



**Annual Congressional Report  
Fiscal Year 2013**



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**THE ANNUAL CONGRESSIONAL REPORT**  
**A Summary of National Academy of Public Administration**  
**Studies, Projects, and Activities**  
**October 1, 2012 – September 30, 2013**

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

- (1) 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;
- (2) Foreseeing and examining critical emerging issues in governance, formulating practical approaches to their resolution;
- (3) Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes, recommending specific changes;
- (4) 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
- (5) 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 National Academy of Public Administration 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 nearly 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 the federal government address its critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and online stakeholder engagement.

## WHAT WE DO

Much of the Academy's work is requested by Congress or government agencies that seek assistance with complex management challenges. Working with the client, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel 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 2013, Academy Panels completed a number of studies, including those that:

- Provided the National Weather Service with recommendations to help manage additional and ongoing change, which included better collaboration with partners and realizing the vision of building a Weather-Ready Nation.
- Assisted the Federal Emergency Management Agency in identifying ways to improve interagency and intergovernmental coordination on flood mapping, including establishing a joint funding mechanism with other federal, state, and local governments.
- Conducted an independent review of the Pension Benefit Guaranty Corporation's governance structure, offering recommendations to enhance its effectiveness.

With the support of its Fellows, the Academy continued two important initiatives in FY 2013:

- The Political Appointee Project which provides insights to new political executives on the challenge of managing in government by presenting the personal experiences of current and former political executives.
- The Memos to National Leaders initiative which informs incoming national leaders about policy and management challenges facing the Nation.

In addition, the Academy launched a revised and updated *Survivor's Guide for Presidential Nominees* in April 2013, building upon the edition published in 2000.

## ACADEMY STUDIES

The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2013 (October 1, 2012 to September 30, 2013). Reports for completed studies can be accessed at [www.napawash.org](http://www.napawash.org).

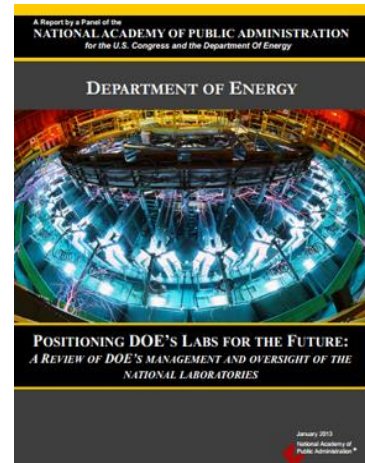
### **U.S. Department of Energy (DOE)**

#### **Independent Review Departmental Management and Oversight of the National Laboratories**

DOE's Fiscal Year 2012 Appropriations Bill directed the Academy to conduct an independent review of the management and oversight of its national laboratories. In directing the study, the Appropriations Committees stated that the Academy should consider such issues as how DOE headquarters and site offices oversee lab operations and whether existing laboratory performance metrics for the Department's management and operating contractors measure critical aspects of their performance and how the Department utilizes performance metrics and data. The Panel made recommendations

with regard to lab oversight and evaluation that were intended to enhance DOE's ongoing management changes. In the longer term, the Panel's recommendations were aimed at maximizing the lab's complex role in addressing national energy and security challenges with a view towards ensuring their long-term contributions to the Nation.

Report: *Department of Energy: Review of the Departmental Management and Oversight of the National Laboratories* (January 2013), <http://www.napawash.org/2013/1434-department-of-energy-national-laboratories.html>.



### **U.S. Government Printing Office (GPO)** **Independent Operational Review**

GPO provides publishing and dissemination services for official and authentic government publications to Congress, Federal agencies, Federal depository libraries, and the American public. In recent years, the rapid growth in printing and digital technology, as well as other changes in GPO's external environment, created a vast array of challenges for GPO's business model, organizational structure, and financial stability. In order to address these new challenges, Congress sought an updated review of GPO's overall operations to define the agency's future role in government printing and information dissemination.

As part of this review, the Academy was tasked with: (1) updating past studies evaluating GPO's production, procurement, and information dissemination operations, including the Federal Depository Library Program; (2) examining GPO's business model; (3) examining the feasibility of GPO continuing to perform Executive Branch printing; and (4) to consider cost-saving operational alternatives.

The Panel recommended that Congress establish an interagency process to develop a government-wide strategy for managing the life-cycle of digital government information. The Panel also recommended that GPO provide an expanded set of services supporting the life cycle management of digital government information and continue to perform executive branch printing, while further reducing costs and improving service to customers.



Report: *Rebooting the Government Printing Office: Keeping America Informed in the Digital Age* (January 2013), <http://www.napawash.org/2013/1437-rebooting-the-government-printing-office.html>.

## **Independent Review of a Thought Leader Proposal to Reform the United States Postal Service (USPS)**

Rapidly declining mail volumes and a range of other financial and operating factors have placed the USPS under significant financial pressure that threatens its continued viability. Recent studies have proposed a number of alternatives for Congress and the USPS to consider. A group of thought leaders outside of the Academy's Fellowship have proposed the development and implementation of a new model: a hybrid Public-Private Partnership. Under this proposed model, the USPS would be responsible for the "last mile" of delivery and pickup, and the private sector would be responsible for handling all other aspects of the mail system. An Academy Panel conducted an independent review of this hybrid Public-Private Partnership model, as described in a paper authored by a diverse group of long-term postal industry thought leaders: John Nolan, George Gould, Ed Hudgins, and Ed Gleiman.



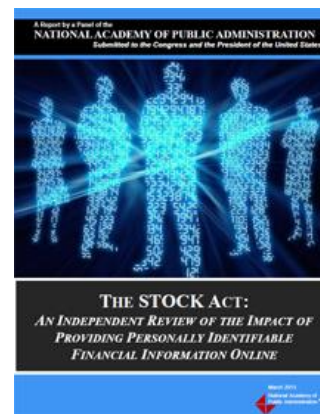
The Panel noted that many of the ideas outlined in the Thought-Leader Concept represent expansions of current public-private partnership initiatives already employed by the Postal Service and mailing community. While the Panel did not endorse implementation of the Thought-Leader Concept as presented, it concluded that it advocated for the Postal Service to utilize flexibilities that it already has.

Report: *Reforming the U.S. Postal Service: An Independent Review of a Thought-Leader Proposal to Reform the U.S. Postal Service* (March 2013), <http://www.napawash.org/2013/1440-reforming-the-u-s-postal-service-an-independent-review-of-a-thought-leader-proposal.html>.

## **Independent Review of the Stop Trading on Congressional Knowledge Act**

The Ethics in Government Act of 1978 requires the filing of publicly-available annual financial disclosures by senior officials in all three branches of the federal government. Congress amended the Act in 2012 with the Stop Trading on Congressional Knowledge Act (STOCK Act) that requires online posting of executive and legislative branch officials' financial forms on April 15, 2013, as well as the creation of a searchable, sortable, public database for these financial forms in October 2013.

Concerns about the potential impact of the Act's online posting prompted Congress to delay certain of these online posting requirements and to direct the Academy to "examine the nature, scope, and degree of risk, including risk of harm to national security, law enforcement, or other Federal missions and risk of endangerment, including to personal safety and security, financial security (such as through identity theft), and privacy, of officers and employees





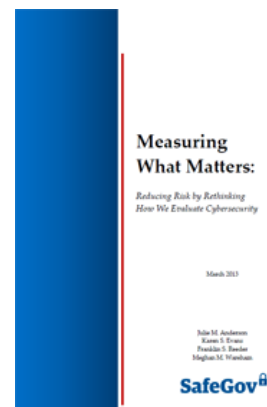
and their family members, that may be posed by website and other publication of financial disclosure forms and associated personal information.”

The Academy Panel completed its independent review, interviewing over 150 stakeholders from over 59 organizations. The Panel found that the STOCK Act’s online financial disclosure requirement can harm both federal agency missions and employees, and recommended that Congress indefinitely suspend the online posting requirements and the unrestricted access to searchable, sortable, downloadable databases while continuing implementation of other requirements of the STOCK Act.

Report: *The STOCK Act: An Independent Review of the Impact of Providing Personally Identifiable Financial Information Online (March 2013)*, <http://www.napawash.org/2013/1453-stock-act-impact-of-providing-personally-identifiable-financial-information-online.html>.

### **Measuring What Matters: A Report for SafeGov**

SafeGov developed a framework to spur the creation of a more effective approach to cybersecurity evaluation. As part of its strategy for developing this framework, SafeGov engaged the Academy to convene an expert Panel of its Fellows to conduct an independent review. Based on its review, the Academy Panel believes that the cybersecurity evaluation framework developed by SafeGov in this report is an important step toward building a more dynamic, risk-based approach that will yield more robust protection from cyber threats across the government.



Report: *Measuring What Matters: Reducing Risk by Rethinking How We Evaluate Cybersecurity (March 2013)*, <http://www.napawash.org/2013/1452-measuring-what-matters-cybersecurity.html>.

### **Corporation for National and Community Service (CNCS) Independent Review of the Veteran and Military Family Report for the Corporation for National and Community Service**

In 2009, Congress passed the Edward M. Kennedy Serve America Act to bring national service to higher levels of impact, innovation, and effectiveness. The law directs CNCS to expand opportunities to serve; build the capacity of individuals, nonprofits, and communities; and encourage innovative approaches to addressing community challenges. CNCS is charged through the Serve America Act to develop plans to use National Service and volunteer efforts to improve services to veterans, veteran service organizations and military families; coordinate programs and activities across federal agencies; develop plans to involve veterans as resources and volunteers. CNCS is required to submit a report to Congress on the involvement of veterans and military families in national service. Specifically, the language requires CNCS to document how the strategies undertaken have enabled greater participation by veterans and how their existing programs and activities could be improved to serve veterans and military

families. An Academy Panel reviewed CNCS-provided data and conducted additional research in order to develop a report to Congress documenting:

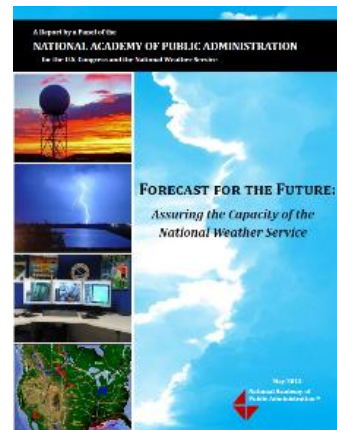
- History of veterans engaged in national service;
- Strategies and goals for engaging veterans and addressing veterans' needs;
- Impact of CNCS strategies on enabling veteran participation;
- Plans to improve services to veterans, veterans' service organizations and military families;
- Coordination of programs and activities; and
- Plans to involve veterans as resources and volunteers.

*An internal guidance paper containing the findings was provided to CNCS in April 2013.*

### **National Oceanic and Atmospheric Administration National Weather Service (NWS) Operations Study**

Congress directed the NWS through the Consolidated and Continuing Appropriations Act, 2012 (H. Rept. 112-284, P.L. 112-55) to contract with an independent organization to evaluate efficiencies that can be made to NWS operations. NWS selected the Academy to conduct this independent assessment, which was informed by the recent National Academy of Sciences evaluation and lessons learned. The goals of the Academy's assessment were to:

- Analyze the current structure of NWS;
- Identify challenges to the organization in meeting the recommendations of the NAS's report;
- Describe an advanced NWS structure that is informed by the recommendations of the NAS's report, is adaptable to meet the rapidly changing needs of stakeholders, and responsive to any of the Academy Panel's own recommendations for improvement; and
- Develop recommendations for a transition plan from the current NWS structure to the advanced NWS structure.



The Panel issued fifteen recommendations intended to help the NWS manage additional and ongoing change while realizing the vision of building a Weather-Ready Nation. The Panel recommended that the NWS collaborate with partners through a defined framework to manage significant changes, while stating that the NWS will need to engage internal and external stakeholders to establish a common understanding of goals and clarify the capabilities and capacities of participants.

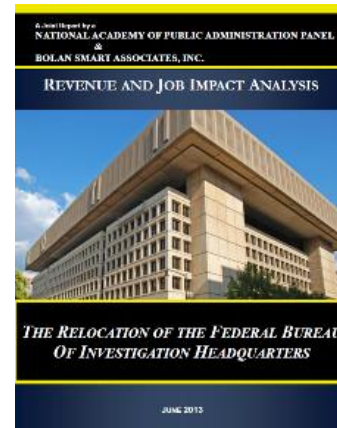
Report: *Forecast for the Future: Assuring the Capacity of the National Weather Service* (May 2013), <http://www.napawash.org/2013/1455-forecast-for-the-future-national-weather-service.html>.

## **District of Columbia, Office of the Chief Financial Officer Federal Bureau of Investigation (FBI) Relocation Study**

The Academy was tasked by the District of Columbia's Office of the Chief Financial Officer to work with Bolan Smart Associates to examine:

- The net impact of the departure of the FBI from Washington, DC;
- The District's benefit from the redevelopment of the current Pennsylvania Avenue site for a new use; and
- The impact of developing Poplar Point in Washington, DC as an alternative location for a new FBI Headquarters.

The Academy Panel found that the District could expect a significant increase in total tax revenues resulting from the departure of the current FBI Headquarters from Pennsylvania Avenue, assuming that it is replaced by a privately-owned redevelopment project. While these new tax revenues were estimated to be \$95 million per year, there would be an overall net loss of jobs if the FBI left the District.



Report: *Revenue and Job Impact Analysis: The Relocation of the Federal Bureau of Investigation Headquarters* (June 2013), <http://www.napawash.org/2013/1460-revenue-and-job-analysis-relocation-of-the-federal-bureau-of-investigation-headquarters.html>.

## **Pension Benefit Guaranty Corporation (PBGC) Independent Review of the PBGC Governance Structure**

The Pension Benefit Guaranty Corporation provides retirement income protection to millions of Americans, ensuring that unsecured private-sector defined pension plans are delivered to current and future participants without interruption. Congress requested that the Academy conduct a review of PBGC's current governance structure.

The Academy formed a five-member Panel of Fellows who conducted an independent review of PBGC's governance structure and other governance structures of analogous organizations to identify effective practices; issued recommendations on the ideal size and composition of the PBGC Board of Directors, as well as the qualifications and term lengths and procedures for selecting and removing members; and recommended policies necessary to enhance Congressional oversight and transparency of the Board, as well as mitigate potential conflicts of interest.



The Academy Panel determined that a new governance structure—combined with stronger management—would be an important ingredient in helping PBGC run more effectively and efficiently and in ensuring that Congress and the American public have confidence in its operations. To this

end, the Panel presented two major options for how PBGC's government structure could be reformed.

Report: *The Governance Structure of the Pension Benefit Guaranty Corporation: An Independent Review* (September 2013), <http://www.napawash.org/2013/1477-governance-structure-of-the-pension-benefit-guaranty-corporation.html>.

## **Office of Management and Budget (OMB)**

### **OMB Collaborative Forum**

OMB exercised its option to continue the Academy's work on the Collaborative Forum for FY 2012, which continued into FY 2013. The Collaborative Forum is a community of federal, state, local, and non-government stakeholders who work together to develop ideas for improving state-administered federal assistance programs. Convened in 2010 to consult on pilot ideas for the Partnership Fund for Program Integrity Innovation, the Academy has helped develop the Collaborative Forum into a dynamic learning community where stakeholders discuss important topics and exchange ideas for improving program integrity, efficiency, and effectiveness.



Report: *The Collaborative Forum: The Office of Management and Budget's Partnership Fund for Program Integrity and Innovation* (September 2013), <http://www.napawash.org/2013/1592-the-collaborative-forum-the-office-of-management-and-budget-partnership-fund-for-program-integrity-and-innovation.html>.

## **ACADEMY STUDIES BEGINNING IN FISCAL YEAR 2013**

The Academy began work on the following projects and activities during Fiscal Year 2013 that have or are scheduled to be completed in Fiscal Year 2014. Reports for completed and ongoing studies can be accessed at [www.napawash.org](http://www.napawash.org).

### **USPS Office of Inspector General** **Independent Assessment of a White Paper**

The U.S. Postal Service Office of Inspector General (OIG) authored a White Paper entitled "Public-Private Partnerships: Best Practices and Opportunities for the Postal Service" in response to declining volumes of mail and an ever-changing communications world. Such partnerships are an increasingly common way for governments to achieve policy goals and develop infrastructure while shifting short-term financial burdens out of government.

The Academy formed a three-member Panel to conduct a study of this proposed public-private partnership and felt the OIG's work in this field was timely, important, and potentially profitable as the Postal Service works diligently to address its many challenges. This OIG White Paper represents a strong initial step but the Panel



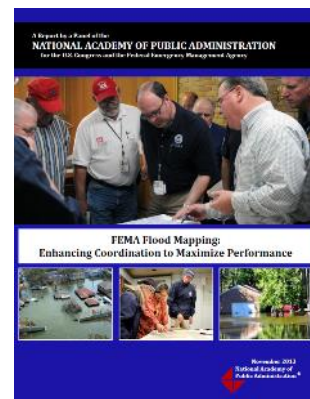
concluded that more work needs to be done to further investigate the risks, constraints, and uncertainties likely to accompany implementation efforts by the Postal Service.

Report: *Independent Assessment of a White Paper by the United States Postal Service Office of Inspector General (October 2013)*, <http://www.napawash.org/2013/1478-independent-assessment-postal-service-office-of-inspector-general.html>.

### **Federal Emergency Management Agency (FEMA)**

Congress directed the Federal Emergency Management Agency (FEMA) through the Biggert Waters Flood Insurance Reform Act of 2012 to contract with the Academy to prepare a report on “how FEMA should improve interagency and intergovernmental coordination on flood mapping, including a funding strategy” and how FEMA “can establish joint funding mechanisms with other federal, state and local governments to share the collection and utilization of data among all governmental users.”

The Academy Panel found that while FEMA has made progress in coordination on flood mapping since the initiation of the program Risk Mapping, Assessment, and Planning (known as Risk MAP), it should enhance efforts going forward. Improvements in coordination could be achieved by further leadership attention to strategic goals and their communication; consistent use of employee performance policies and metrics; deployment of more user-friendly web sites; transferring best practices among the ten FEMA regions; and conveying risk information to localities.



Report: *FEMA Flood Mapping: Enhancing Coordination to Maximize Performance (November 2013)*, <http://www.napawash.org/2013/1568-fema-flood-mapping-enhancing-coordination-to-maximize-performance.html>.

### **National Aeronautics and Space Administration (NASA)**

Recognizing the growing threat of cyber-attacks and espionage aimed at government agencies by hostile nation-states and foreign adversaries, NASA asked the National Academy of Public Administration to conduct this review of its foreign national management processes.

This Academy review examined the Agency’s entire Foreign National Access Management process and believes there are a number of important steps the Agency can take to improve and has proposed twenty-seven recommendations.

*An internal guidance paper containing findings and recommendations was provided to NASA in January 2014.*

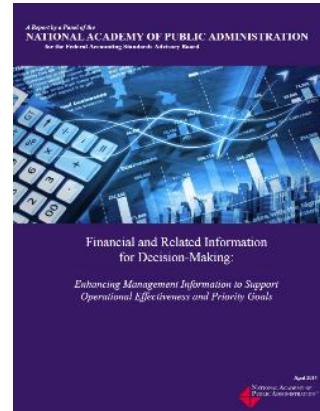
### **Federal Accounting Standards Advisory Board (FASAB)**

FASAB requested that a three-member Panel of the National Academy of Public Administration determine how federal executives and senior managers currently use financial and related information, what gaps they see that impact their ability to manage effectively, and what opportunities exist to close those gaps.

The Academy Panel found that data generally are highly accurate and granular, but federal agencies face challenges in analyzing and transforming data into readily understood, actionable information for executive decision-making—and the degree to which financial data are effectively used for decision-making is heavily driven by each organization’s revenue source and operational approach.

Report: *Financial and Related Information for Decision-Making: Enhancing Management Information to Support Operational Effectiveness and Priority Goals* (April 2014),

<http://www.napawash.org/2014/1604-financial-and-related-information-for-decision-making-enhancing-management-information-to-support-operational-effectiveness-and-priority-goals.html>.



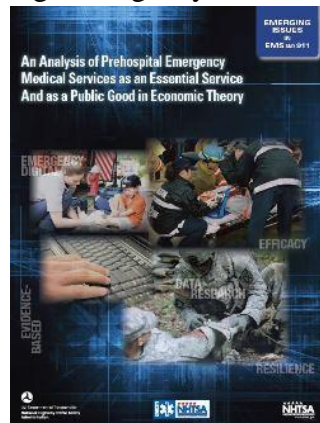
### **National Highway Traffic Safety Administration (NHTSA)**

This white paper was produced to support the deliberations of the National Emergency Medical Services Advisory Council regarding options for funding Emergency Medical Service (EMS) systems at the state and local levels.

The paper, produced by the Academy Study Team, explores the concept of an essential service as it relates to EMS and considers the pros and cons for states and localities of implementing EMS as an essential service. It also examines the characteristics of a public good in economic theory as they relate to EMS systems and discusses the general policy guidance economic theory offers regarding their efficient provision.

Report: *An Analysis of Prehospital Emergency Medical Services as an Essential Service and as a Public Good in Economic Theory* (May 2014),

<http://www.napawash.org/2014/1619-an-analysis-of-prehospital-emergency-medical-services-as-an-essential-service-and-as-a-public-good-in-economic-theory.html>.



### **Social Security Administration (SSA)**

At the request of Congress, the Social Security Administration has contracted with the National Academy of Public Administration to conduct a study and submit a high-level plan proposing a long-range strategic vision. The purpose of the plan is to help the agency address the service delivery challenges it will face in the coming ten to fifteen years.

As part of this engagement, the Panel and study team will conduct extensive outreach to SSA leadership and employees, as well as external stakeholder groups. The Panel's final plan will be designed to position SSA to deliver the highest quality service to the public in the future.

*The Panel will issue a high-level strategic plan to SSA and Congress during 2014.*

### **ACADEMY STANDING PANELS**

The Academy's standing panels are comprised of Fellows responsible for review and evaluation of significant developments in public administration. The following standing panel groups host meetings that 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.

Discussion topics for meetings of the Social Equity in Governance Panel for FY 2013 included the following:

- Rescuing the American Dream: The Challenge of Persistent Poverty and Stalled Social Mobility Amidst Affluence
- Social Equity Components of the Proposed Changes to the ASPA Code of Ethics
- Social Equity and the Memos to National Leaders Reports
- Social Equity and the Intersection of Same Sex Marriage
- United States Health in International Perspective: Shorter Lives, Poorer Health

#### **International Affairs Panel**

The Standing Panel on International Affairs reflects the Academy's responsiveness to the international community and to international public management practice. The efforts of this Panel include enhancement of Fellow knowledge and insights, stimulation of tangible training and assistance initiatives, and exchange of information and ideas on public administration improvement and progress around the world.

Discussion topics for meetings of the International Affairs Panel for FY 2013 included the following:

- Service Delivery, Improved Governance, Strengthened Capacity, and Assistance Techniques For and Within Local, Municipal, Metropolitan, and Regional Government Areas
- India-Brazil Superpower Review: How They Got There, Governance Scheme and Organization, Challenges Today and Beyond, and Emerging World Leadership

- Government and Governance Corruption in the U.S.: Its Continuing Harm and Steps for Alleviation and Reduction
- The Value, Design, and Launching of Academy-like Organizations in New and Frail Democracies to Enhance Government Capacity, Responsiveness, and Performance

The Africa Working Group is a working group for the International Affairs Standing Panel. Discussion topics for FY 2013 meetings of the Africa Working Group included the following:

- Africa Governance: Policy Making Capacity Building for Elected Officials. The Role of Africans in the Diaspora
- Is Africa on the Rise?
- United States-Africa Relations in Coming Decades
- President Obama Visit to Africa: Potential Impact and Implications on U.S./Africa Relations
- Technical Capacity Building in Africa: Lessons Learned
- Project Financing in Africa: Lessons Learned and Way Forward

#### **Executive Organization and Management Panel**

The Standing Panel on Executive Organization and Management (EOM) focuses on improving the structure, capacity, management and performance of public institutions.

In 2013, the Panel began a retrospective review of the evolution of a management reform trend that began in 1990 with the passage of the Chief Financial Officers Act. Since then, a number of mission support “chiefs” have been established, both in statute and administratively. The Panel is examining how they interact with each other and with mission leaders to achieve goals for the agency.

This retrospective review is a follow up, in some ways, of the Panel’s 1983 study on federal agency management systems, “Revitalizing Federal Management,” which assessed how managers were burdened by “excessive controls” and a 2011 Academy Forum on the role of mission-support leaders which discussed the development of metrics and standards of success for administrative support systems.

This will be a long-term effort that will culminate with a report in 2016 with potential recommendations for action for the next president-elect.

Discussion topics for meetings of the EOM Panel during FY 2013 included the following:

- The Use of Anticipatory Governance Approaches
- OMB Performance Activities for FY 2013 and the Status of Performance.gov
- The New, Revitalized Administrative Conference of the U.S.
- The Evolution and Use of Cross-Agency Management Councils in the Federal Government



- The Evolving Role of Mission Support “Chiefs” in the Federal Government
- Continuation of Discussion on the Evolution of Mission-Support “Chiefs” in the Federal Government – the Case of the Department of Energy
- Continuation of Discussion on the Evolution of Mission-Support “Chiefs” in the Federal Government – the Case of the Department of Defense
- How Do Program Executives of Large-Scale Initiatives Interact with Departmental Mission Support Services?
- Results of a Global Survey of Trends Among C-Suite Executives in the Public and Private Sectors
- The Evolving Role of Departmental Chief Operating Officers and the President’s Management Council: A 20-Year Retrospect

### **The Federal System Panel**

The Standing Panel on the Federal System considers challenges and issues related to the U.S. federal system and intergovernmental relations.

Discussion topics for meetings of the Federal Systems Panel for FY 2013 included the following:

- Whither Health Reform? A View From the States
- Current Issues in Intergovernmental Management and the Administration’s Strategies in Dealing with States and Localities
- Long Term Fiscal Outlook for State and Local Government
- Federal Grants Management Reform

### **Public Service Panel**

The Standing Panel on Public Service meets regularly to discuss the difficult issues facing government, including human resources management.

Discussion topics for meetings of the Public Service Panel for FY 2013 included the following:

- HR Issues That Should Be Addressed by the Incoming Administration
- Building and Sustaining Proper Workforce in Times of Serious Budget Constraints
- An Antiquated Federal Pay System?

### **Technology Leadership Panel**

This Panel is designed to scan all levels of government for the latest trends in technology and governance as well as focusing on best practices aimed at improving executive level capacity, governance, and to seek ways to assess the value of technology systems from a public management executive perspective. The proposed group’s unique mission is to pursue technology initiatives designed to make government function better.

Discussion topics for meetings of the Technology Leadership Panel for FY 2012 included the following:

- The Future of Self-Service Government

The Technology Leadership Panel also participated in the *Memos to National Leaders* initiative, which included presenting at the event's November 2012 seminar.

### **ACADEMY PUBLIC FORUMS**

In addition to the reports and initiatives conducted with individual agencies, departments, and other agencies, the Academy hosts public forums that have collectively brought together hundreds of performance and human resources practitioners together to discuss solutions to critical public management challenges. In FY 2013, the Academy hosted the following public forums on issues ranging from place-based public management to best practices in the assessment of mission support program impact:

#### **Political Appointee Project**

With the support of Fellows, the Academy launched the Political Appointee Project in early 2012. One of the main objectives of this project is to provide insights to new political executives on the challenge of managing in government. By presenting the personal experiences of current and former political executives, these profiles highlight the challenges faced by each executive in addition to how they responded to them. In early 2012, the Academy hosted a kick-off event for the Political Appointee Project featuring five Deputy Secretaries discussing the challenges and rewarding aspects of their jobs as chief operating officers of their respective departments. Since that event, the Academy hosted an additional event featuring Allison Hickey, Undersecretary for Benefits at the Veterans Administration, and John Pistole, Administrator for the Transportation Security Administration. The Academy will continue to build on this project by providing outreach and programming on issues that impact the political appointment process.

#### **Memos to National Leaders**

The Academy and the American Society for Public Administration (ASPA) launched the Memos to National Leaders project in the summer of 2012 to inform incoming national leaders about policy and management challenges facing the Nation. This effort included the release of a series of memoranda outlining these challenges and recommending solutions representing a consensus of the best thinking by public management practitioners and researchers across the country. The memoranda were developed with both a Presidential and Congressional focus, reflecting the joint ownership of problems and solutions for these major challenges. In order to shape these recommendations into viable solutions to critical government challenges, the Academy and ASPA engaged the media and general public in a discussion of each of these memos. The program successfully launched an ongoing dialogue to inspire meaningful progress in key areas across government. In addition to positive media coverage, the *Public Manager* dedicated an entire issue to the project, featuring all nine memos that were released. The Academy's 2012 Fall Meeting was structured around these memos as well. As a follow on to this important work, Academy Fellows authored a Capstone Memo incorporating insights gained during the Academy's Fall Meeting and relevant updates to the nine memos. This Capstone Memo was presented on Capitol Hill in May 2013.

### **Survivor's Guide**

The Academy revised and updated the *Survivor's Guide for Presidential Nominees* in April 2013. This revised resource is meant to serve as a one-stop source of information for prospective presidential nominees: providing insights ranging from the confirmation process and ethics and rules of serving in government, to where to live in the DC metro area.

### **OMB Collaborative Forum**

Through monthly meetings, regular webinar presentations, and weekly group discussions, the Collaborative Forum provides many opportunities for members to share best practices and learn from one another while helping to advance high-return-on-investment pilots. The Forum continues to seek new ideas for potential pilot projects that target four specific goals: improving payment accuracy, improving service delivery, improving administrative efficiency, and reducing barriers to program access. New members are encouraged to participate in these discussions and share their ideas on how to improve service delivery and efficiency while reducing waste. A final report on the efforts of this forum was issued in September 2013.

### **Roundtable Event: "The Need for an Effectively-Run IRS"**

The Academy hosted a roundtable discussion with a select group of individuals to discuss recent controversies surrounding the IRS, and how improvements might be made. Top representatives from the IRS, government, the private sector, and academia were present to engage in this critical dialogue. Recommendations were made, including trying to incorporate more use of technology, encouraging senior staff to proactively meet challenges head on, and supporting risk-taking from employees.

### **ACADEMY'S CONGRESSIONAL TESTIMONY**

- Academy President and CEO, Dan G. Blair, was formally invited to testify before the Senate Subcommittee on Labor, Health and Human Services, Education, and Related Agencies, and before the Committee on Oversight and Government Reform.
- Academy Fellow Joseph Thompson was formally invited to testify before the Senate Committee on Veterans' Affairs at a hearing entitled: "VA Claims Process: Review of VA's Transformation Efforts." Mr. Thompson, an Academy Project Director, was the Under Secretary of Benefits for the Department of Veterans Affairs from 1997-2001.
- Academy Fellow Marilu Goodyear was formally invited to present written testimony before the House Committee on Administration at a hearing entitled: "GPO in 2013: Keeping America Informed in the Post-Print World." Ms. Goodyear was the Panel Chair for the Academy's report, "Rebooting the Government Printing Office: Keeping America Informed in the Digital Age," released in January 2013.