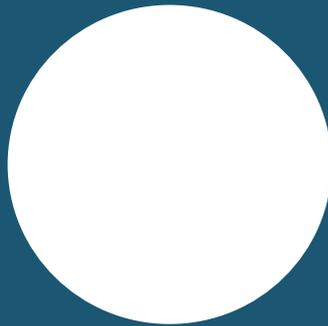


Leaders

Leaders

These are dynamic times for leaders in the public service. Securing the homeland, managing human capital, integrating budget and performance—these are some of the challenges facing all government officials, whether they are at the federal, state, or local level.



When government leaders face challenges, they need a source of expert advice that can be trusted. The National Academy of Public Administration is the one place where leaders advise leaders by providing insights, expertise, and advice that can drive performance and deliver results.

For over a third of a century, the Academy has helped hundreds of agencies through research, analysis, problem solving, information sharing, strategic planning, and connecting people and ideas. Chartered by Congress to give “trusted advice,” the Academy works with all levels of government, civic organizations, congressional committees, international organizations, and others.

WHO WE ARE

Founded in 1967, the Academy is an independent, non-profit, non-partisan corporation chartered by Congress.

The Academy's 550 distinguished Fellows provide trusted advice on issues of governance and public management to government leaders in every branch and at every level—both domestically and internationally.

Advising

Fellows are elected by their peers and include the nation's top policy makers, outstanding public administrators, distinguished scholars of public policy and public administration, business executives, labor leaders, current and former cabinet officers, members of Congress, governors, mayors, state legislators, and diplomats. They have extensive experience in a variety of issues at the highest levels of public service, including:

- **22 current or former Secretaries of federal departments**
- **11 current or former members of Congress**
- **7 current or former Governors**
- **12 current or former Mayors**
- **47 current or former City Managers**
- **25 current or former university or college Presidents**

WHAT WE DO

Academy reports produce actionable recommendations that are specifically focused on helping client organizations solve their governance and administrative problems.

The Academy provides additional value by working closely with clients to implement the recommendations and evaluate the impacts that they make. Frequently, the Academy conducts studies in multiple phases, allowing it to reshape its work based on the changing needs of its clients.

Academy work products include:

- **In-depth studies, analyses, and research reports**
- **Advisory services and technical assistance**
- **Forums and conferences**
- **Executive briefings**
- **Congressional testimony**
- **Consortia that convene government leaders and other stakeholders**



HOW WE WORK



When an agency asks for assistance with a challenge it is facing, the Academy works with the potential client to develop a scope of work and draws from its pool of Fellows to form a Panel with experience relevant to the client's needs. This process allows the Academy to tailor its work to the unique needs of its customers.

Academy Panels oversee projects and provide the high-level expertise that clients desire. Academy staff and consultants support the work of these Panels and help them to deliver the Academy's work products.

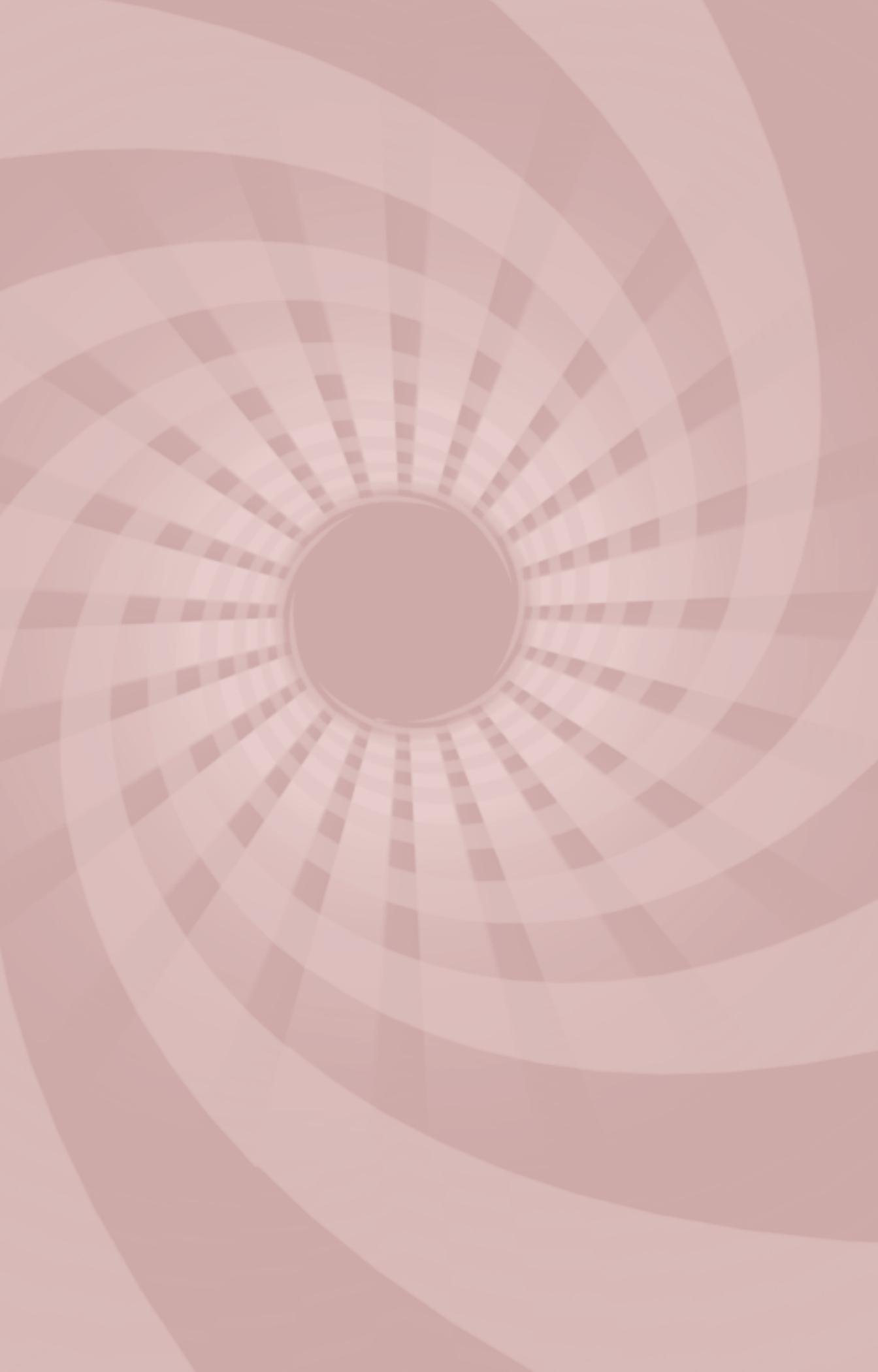
HOW TO REACH US

Recognizing the Academy's congressional charter, non-partisanship, and independence, government leaders often call upon the Academy to undertake studies. Government agencies and the Academy then work together to develop the details of each project.

Using its sole source authority, the Academy is able to meet its clients' needs in a flexible and timely manner. This authority is one more reason why the Academy is uniquely able to provide valuable expertise to government leaders in a client-friendly environment.

To engage the Academy on a particular issue and to discuss possible Academy work, contact Suellen Keiner, Vice President for Academy Programs, at (202) 347-3190, ext. 3060 to explore how the Academy could assist you.





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organizations; and with
foreign and international
institutions that request
advice or assistance.*



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OUR WORK

The Academy works in a variety of fields and functional areas, including agency structure and organization, human resources management, strategic planning, and budgeting and finance. Recent Academy studies and research have focused on:

FBI REORGANIZATION

The FBI is transforming itself from being focused on reactive criminal investigation toward proactive prevention of terrorism, espionage and cyber crimes. An Academy Panel is working closely with top FBI leadership and Congress to assess the status of key organizational changes in counterterrorism and intelligence, and other initiatives related to enhancing information technology and the FBI field structure.

PERFORMANCE-BASED FEDERAL PAY

An Academy Panel recommended the creation of a new federal salary system based on the concept of broadbanding, with salaries managed within bands and grounded in pay-for-performance principles. The Panel found that this type of system would contribute effectively to the accomplishment of agency missions and priorities by attracting and retaining the best people, meeting market demands and rates, and rewarding the best performers with larger pay increases.

CONTAINING WILDFIRE COSTS

Congress asked the Academy to suggest methods for reducing wildland fire costs. An Academy Panel found that the greatest opportunity for savings is to stop fires before they start through mitigating hazards in wildlands and communities near them. The Panel developed an incentive program for wildfire hazard mitigation that encourages greater federal, state, local and tribal collaboration. It also recommended a more cost-effective system for acquiring firefighting equipment and services, and ways to make more effective use of local firefighting resources.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

At the request of Congress, an Academy Panel is reviewing the National Aeronautics and Space Administration's (NASA) change management, human capital practices, and future needs to ensure the agency is using the most effective and efficient approaches to implementing its new human capital flexibilities. Another Academy Panel is studying NASA's technology transfer function. Its goal is to recommend how technology transfer activities should be organized to maximize benefits to the nation.

NATIONAL INSTITUTES OF HEALTH

An Academy Panel is assisting the National Institutes of Health (NIH) to consolidate its administrative activities to help improve scientific programs across its 27 component institutes and centers. A new NIH-wide governance structure will support this streamlining effort.

THE MANUFACTURING EXTENSION PARTNERSHIP PROGRAM

The National Institute of Standards and Technology's Manufacturing Extension Partnership (MEP) program is designed to increase the competitiveness of small manufacturers throughout the United States. An Academy Panel addressed current barriers to productivity improvement that small manufacturers face and the extent to which the MEP program is positioned to help reduce those barriers. The Panel also researched and addressed alternative business models for operating the program.

A BREATH OF FRESH AIR: REVIVING THE NEW SOURCE REVIEW PROGRAM

At Congress' request, an Academy Panel studied the Clean Air Act's New Source Review program, which establishes regulations on all pollution from large industrial facilities. The Panel found that the program has not worked effectively at existing facilities and recommended an innovative, performance and market-based trading system for monitoring and reducing air pollution.

NATIONAL SCIENCE FOUNDATION

The National Science Foundation (NSF) advances science and engineering primarily through merit-based grants and cooperative agreements. Congress asked an Academy Panel to review NSF's organizational and program structures, as well as the role of the National Science Board. By advising NSF on these important management issues, the Academy helped the agency to better position itself to fully achieve its mission.

PRESIDIO TRUST: A FINANCIAL ANALYSIS AND ORGANIZATION STUDY

The Presidio Trust is the only park in the National Park Service charged with becoming financially self-sufficient. At Congress' request, an Academy Panel studied the Trust's financial plans and economic assumptions designed to achieve financial self-sufficiency, the Trust's organizational structure and other activities related to fully developing the national park.

To learn more about the Academy, visit www.napawash.org.

INTERNATIONAL AFFAIRS

Recent trends—economic globalization, mass migration of populations, competing ideas on governance, religion and culture, and terrorism—have induced the United States to assume an increasing leadership role in international affairs. The Academy is well poised to call attention to emerging global challenges, craft strategies to help solve them, and offer technical assistance, training and research to make the world a better and safer place. The Academy is committed to work in developing and transitional economies in places such as Africa and Latin America.

COLOMBIA ACCOUNTABILITY INITIATIVE

The Government of Colombia is undertaking initiatives to become more accountable to its citizens for performance. The Academy is assisting the President's National Department of Planning and Public Administration by developing a conceptual framework for a transparent accountability process, and by gathering and assessing relevant international experience that can serve as models for Colombia and other developing countries.

PEACE-BUILDING STRATEGIES

In November 2003, the Academy hosted a joint conference with the Woodrow Wilson International Center for Scholars' Conflict Prevention Project on *Partitioning as a Peace-building Strategy in Conflict-Torn Regions*. The conference was widely attended by leading scholars in the field. The Academy and Wilson Center continue to pursue this work through a series of conferences and policy papers.

GEORGIAN INSTITUTE OF PUBLIC AFFAIRS

With funding support from the U.S. State Department's Bureau of Educational and Cultural Affairs, the Academy founded the Georgian Institute of Public Affairs in Tbilisi, Georgia. The Academy offered graduate degree training in public administration to aspiring civil servants in this developing nation. The Academy expects that the Institute soon will become fully autonomous and self-supporting.

HIV/AIDS IN SUB-SAHARAN AFRICA

The Academy and the U.S. Agency for International Development hosted a conference in November 2003, which brought together policy-makers from Sub-Saharan Africa, as well as experts and organizational representatives from the international community, to develop a strategy for dealing with the devastating effects of AIDS on African teachers, administrators and civil servants.

GHANA INITIATIVE

The Academy and the Public Services Commission of Ghana organized a conference in Accra, Ghana to address information technology and governance in Sub-Saharan Africa. The Academy plans to expand this work across Africa in coming months.

MICROFINANCE SYMPOSIUM

The Academy convened a small group of experts for a symposium on *Microfinance in Sub-Saharan Africa* in January 2004. Symposium papers are being published in the *Journal of Microfinance*.

ACADEMY STANDING PANELS

Academy Fellows periodically meet to share ideas and information on international affairs, especially for Sub-Saharan Africa. These lively forums, attended by leading policy-makers, practitioners, and researchers, have been instrumental in calling attention to and directing action toward global issues of the day.

To learn more about the Academy, visit www.napawash.org.

HOMELAND SECURITY

The mission is daunting. The mandate is clear. Securing the homeland is a challenge that faces every level of government and requires blending innovative management with principles harvested from prior experiences in public administration.

The Academy proactively advises leaders on the skills and strategies they need to succeed in today's homeland security environment. Whether directing crisis situations, coordinating activities among public and private sector entities, or effectively managing diverse people and functions, leaders need trusted advice and an independent forum for constructively exchanging ideas—these are exactly what the Academy offers.

INTERGOVERNMENTAL AND REGIONAL OPERATIONS

Reaching from policymakers to first responders and business executives, protecting the homeland is a mission that touches everyone. The strengths of fragmented organizations must be harnessed so they can collectively carry out planning, implementation and response activities—all within the context of rapidly transforming public sector management.

The Academy recently hosted a forum with senior officials from the U.S. Department of Homeland Security to address issues of intergovernmental management. At the forum, Academy Fellows with a wide array of perspectives—federal, state, local and private—combined their collective experiences to advise DHS leadership on managing across branches and layers of government. In addition, Fellows provided guidance on managing federal regional offices, which can play a critical role in intergovernmental operations. The Academy subsequently released a report summarizing the lively discussion at the December 2003 forum.

Moderated by Fellow Jonathan Breul, Director of Federal Management and Performance at IBM Business Consulting Services, the forum addressed several topics critical to our nation's security, including:

- balancing national standards with the need for state and local control
- building mutual trust and understanding among levels of government
- using federal regional offices to promote coordination and collaboration
- ensuring that federal regional offices have clear, non-overlapping authorities
- approaching intergovernmental management as a networking issue
- establishing communications protocol for crisis situations
- creating a common language among homeland security organizations

HUMAN RESOURCES MANAGEMENT

To defend the homeland from terrorist threats, the federal government increasingly depends on outsourcing arrangements with the private sector. Recognizing this trend, the Academy convened a June 2003 forum on outsourcing in the homeland security sector.

Moderated by Fellow Jacques S. Gansler, former Under Secretary of Defense, the forum featured a distinguished panel of experts who offered ways to effectively manage outsourcing relationships. The discussion addressed which services are inherently governmental and which are more commercial in nature, as well as what strategies make a public-private partnership work. To capture the broad range of issues covered at the forum, the Academy published a report on these key principles for outsourcing.

LESSONS FROM PAST GOVERNMENT ORGANIZATIONS

While implementing the most comprehensive government reorganization in decades, DHS officials also want to learn lessons from similar past government experiences. The Academy assembled a cadre of Fellows who led past government organizations and reorganizations in order to assist DHS leaders in implementing their management plan.

In April 2003, Fellow Frank C. Carlucci, former Secretary of Defense and National Security Advisor, moderated a forum encompassing such management issues as:

- forging departmental identity
- dependence on shared authority with state, local and regional entities
- coping with high public expectations
- building departmental budgets by mission priority

To summarize the broad knowledge and cogent anecdotes that Fellows offered at the forum, the Academy released a report providing insights and practical management advice for top-level DHS and administration officials, as well as public and private sector stakeholders.

To download the Academy's homeland security reports or to learn more about the Academy's work, visit www.napawash.org.

PROGRAM ASSESSMENT RATING TOOL (PART)

To ensure that federal agencies measure and manage for performance accurately and effectively, the U.S. Office of Management and Budget (OMB) created the Program Assessment Rating Tool (PART). Since its inception, PART has broadly influenced discussions of program funding and management.

In an effort to increase the consistency with which it applies PART across federal programs, OMB requested that the Academy provide advice on how to improve the tool.

WHAT WE STUDIED

OMB conducted its own consistency review of a sample of completed FY 2005 PARTs to address whether guidance was uniformly interpreted and applied. In turn, OMB asked an Academy working group to provide an objective, independent analysis of OMB's review. The working group suggested ways to remedy observed inconsistencies prior to finalizing the PARTs for release with the President's Budget, as well as possible improvements to future PART guidance to ensure greater consistency in interpretation and application.

WHAT IS PART?

PART is a process by which OMB evaluates the purpose and design, strategic planning, management, and results of federal programs and ties funding, management, and legislative proposals in the President's Budget to those evaluations. With budget and performance integration as a linchpin of the President's Management Agenda, PART is at the forefront of performance-based management in the federal government.

OUR CONCLUSIONS

The working group agreed with the OMB consistency reviewers' conclusions the majority of the time. It also concluded that the consistency process itself and some of its recommendations could be strengthened.

Further, the working group strongly believed that PART is a valuable tool that should continue to be improved and implemented, and that an annual consistency review of PART is essential. The working group found PART to be unique because it focuses directly on programs, rather than on agencies or departments. PART surely could become a vehicle for gaining wider understanding of the crucial role of program management, if program managers take it seriously and see it as an opportunity, not simply a paper exercise.

The working group noted the significant value of the PART negotiation process between OMB and federal agencies. OMB can and should take advantage of this relationship to benefit both itself and the agencies.

THE PERFORMANCE CONSORTIUM

The Academy's Performance Consortium produces such products as the working group's review and other work related to PART, the President's Management Agenda, and best practices in performance management. The Consortium builds a community of performance leaders and practitioners and supports them in their efforts to improve government performance.

The Consortium's activities include discussion forums that address emerging and cross-cutting performance management issues. Recent forums covered such topics as managing grant programs within the GPRA/PART environment, understanding the PART process, and activity based costing. The Consortium also hosts workshops on specific aspects of managing for results, and other services and tools critical to succeeding in today's results-oriented environment.

To learn more about the Academy, visit www.napawash.org.

CONSORTIA

More than ever before, managers and programs are held accountable for their results. Consistently accomplishing mission priorities in today's complex environment requires a focus on two critical areas: people and performance.

The Academy assists government agencies and non-profit organizations to develop and implement cutting-edge management practices centered around people and performance. Through its two consortia, the Academy conducts research and sponsors unique forums and events, delivering products and services that provide the tools to achieve management success.

HUMAN RESOURCES MANAGEMENT CONSORTIUM

Consisting of more than forty government agencies and non-profit organizations, the Academy's Human Resources Management (HRM) Consortium addresses emerging trends and issues related to managing people. Its activities include:

The 21st Century Manager Series—a series of research reports identifying strategies and actions for improving manager and supervisor effectiveness

Special Events—recent forums focused on effective utilization of an aging workforce, the federal appeals process, performance-based pay and other current challenges

Paybanding Studies—a series of studies addressing broad-band pay systems and performance-based pay in the public and private sectors

Website—an information-rich website for Consortium members that includes reports, focus papers, article summaries, and details about past and future projects

HR Directors Series and Professional Development Seminars—luncheon sessions on human capital management strategies and successes, providing professional development and continuous learning opportunities for human resource program officials

Technical Assistance—expert advice for Consortium members facing unique human resources management challenges, including benchmarking studies and best practices for managing and motivating people

PERFORMANCE MANAGEMENT CONSORTIUM

The Academy's Performance Consortium is a community of leaders and practitioners from the field of performance management. Dozens of federal department and agency managers participate in the Consortium's programs and actively engage in peer-to-peer discussions on current issues, problems and best practices.

The Performance Consortium supports the work of its members through numerous initiatives:

Discussion Forums—monthly luncheon meetings organized around current performance management topics, including the President's Management Agenda, PART, performance budgeting and activity-based costing

Workshops—full day sessions focusing on performance-related policies and practices, such as integrating budget and performance, improving financial performance and competitive sourcing

Annual Performance Conference—a conference that features panel discussions, exciting speakers and discussion groups

Leadership Forums—quarterly meetings that allow agency members and their senior leadership to discuss their progress applying performance metrics in the context of the President's Management Agenda

Emerging Issues Meetings—these sessions address such issues as findings from recent research or newly released guidance from the Office of Management and Budget and the Office of Personnel Management

Website—the website includes speeches and important information from the Performance Conference, discussion forums and workshops

Commissioned Papers—concept papers that analyze best practices and other topics of special interest to members

To learn more about the Academy, visit www.napawash.org.