ABOUT THE ACADEMY

Established in 1967 and chartered by Congress in 1984, the National Academy of Public Administration (the Academy) is a non-profit, independent organization of top public management and organizational leaders who tackle the nation’s most critical and complex public management challenges. With a network of over 800 distinguished Fellows and an experienced professional staff, the Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. The Academy helps federal, state and local governments respond effectively to current circumstances and changing conditions.

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STUDY OVERVIEW

Teleworking has become an increasingly important component of the federal workforce, especially since the Telework Enhancement Act of 2010. Telework allows federal employees the flexibility to complete their agency or department’s mission away from the office on their own schedule. The U.S. Patent and Trademark Office (USPTO) has asked the Academy, with its partner Grant Thornton, to review its telework program to ensure that management controls and programmatic goals are effective and aligned with the agency’s mission. Specifically, the Academy will conduct a two-part review of the telework program:

1. An internal control review of the USPTO telework program to determine if it complies with the internal control standards outlined in OMB Circular A-123, Management’s Responsibility for Internal Control; and
2. A programmatic review to determine the effectiveness and efficiency of the USPTO Telework Program.

This review will be led by a five-member Panel of expert Academy Fellows with support from a professional study team over the course of seven months. In order to determine whether USPTO policies and their implementation provide adequate management controls, the Panel and study team will assess all program controls and evaluate management control activities associated with USPTO teleworkers, approval to work overtime and compensatory time, administration of leave, documented telework program requirements to notify of telework and work schedules, and use of USPTO-designated information technology and collaboration tools. In order to determine the effectiveness and efficiency of the USPTO Telework Program, the Panel and study team will examine its impact on employee productivity, recruitment and retention, continuity of operations, and management and operating costs.
PANEL

David Chu* (Chair) — President and Chief Executive Officer, Institute for Defense Analyses. Former Senior Fellow, RAND; Under Secretary of Defense for Personnel and Readiness, U.S. Department of Defense. Former positions with RAND Corporation: Vice President, Army Research Division; Director, Arroyo Center; Director, Washington Research Department; Associate Chairman, Research Staff; Economist. Former Assistant Secretary of Defense for Program Analysis and Evaluation, Office of the Secretary of Defense, U.S. Department of Defense; Assistant Director for National Security and International Affairs, Congressional Budget Office.

Frank Reeder*—President, The Reeder Group. Former Director, Office of Administration, The White House. Former positions with U.S. Office of Management and Budget: Deputy Associate Director for Veterans Affairs and Personnel; Assistant Director for General Management and Deputy Assistant Director; Chief, Deputy Chief, Information Policy Branch; Policy Analyst; Chief, Systems Development Branch. Former Deputy Director, House Information Systems, Committee Staff, Committee on House Administration, U.S. House of Representatives. Former positions with U.S. Department of the Treasury and U.S. Department of Defense focusing on information technology and systems.

Beth McGrath*—Director, Federal Government and Commercial Clients, Deloitte Consulting LLP, Deloitte LLP. Former positions with U.S. Department of Defense: Deputy Chief Management Officer; Performance Improvement Officer; Principal Deputy, Deputy Under Secretary of Defense, Business Transformation; Deputy Director, Systems Integration, Defense Finance and Accounting Service; Logistics Intern, Department of the Navy.

Erik Bergrud*—Associate Vice President of Constituent Engagement, Park University, Parkville, Missouri. Former Positions with American Society for Public Administration: President, Senior Director of Program and Service Development, Senior for e-Organization Development, Director of Information Services, Director of Chapter/Section Relations.

Bob Lavigna*—Assistant Vice Chancellor - Human Resources, University of Wisconsin. Former Vice President for Research, Partnership for Public Service; Senior Manager, CPS, Human Resource Services; Administrator of Merit Recruitment and Selection, State of Wisconsin. Former positions with the U.S. General Accounting Office: Assistant to Assistant Comptroller General, Human Resources Director, Washington Regional Office; and Senior Evaluator.

Project Study Team

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