Project Overview

Grand Challenges in Public Administration
Increasing the Agility of the Federal Government

ABOUT THE NATIONAL ACADEMY
The National Academy of Public Administration 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 more than 950 distinguished Fellows and an experienced professional staff, the National Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the National Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the National Academy and its work at www.NAPAwash.org

BACKGROUND
As part of the Grand Challenges in Public Administration, the Academy recently established the Agile Government Center in partnership with the IBM Center for the Business of Government. The Agile Government Center serve as the hub of a network for governments, nonprofits, foundations, academic institutions, and private sector partners to come together to develop and disseminate agile government principles and case studies of agile policies and programs.

Agile is a new way of doing the government’s business. Among other things, agile organizations are led by individuals whose primary role is to eliminate roadblocks, aggregate and assume risk, and empower teams to make decisions. In addition, these organizations:

- Have clear missions and metrics for success;
- Ensure that the needs of their customers/end-users drive systems and processes and have opportunities to provide continuous feedback;
- Use empowered, highly-skilled, cross-functional teams that work in short sprints; and
- Incorporate innovative approaches, practices, and ideas.

PROJECT DESCRIPTION
The Samuel Freeman Charitable Trust and the Project Management Institute are cosponsoring an Academy white paper that will further explore the issues associated with agile government and recommend ways that the federal government can become more agile. The study will consider such issues as:

- How agile differs from current management practices;
- When agile approaches are appropriate and when they are not;
- How agile should be promoted by central management entities; and
- What implementation actions should be undertaken by federal departments and agencies.

This is a six-month project. The Academy has formed a three-member Expert Advisory Group to provide guidance to the professional study team.
EXPERT ADVISORY GROUP

G. Edward DeSeve,* Visiting Fellow, IBM Center for the Business of Government. Executive in Residence, Brookings Executive Education. Former Co-Executive Director, State Budget Crisis Task Force; Senior Advisor to the Office of Management and Budget for Director for Implementation of the Recovery Act, Special advisor to the President and Assistant to the Vice President; Professor, Fels Institute of Government, University of Pennsylvania; Professor and Director, Management Finance and Leadership Program, School of Public Affairs, University of Maryland College Park; Managing Partner, Governmentum Partners. Former Partner and National Industry Director, Federal Government, KPMG; Deputy Director for Management, and Controller, U.S. Office of Management and Budget; Chief Financial Officer, U.S. Department of Housing and Urban Development; Special Assistant to the Governor, Commonwealth of Pennsylvania; President, Public Financial Management; Managing Director, Merrill Lynch Capital Markets. Former positions with the City of Philadelphia, Pennsylvania: Analyst and Deputy Director, Community Renewal Program; Assistant to the Director of Finance; Deputy Director of Finance for Budget; Director of Finance.

Angela Evans,* Dean, Fellow of J. J. "Jake" Pickle Regents Chair in Public Affairs, and Clinical Professor of Public Policy Practice, Lyndon Baines Johnson School of Public Affairs, University of Texas. Former Deputy Director, Congressional Research Service; Acting Deputy Librarian and Head of Congressional Relations, Library of Congress. Former positions with Congressional Research Service: Senior Specialist; Acting Assistant Director for the Research; Section Head for Education and Labor; Analyst.

Ron Feldman,* Chief Operating Officer, Federal Reserve Bank of Minneapolis; Executive Vice President, Supervision, Regulation and Credit, Federal Reserve Bank of Minneapolis; Senior Vice President; Supervision, Regulation and Credit; Federal Reserve Bank of Minneapolis; Vice President, Supervision, Regulation and Credit, Federal Reserve Bank of Minneapolis; Vice President, Payments, Federal Reserve Bank of Minneapolis; Assistant Vice President, Supervision, Regulation and Credit, Federal Reserve Bank of Minneapolis; Senior Analyst, Planning, Hennepin County; Analyst, Congressional Budget Office; Presidential Management Intern, General Accounting Office and Office of Management and Budget.

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PROJECT STAFF

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