**National Academy of Public Administration and IBM Center for
The Business of Government Release a Special Report:
"The Road to Agile Government – Driving Change to Achieve Success"**
Report Outlines 10 Agile Principles and Offers Recommendations for Leaders

WASHINGTON, D.C. – The National Academy of Public Administration today joined
the IBM Center for The Business of Government in releasing a special report on agile
government principles and best practices, "The Road to Agile Government – Driving
Change to Achieve Success."

The report is authored by former U.S. Office of Management and Budget Deputy
Director G. Edward DeSeve, a Fellow of the Academy, a Visiting Fellow with the Center,
and head of the Agile Government Center, which is a joint initiative of the Academy and
the Center to address the Grand Challenges in Public Administration, a list of the 12
greatest issues facing the nation in the decade ahead.

"Governments at every level are dealing with urgent and unprecedented challenges right
now," said report author Ed DeSeve. "Addressing them requires fast, flexible, inclusive,
and mission-centric responses that involve networks of government, not hierarchies.
Agile government provides a pathway to drive such change."

"We are pleased to present this new report, in which Ed DeSeve draws on lessons from
agile software development to expand the scope of these lessons across other key
government functions and mission areas," Terry Gerton, President and CEO of the
Academy, and Daniel Chenok, Executive Director of the Center. "We hope that it helps
government leaders, academic experts, and other stakeholders infuse agile thinking
throughout government agencies, leading to better outcomes and improved trust in
government."

The report describes the role of the Agile Government Center (AGC) in promoting agile practices across agencies. The AGC has gained significant momentum by bringing key government, industry, academic, and nonprofit stakeholder groups into a broad coalition – the Agile Government Network – which has developed a set of ten agile principles to drive government improvement. The Network has also developed case studies of agile government in action for use by government leaders at all levels. The report discusses how application of these principles can improve outcomes and build public trust in government and offers several recommendations for leaders going forward.

Ten Agile Principles
The AGC has put forward ten principles of agile government. The report details each principle, and gives examples of how they have been used to improve government performance:

1) Mission
2) Metrics for Success
3) Customer-Driven Behavior
4) External Networks
5) Speed
6) Cross-Functional Teams
7) Innovation
8) Persistence
9) Evidence-Informed Solutions
10) Organizational Leaders

Agile Recommendations
Agile government can operate at the project, program, and whole of organization (either agency or entire government) levels. Reflecting on the experience of the AGC, four recommendations can be adapted for action at any level:

1) Analyze Your Organization to Determine its Strengths and Weaknesses
2) Create or Leverage a "Burning Platform"
3) Apply Agile Principles at Any Level of Government
4) Analyze Metrics-Based Results

To learn more about the principles and recommendations, read the full report here.

About the National Academy of Public Administration

Chartered by Congress to provide non-partisan expert advice, 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. Learn more at www.napawash.org

About the IBM Center for The Business of Government

Through research stipends and events, the IBM Center for The Business of Government stimulates research and facilitates discussion of new approaches to improving the effectiveness of government at the federal, state, local, and international levels. Learn more at www.businessofgovernment.org

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