofit organizations. Speakers emphasized the importance of identifying the problems and obstacles associated with the issues of changing workforce demographics, healthcare affordability, environmental sustainability, social equity, diversity and inclusivity; explored the alternatives for addressing them; and analyzed strategies to build coalitions today. The conference was organized with three tracks:
 - Track 1: Identifying Challenging Issues, Obstacles and Trends Associated with Social Equity, Diversity and Inclusion in Public Administration*
 - Track 2: Exploring Successes and Best Practices in Addressing Twenty-first Century Challenges to Social Equity, Diversity and Inclusion*
 - Track 3: Analyzing Strategies to Build State and Local Coalitions to Address Social Equity Issues Today*

International Affairs Panel

The International Affairs Panel supports the Academy’s overall mission by considering a broad range of issues in the realm of assisting in the development of democratic institutions in transitional democracies throughout the world, 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.

- The International Affairs Panel launched its Fiscal Year 2017 activity series in conjunction with the Academy’s Annual Fellows’ Meeting in November, 2016. The Panel invited as speaker His Excellency Pham Quang Vinh, Ambassador Extraordinary and Plenipotentiary of the Socialist Republic of Vietnam, to the United States of America. Ambassador Vinh delivered a very informative address to the Panel, which was followed by a dynamic discussion on governance and public administration in Vietnam. The Ambassador’s insights into the evolving nature of the relationships between the U.S. and Vietnam were well received and most informative. In later reflections on his visit to the Academy, Ambassador Vinh said “looking back on history, we are happy to see how far our two na-

tions have come forward together, through overcoming the wounds of war and building a future of friendship and comprehensive partnership.” The Panel inquired about opportunities to connect with institutions in Vietnam that may be similar to the Academy in intent and organization. To this end, the Ambassador offered an opportunity for Academy leaders to meet with senior leaders of the National Academy of Politics in Hanoi, Vietnam.

- The International Affairs Panel hosted a senior delegation from Vietnam’s National Academy of Politics in December 2016. This uncommon opportunity was likely the direct result of Ambassador Vinh’s visit to the Academy in November 2016. The Delegation was primarily interested in the organization, management and power distribution in the federal government of the United States. The Delegation expressed interest in continued dialogue, including a desire to potentially host an Academy representative and speaker at HCMNP.
- In April, 2017, the Panel hosted Dr. Ellen Klein at a routine forum. This meeting was specifically designed to focus on Afghanistan because of the Panel’s interest in Afghanistan’s overall progress in public administration in view of U.S. strategic interest in the region and because from 2002 through 2016, the U.S. had appropriated more than \$115 billion for Afghanistan’s reconstruction. Dr. Klein had recently returned from an assignment in Afghanistan during which she served as Senior Command Advisor to the Deputy Commander of U.S. Forces-Afghanistan and Secretariat for Implementation of the U.S.- Afghanistan Bilateral Security Agreement. Dr. Klein delivered a stimulating address on the topic, “Afghanistan: Stalemate or Checkmate”, which highlighted the challenges of international engagement and public administration in a developing nation during a protracted war. Dr. Klein had previously addressed the Panel while serving as a Defense Policy official in the Office of the Undersecretary of Defense for Policy.
- In an August follow-on session to the Panel’s April forum with Dr. Ellen Klein, the Panel hosted the Honorable Jeffrey Grieco, President and CEO of the Afghanistan-American Chamber of Commerce and former Assistant for Legislative and Public Affairs at the United States Agency for International Development (USAID). In his address, “Afghanistan: The Economic Challenge and Available Solutions,” Mr. Grieco provided a comprehensive review of reconstruction initiatives in Afghanistan. He acknowledged that with the U.S. investment in Afghanistan of over \$115 billion since 2002, there is evidence of progress. In particular, Afghanistan’s infrastructure is markedly improved and is characterized by better road networks and access to health care; improved energy generation and distribution; more secondary schools at which there is increased enrollment by both boys and girls; and a much better equipped, trained and more dependable security system, including the National Army and National Police. But he cautioned that despite these advancements, there is frustration among U.S. top leaders that progress in Afghanistan appears stalled. Moreover, the Taliban appear to be alive and well and able to strike at will. These factors, together with Afghanistan’s lingering corruption issues, have hampered the country’s economic development.

- NAPA Afghanistan: The Panel remains interested in establishing a relationship with Afghanistan's public administration community. In particular, the Panel is interested in encouraging Afghanistan's senior leaders to establish an institution similar to the Academy, which would be an organization independent of NAPA-Washington; however, NAPA-Washington would consider providing intellectual guidance to Afghanistan officials should they elect to pursue an academy. Following discussions about senior Academy leadership, Fellow Arnold Fields, Panel Chair, ventured to Afghanistan on a fact-finding mission to determine levels of interest and to survey potential facilities at which a "NAPA-Afghanistan" could potentially be positioned. Fields met with influential members of the Afghanistan business community and with former Afghanistan President, Hamid Karzi. President Karzi expressed interest in and support for the idea and was receptive to being personally involved. Since then, there have been no further high-level discussions with Afghanistan officials about this initiative.

The Africa Working Group (AWG) is a sub-committee of the International Affairs Panel, established in 2001. The AWG delivered on its mandate in 2017, which is to enhance public administration and governance in Africa. Professor Sylvester Murray, Academy Fellow, ably led the forum during this reporting period.

In addition to the AWG's participation at the International Affairs Panel's plenary sessions, the AWG unilaterally hosted several meeting sessions during the year.

- In conjunction with the Academy's Annual Meeting held November 2016, the Group hosted Dr. Reuben E. Brigety, II, U.S. Ambassador (ret), Dean, Elliott School of International Affairs, The George Washington University. The Ambassador delivered a very informative message on "Perspectives on USA-Africa Relations." Professor Murray moderated the meeting, which included a substantial discussion component.
- The AWG met in June, 2017 to discuss "A Symposium on African Summit and Programs." Ms Shirley Rivens Smith, President, US Africa Sister Cities Foundation, served as principal speaker and facilitator. Marcia Conner, Executive Director, National Forum for Black Public Administrators, reported on a new proposal intended to help advance programs for African women administrators. Barbara Simmons, J.D., Inaugural Dean and Associate Professor, International Education, William Tubman University, Liberia, Africa, advised the AWG of the Corporate Council on Africa Finance Forum she attended, which had met in Washington, DC April, 2017. Professor Murray reported that Ms. Theresa Appawu, Vice President-Professional Development, the Project Management Institute, USA, Ghana Chapter, had expressed interest in engaging NAPA in seeking avenues by which to train African Public Administrators and to provide resources for strengthening Governance in Ghana.

Intergovernmental Panel

In FY 2017, in recognition of the significant decentralization trend in the U.S. and the growing importance of subnational governments in the intergovernmental system, the Federal System Panel changed its name to the Intergovernmental System Panel. The Panel continued its work of developing a strategy and work plan within the context of this redefinition.

The Panel took the four “Memos to National Leaders” that were developed in FY 2016 and explored how they could be used in the policy reformulation of the new Congress and Presidential Administration. The four topics are:

- Reforming the intergovernmental system;
- A new infrastructure funding model;
- The changing safety net; and
- Federal assistance for domestic terrorism and natural disasters.

Papers were prepared on each of these topics and posted on the Panel’s NAPA website.

OMB Request: As part of its agency reform process, the U.S. Office of Management and Budget (OMB) asked the Academy to identify opportunities for eliminating, restructuring, consolidating, and improving coordination across federal departments to promote a “lean, more effective, efficient, and accountable government.” The first of four Panel meetings during the year focused on developing this input. Panel members recommended four areas where focused action could improve intergovernmental efficiencies in infrastructure. They were:

- Multiple loan/credit enhancement programs that are not coordinated either horizontally across government agencies or vertically through levels of government;
- Federal asset and program participation in new intergovernmental investment partnerships with more diversified funding streams;
- Supply chain infrastructure that crosses state boundaries; and
- Infrastructure accountability program.

Congressional Request: Early in the year, House Speaker Paul Ryan and House Minority Leader Nancy Pelosi announced the formation of the Speaker’s Task Force on Intergovernmental Affairs, to be chaired by Congressman Rob Bishop of Utah. The Task Force is focused on how the federal government can help state and local governments have more input into the decision-making processes within the intergovernmental system. The Academy was included as a member of the advisory board to the Task Force; the Intergovernmental Panel serves as the point of contact through which the Academy will provide input to the task force.

The next three meetings of the Task Force were used to develop a work plan and strategy for the Academy’s input to the Task Force. At the first meeting, the Task Force staff discussed the goals, expectations and areas of investigation of the Task Force. At the next two meetings, Panel members explored how the Academy should approach thinking

about the future of intergovernmental and inter-sectoral relations in the country. From this work, two products were developed: suggestions for a letter to Chairman Bishop conveying the Academy's input to the Task Force, and a plan for the Panel's work in the context of the request.

Executive Organization and Management Panel

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

The Panel has been fortunate to be able to draw on the talents of many Academy fellows during the past year in delivering a series of presentations and discussions, as well as developing a white paper for the Office of Management and Budget (OMB).

The Panel met nine times during FY 2017. Most of its meetings centered around a common theme: how is the Trump administration approaching the development of its new management agenda? Specific topics included:

- GAO Management Reviews at SBA and HUD
- Implementing the Program Management Improvement Accountability Act
- President Trump's Government Reform Initiatives
- Implementing the DATA Act: Working Across Boundaries
- The Importance of Evaluating Program Outcomes: The Case of Federal Credit Programs
- Agency Strategic Planning: A Case Study of the Department of the Treasury
- Use of People Analytics to Improve Organizational Health and Performance

In addition to its monthly meetings, the Panel led the development of a white paper for the Acting Deputy Director for Management at OMB to help inform OMB's development of the Administration's management agenda. That paper was delivered in December 2017.

Also, the Panel agreed to serve as the NAPA sponsor for an informal alumni group being formed by former White House Leadership Development Program fellows, by offering them associate fellow status. This initiative will be further developed in 2018.

Public Service Panel

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

- The Deputy Associate Director for Senior Executive Services and Performance Management at OPM provided an update on OPM’s Executive Development Framework as well as current projects at OPM. He also asked that the panel make this engagement more helpful to him and the agency by broadening it to include a dialogue on the recent direction on SES management so that he could continue to benefit from the expertise and thinking of the Academy.
- In February, 2017, our guest was the new head of the Senior Executive Association (SEA). He outlined the newly-ratified charter for SEA and discussed the challenges and agenda for the organization under the new administration of President Trump.
- In June 2017, the Panel held a session entitled “Managing (and Surviving) In Challenging Times.” This event engaged a number of Academy Fellows with an audience comprised of the Government Services Administration’s CXO Fellows program to address specific concerns of managing government organizations through a Presidential transition period.

In addition, the Panel held a “trusted advisor” meeting with OPM, White House personnel, and the Office of Management and Budget on their proposed (now issued) directive in SES mobility, reassignment, and appraisal.

In FY 18, the Standing Panel plans to host a series of Executive Forums on the Presidential Management Agenda.

Technology Leadership Panel

The Technology Leadership Panel is designed to cover all levels of government for the latest trends in technology and governance. It also focuses on effective practices for improving executive level capacity and governance, and on ways to assess the value of technology systems from a public management executive perspective. The group’s mission is to pursue technology initiatives designed to improve government performance. Discussion topics for meetings of the Technology Leadership Panel for FY 2017 included:

- A panel on “Cyber Security” at the Academy’s Annual Fellows’ Meeting in November, 2016; and
- A panel on “Managing (and Surviving) in Challenging Times” for the CXO Fellows program in June, 2017.

In FY 2018, the Panel plans to conduct quarterly co-branded webinars at a minimum of one per quarter and will establish a new AI / Robotics Working Group.

ACADEMY PUBLIC FORUMS

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

2017 Academy Fall Meeting

The Academy's annual meeting in December 2016 raised a number of key issues facing public administrators in coming years. The 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. 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.

Building a 21st Century Senior Executive Service

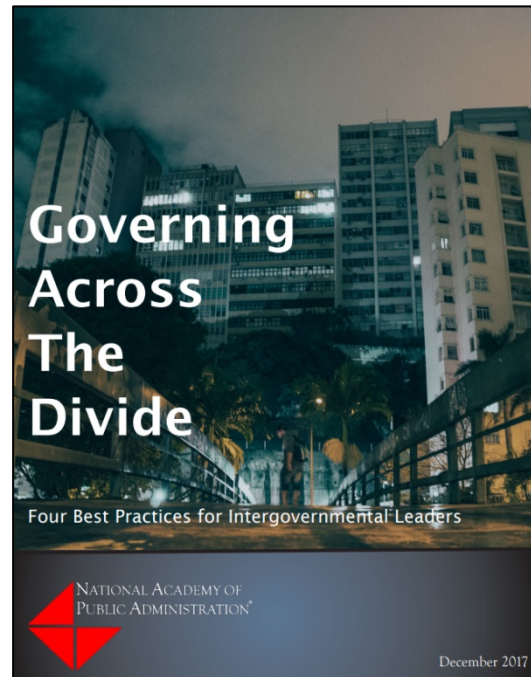
On March 17, 2017, the Academy partnered with the Brookings Institution to present a panel discussion highlighting the release of this book and the critical need to reform the Senior Executive Service. [Building a 21st Century SES](#) is an unprecedented collection of perspectives on the SES from 24 of the nation's most respected public sector leaders. The

book was edited by Dr. Ronald Sanders, Academy Fellow and Vice President at Booz Allen Hamilton, with Dr. Elaine Brenner and Frederick Richardson.

Governing Across the Divide

Governing Across the Divide (2017) was a unique series of topical, thought-leadership sessions hosted by the Academy. These four gatherings were solution-focused and aimed at identifying the best practices to bridge the gaps and obstacles that prevent the scaling of services across all levels of government. The four topics were the changing role of states, innovation in local government service delivery, the future of public service and citizenship, and resilient critical infrastructure.

Common themes emerged from these four conversations. The insights and advice uncovered and aggregated by the 15 Governing Across the Divide panels and 73 speakers will help leaders improve the quality of government to better serve our citizens and restore a sense of civic community.



From our discussions, we gleaned four promising practices employed by today’s successful government leaders:

- An enterprise-wide innovation capacity that is integrated into the strategic fabric of the organization;
- The optimization and rethinking of the systematic interaction of the various stakeholders in today’s networked government;
- The prioritization of factual, useful information in execution and communication; and
- An emphasis on patient and persistent engagement with constituents, citizens, and the workforce.

These four practices are interconnected and complementary, and they rose to the top of every leader’s comments and presentations. These promising practices are explored in greater detail in the white paper. In FY 18, the Academy will explore particular solution sets to govern effectively across the divide.

Management Concepts—Panel Discussion: “Exploring and Addressing Talent Gaps In Federal Workforce Management”

This forum, held on March 28, 2017, addressed broad perspectives on critical skill gaps in the workforce of the federal sector. The findings from a recent survey focused on federal workforce management were presented. Identified areas for improvement included:

closing critical skill gaps; merit-based career advancement; diverse career development opportunities; effectively addressing performance issues; implementing a comprehensive talent management strategy, and attracting and retaining talent. Panelists included Tim Bowden, Executive Director, People and Performance Consulting, Management Concepts, Inc.; Debbie Eshelman, Managing Director, Human Capital and Talent Management, Management Concepts; Lisa Doyle, Managing Director, Learning and Development, Management Concepts; Amy Grubb, Senior Director, Organizational Development and Talent, Federal Bureau of Investigation; Lisa Dorr, Director, Workforce Planning and Development, Deputy Chief of Staff, Office of the Chief Information Officer, U.S. Department of Health and Human Services; Sarah F. Jaggar, Project Director, National Academy of Public Administration; and Bill Wiatrowski, Acting Commissioner, Bureau of Labor Statistics, U.S. Department of Labor.

Management Concepts—Panel Discussion: “Stabilizing the Workforce in an Uncertain Future”

This forum, held on June 29, 2017, addressed workforce issues in an environment of anticipated government reorganization, transformation and workforce reduction. This forum presented the findings from a recent survey entitled “Overview and Results of the 2017 CLO/CHCO survey: The State of Training Opportunities within the Government Today.” The forum also discussed best practices and lessons learned from successful management efforts. Featured panelists included Steve Maier, President, Management Concepts; Jason Miller, Executive Editor and Reporter, Federal News Radio; Tim Bowden, Executive Director, Consulting Delivery, People & Performance Consulting, Management Concepts, Inc.; Amy (Benson) Rogers, Director, Treasury Executive Institute, U.S. Department of the Treasury; The Honorable Dan G. Blair, Former Director, US Office of Personnel Management; Ann Conyers, Director, Talent Management, Defense Human Resources Activity, U.S. Department of Defense; Anne M. Khademian, Professor and Director, School of Public and International Affairs, Virginia Polytechnic/State University; and Nancy Kingsbury, Managing Director, Applied Research and Methods, U.S. Government Accountability Office.

Working Capital Fund Symposiums

In FY 2017, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund (WCF) Symposium:

- The October 2016 meeting featured a presentation of the Department of the Interior’s WCF. Speakers included Thomas Wayson, Division Chief, Division of Budget Administration and Departmental Management, Office of Budget; Chris Richey, Revolving Fund Manager, Division of Budget Administration and Departmental Management, Office of Budget; and James Beall, Associate Director (Acting), Enterprise Management, Interior Business Center.
- The January 2017 meeting focused on a GAO Perspective of WCF Performance and Accountability. The featured speaker was Leah Nash, the Assistant Director, Strategic Issues, U.S. Government Accountability Office. Chris Richey, the Revolving Fund Manager, Division of Budget Administration and Departmental

Management, Office of Budget, Department of the Interior and Governance Strategic Interest Group Chair gave an update on the group's development of a WCF Governance white paper.

- The April 2017 meeting featured a Roundtable Discussion on WCFs – Change, Process Improvements, and Efficiencies led by Jennifer Ayers, Director, Office of the Secretary, Financial Management Directorate, Department of Commerce. Chris Richey, the Revolving Fund Manager, Division of Budget Administration and Departmental Management, Office of Budget, Department of the Interior and Governance Strategic Interest Group Chair presented the WCF Governance white paper.
- The July 2017 meeting focused on the Centers for Disease Control and Prevention WCF lessons learned and was presented by Grant Turner, CDC Budget Officer and Karen Stamey, CDC WCF Manager.

AWARDS

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 2016 Louis Brownlow Book Award was presented to Frank R. Baumgartner and Bryan D. Jones' *The Politics of Information* (The University of Chicago Press). With *The Politics of Information*, leading policy scholars Baumgartner and Jones focus on the problem-detection process itself, showing how the growth or contraction of government is closely related to how it searches for information and how, as an organization, it analyzes its findings. Better search processes that incorporate more diverse viewpoints lead to more intensive policymaking activity. Similarly, limiting search processes leads to declines in policy making. At the same time, the authors find little evidence that the factors usually thought to be responsible for government expansion—partisan control, changes in presidential leadership, and shifts in public opinion—can be systematically related to the patterns they observe.

The committee honored the Baumgartner and Jones book for deepening our understanding of the dynamics of American policy making and offering keen insights into how organizations operate.

George Graham Award for Exceptional Service to the Academy

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

The 2016 recipient was Jonathan Breul. During his two decades as an Academy Fellow, Jonathan provided intellectual leadership, superior analytic skills, and dedication to the Academy. He consistently provided valuable insights on matters strategic, tactical, and practical. Jonathan Breul's service to the Academy ranged from serving on Standing Panels to two terms on the Board of Directors, with an outstanding record on project panels and special committees. He enriched the Fellowship as a speaker at the Fall Meeting and at Standing Panel sessions. He has consistently been present as a regular attendee at awards ceremonies, annual meetings, and special events, fully demonstrating what it means to be integrated into the Academy's purposes.

ACADEMY CONGRESSIONAL TESTIMONY

On April 6, 2017, Academy President and CEO Teresa Gerton testified before the Senate Committee on Homeland Security and Governmental Affairs, Subcommittee on Regulatory Affairs and Federal Management on the topic of strategic personnel management issues across the federal government. Ms. Gerton covered a variety of topics including federal hiring, the current accountability system, and future civil service reform.

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