



Work-in-Progress

Strengthening Federal Human Capital: Innovative Means for Managing Civil Servants and Contractors

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BACKGROUND

The federal government's most important asset is its people—both civil servants and contractors—without whom public services could not be provided. Currently, federal departments and agencies are facing significant human capital challenges given retirement of the baby boom generation, the difficulty of hiring in a timely manner, and the challenge of retaining talent (especially millennial Americans).

PROJECT DESCRIPTION

With the support of a grant from the Samuel Freeman Charitable Trust, the National Academy of Public Administration (the Academy) has appointed a five member Panel to conduct a six-month study that will produce a white paper with innovative solutions on human capital issues. The purpose of this project is to develop strategies to address the federal government's human capital challenges. Specifically, the project will focus on (1) identifying human capital challenges, (2) producing a white paper on innovative solutions to human capital issues, (3) work with the new Administration and Congress to raise awareness of these issues and potential solutions, and (4) lay the groundwork for any needed legislative and administrative changes.

The Academy Panel is supported by a professional study team responsible for conducting both primary and secondary research. Among other things, the Panel and team will review existing literature, including reports with civil service reform proposals; conduct an environmental scan of pending legislation and orders; and conduct interviews with stakeholders. The final white paper will be published in July 2017.

PANEL

Donald Kettl (Chair),* Professor, School of Public Policy, University of Maryland. Nonresident Senior Fellow, The Brookings Institution, and Nonresident Senior Fellow, The Volcker Alliance. Former Dean, Maryland School of Public Policy, University of Maryland. Former Robert A. Fox Leadership Professor of Political Science and Director, Fels Center of Government, University of Pennsylvania; Professor of Public Affairs and Political Science and Director, Robert M. LaFollette School of Public Affairs, University of Wisconsin-Madison; Associate Professor of Political Science and Senior Fellow, Vanderbilt Institute for Public Policy Studies, Vanderbilt University; Assistant Professor of Government and Associate Professor of Government, University of Virginia.

Doris Hausser,* Independent Human Resources Professional. Former positions with U.S. Office of Personnel Management: Senior Policy Advisor to the Director, Assistant Director of Workforce Compensation and Performance, Office of Performance and Compensation Systems Design; Director for Strategic Initiatives and GPRA Implementation and Reports; Director, Position Classification, Performance Management and Incentive Awards Programs; Director, Training and Leadership Development.

Jozef Raadschelders,* Professor and Associate Dean for Faculty Development, John Glenn School of Public Affairs, The Ohio State University. Former Graduate Studies Chair Professor, John Glenn School of Public Affairs, The Ohio State University; Managing Editor, *Public Administration Review*. Former positions with University of Oklahoma: Henry Bellmon Chair of Public Service, Department of Political Science; Professor, Department of Political Science. Former Associate Professor, Department of Public Administration, Leiden University, the Netherlands.

Ronald Sanders,* Vice President and Fellow, Booz, Allen, Hamilton. Former Associate Director, National Intelligence for Human Capital, Office of the Director of National Intelligence; Chief Human Capital Officer, Office of the Director of National Intelligence; Associate Director, Strategic Human Resource Policy, U.S. Office of Personnel Management; Chief Human Resources Officer, Internal Revenue Service, U.S. Department of the Treasury; Director of Civilian Personnel, U.S. Department of Defense.

Stan Soloway,* President & Chief Executive Officer, Celero Strategies, LLC. Former Member, Board of Directors, Corporation for National and Community Service; President, Professional Services Council; Deputy Under Secretary of Defense/Acquisition Reform & Director, Defense Reform, U.S. Department of Defense.

***Academy Fellow**

PROJECT STAFF

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