



PARTNERSHIP FOR PUBLIC SERVICE

**Statement of Max Stier
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Written statement prepared for

The House Committee on Oversight and Government Reform

Hearing entitled,

**“Workforce for the 21st Century: Analyzing the President’s
Management Agenda”**

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I. Introduction

Chairman Gowdy, Ranking Member Cummings and members of the Committee, thank you for the opportunity to appear before you today. I am Max Stier, President and CEO of the Partnership for Public Service, a nonpartisan, nonprofit organization that works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works.

The Partnership works to inspire and educate mission-critical talent on the importance and rewards of public service. We work with government leaders to prepare them to build strong teams, drive innovation, and work across organizational boundaries to deliver results for America. Our work includes all aspects of how the federal government manages people – attracting them to government, leading and engaging them, supporting their development, managing performance – all the essential ingredients for creating, developing and maintaining a world-class workforce. We provide information and resources through our Center for Presidential Transition to help new administrations get off to a strong start. We also honor the important contributions that federal employees make every day to help strengthen and protect our country through our annual recognition of excellence in the civil service with the *Samuel J. Heyman Service to America Medals* program. Profiles of the 2018 medal finalists are at the end of my testimony so you can learn more about the impressive accomplishments of these innovative and accomplished public servants.

We appreciate this opportunity to share the Partnership's views on the President's Management Agenda (PMA), the administration's blueprint for improving the way that our government operates at both an agency and enterprise level. The president's management agenda is not a new phenomenon; it was born out of the efforts of prior administrations to improve government operations, increase efficiency, improve citizen services and spend less money, and has been a fixture of the last three administrations. When it comes to government management, continuity and continuous learning are essential. Improving government is hard work, and defies easy fixes. It may take years to achieve desired results, and the path to get there will rarely be in a straight line. Learning from, and building on, the hits and misses of prior administrations is the only way to make steady progress and allow a new administration to, as one official said, "make *original* mistakes."

The President's Management Agenda also stems from Congress, which established the Deputy Director for Management position at the Office of Management and Budget, created C-suite executive positions across federal agencies, and enacted legislation like the Government Performance and Results Act, the Digital Accountability and Transparency (DATA) Act, the Federal Information Technology Reform Act (FITARA), the Modernizing Government Technology (MGT) Act, the Program Management Accountability and Improvement Act (PMIAA), and many other laws meant to make the government more accountable and capable. The Oversight and Government Reform Committee has a rich legacy of bipartisan legislation and oversight around government management, and we are encouraged that you continue this tradition with today's hearing.

Management agendas, executive actions and laws are only meaningful, however, when they are implemented effectively. I am pleased that in Margaret Weichert and Jeff Pon, the government has leaders who are committed to working collaboratively with each other, with federal agencies and with federal employees to identify and address the implementation challenges of the PMA. They also bring relevant experience, which has not always been the case. Dr. Pon brings more federal human resources experience than any recent Office of Personnel Management Director, and Deputy Director Weichert has vast private sector management expertise that applies directly to the challenges that face our government every single day. They also believe in the value of merit-based public service and respect the nonpartisan expertise of the career professionals who serve our nation as public servants. This spirit of cooperation and collaboration will be essential to ensuring that the president's management agenda makes a positive difference.

Our government must function in ways that serve the 21st century needs of the American public. The president's management agenda will be critical to the success of this administration given the mounting and complex challenges facing our government, the speed with which change is taking place and the need to govern effectively. We applaud the PMA's emphasis on the federal workforce, IT modernization, and data and transparency as the three drivers to transform how our government operates.

Implementation of the president's management agenda will require collaboration and cooperation from both ends of Pennsylvania Avenue. Congress has not holistically updated federal personnel rules in 40 years, and the government's pay structure is almost 70 years old. Federal management and compensation systems are largely outdated, which stifles innovation and discourages top talent from joining the government. To address these challenges, the Partnership is collaborating with the Volcker Alliance, also a nonprofit dedicated to promoting excellence in government management, to identify specific, actionable steps to modernize the civil service framework. The joint recommendations of our organizations for addressing the challenges facing the civil service are appended to the end of my statement. We believe there is ample ground for bipartisan cooperation in addressing the archaic civil service statutes, rules and processes that have become obstacles to a well-functioning government. Many of the president's proposals provide a good starting point.

One common feature of the president's management agenda across administrations is the desire to bring the best practices of the private sector to government. This approach has increased efficiency and modernized operations in many ways, and will continue to do so. But let us remember that federal agencies are not private sector organizations. For one thing, they have you – 535 Members of Congress and a collection of committees, caucuses and outside auditors like the Government Accountability Office who can examine every aspect of agency operations and affect everything from size and mission to whether an agency will continue to exist. They also operate in a political environment with unique risks, foremost of which is the potential politicization of the government workforce. The protection of a merit-based civil service is not necessary in private sector organizations, but it is essential in government and must remain a priority for Congress.

II. The Need for Civil Service Modernization

Much of the current civilian personnel system dates back to the 1940s. It was designed at a time when most government jobs were clerical. It sets pay and grade level based on an arcane and arbitrary formula, bearing little relationship to private sector compensation. Simply put, it is disconnected from today's larger talent market for knowledge-based professional jobs.

Americans who want to serve our country and enter public service confront a slow, disjointed, unresponsive hiring process that is difficult to understand, frustrating to navigate and fails to meet the needs of agencies or applicants alike.

In response to these frustrations, some agencies have convinced Congress and OPM, over the years, to authorize agency-specific systems and flexibilities. These numerous special authorities have had the negative, unintentional government-wide effect of balkanizing the civil service. To get great talent, agencies have to compete not only with the private sector but with other federal agencies.

Layered on to these fundamental structural challenges is the reality that senior leaders in government are usually preoccupied with policy and often lack experience in the effective management practices that characterize healthy organizations. In government, the importance of people to an organization's mission is almost an afterthought, whereas in the private sector leaders know that people are their greatest asset, and that they own responsibility for talent. In the private sector – and in the military – leaders treat people as an asset. In the civilian government sector, they treat people as a cost. This has been a fundamental failure of leadership in government for a long time.

Former Secretary of Defense Robert Gates noted in his memoir, *A Passion for Leadership*, that this broken system, when combined with attacks on public service more broadly, “discourage young citizens with desirable and needed talents from entering public service.”¹ There is a rich body of thought leadership backing up Secretary Gates' concerns and showing a broad consensus that modernization of the civil service framework is long overdue, starting with a 1989 National Commission on Public Service raising alarm about the government's ability to attract talent, and the concurrent erosion of the public's trust in government.²

Strategic human capital management has been on the “High Risk” list of the Government Accountability Office since 2001. In 2003, a new National Commission on the Public Service was blunt in its assessment, saying, “The need to improve performance is urgent and compelling...A government that has not evolved to meet the demands of the early 21st century risks being overwhelmed by the even greater demands that lie ahead.” The Partnership's broad review of the civil service in its 2014 report, *Building the Enterprise: A New Civil Service Framework*,³ also found that while the nation has some of the brightest, most dedicated

¹ ABC News. "Book excerpt: Robert Gates' 'A Passion for Leadership'" *ABC News*. ABC News Network, 29 Jan. 2017. Web. 20 Mar. 2017.

² *Leadership for America: Rebuilding the Public Service*. Report of the National Commission on Public Service, 1989.

³ *Building the Enterprise: A New Civil Service Framework*. Rep. Washington, D.C.: Partnership for Public Service,

professionals among its ranks, they often succeed in spite of the current civil service system, not because of it. And just last year, the National Academy for Public Administration issued a comprehensive report again showing the need for developing a human capital system that is responsive to today's needs.⁴

There is a recurring theme to all these reports – current systems are outdated, make it hard for employees and agencies alike to perform at their best, and erode the public's trust in our government. But rest assured, one need not read a whole library of reports to know there is a problem; one need only to consult a few key data points:

- Only 6 percent of federal employees are under age 30, while that age demographic represents 24 percent of the of the total U.S. labor force. The government has 5 times as many full-time information technology workers over 60 as in their 20's.
- One-quarter of the federal workforce is already eligible to retire, and this number will grow given that almost 29 percent of federal employees are age 55 or older.
- On average, the federal government takes 106 days to hire an employee. This compares to the 42-days average in the private sector identified by the Society for Human Resource Management.
- Under 41 percent of federal employees agree that their work unit can attract the talent it needs.
- Only 28.2 percent of federal employees agree that their work unit takes steps to deal with poor performers who cannot or will not improve.
- Almost half of the people who quit working for the federal government in 2017 had been there less than two years.
- Just under 41 percent of federal employees agree that awards in their work unit depend on how well employees perform in their jobs – over 23 percent lower than the response in the private sector.
- Only 47.1 percent of federal employees think they have the needed resources (people, budgets, materials) to get their job done – a whopping 23.9 percent lower than the response in the private sector.
- In 1950, roughly 62 percent of the federal workforce performed clerical tasks. Today, just 5 percent of employees are engaged in clerical work. Yet we have a pay and job classification system designed for the 1950 workforce.⁵

We have ample evidence of the problems. It is time to turn to solutions.

III. Recommendations

True reform will require a thoughtful framework, strong leadership, employee buy-in, investment in agency human resources offices and a continuing commitment to the principles and practices enshrined in the 1978 act that help make America's civil servants among the most admired in the

⁴ *No Time to Wait: Building a Public Service for the 21st Century*. Report by the National Academy of Public Administration, July 1, 2017.

⁵ "GovCloud: The Future of Government Work." *Deloitte United States*, www2.deloitte.com/insights/us/en/industry/public-sector/the-future-of-the-federal-workforce.html.

world. The Partnership offered just such a blueprint in our 2014 report, *Building the Enterprise: A New Civil Service Framework*. In that report, we proposed a comprehensive, fundamental overhaul which offered ideas on how to speed hiring, modernize compensation, simplify job classification, strengthen employee accountability and develop effective leaders. Our overarching goal was to create a unified federal enterprise that balances merit principles and common policies across government with agency flexibility to tailor personnel systems to their unique missions. Agencies ultimately know best how to hire, support and engage the people they need, and the civil service system should help them do so rather than stand in their way.

Here are ten ways that Congress, executive branch leaders and employees themselves can begin to transform the federal civil service:

Hold leaders accountable

Cabinet secretaries, senior political appointees and senior career leaders are all responsible for talent. The cross-agency priority goals for the workforce are an important tool to hold senior leaders accountable for building the workforce for today and planning for the workforce of tomorrow. Human capital planning must also be a central part of any agency's strategic plan.

We also suggest that political appointees have performance plans and be held accountable for their performance and contributions like every other employee. Performance plans should address each appointee's responsibility for recruiting, hiring and retaining highly-qualified talent; training and developing future leaders; engaging employees; upholding the principle of merit; creating a culture of recognition; and, holding subordinate managers accountable for addressing employee performance issues. Each of these criteria plays a role in building a high-performing workforce and will drive leadership attention to the pressing workforce and management issues within agencies and across government. Cascading accountability from the top of the organization in this way would be an important step towards improving performance management and employee engagement.

Congress has an incredibly important role to play here too. Each and every committee of jurisdiction in Congress should hold agency leaders accountable for talent management. This would include developing a working knowledge of the agencies they oversee and conducting routine oversight of their organizational health – ideally before solvable management problems become catastrophic management failures. The House Committee on Oversight and Government Reform and the Senate Committee on Homeland Security and Governmental Affairs have a special role in ensuring government-wide stewardship of human resources. Congress needs to give OPM and federal agencies the tools they need to be successful, but it also must act when agency leaders misuse the authority Congress has provided. Rank-and-file federal employees will never embrace transformational change if they believe leaders will use their authorities in their own self-interest.

Fill critical vacancies

Political appointees play a crucial role by providing leadership and setting priorities for cross-government initiatives and individual agencies and programs. Vacancies in key presidential appointments, including Senate-confirmed positions, often leave agencies in a holding pattern where officials serving in an “acting” capacity are not empowered to make key decisions and new agency heads are left without a politically appointed leadership team to work with career executives and employees.

The Partnership and the Washington Post have been tracking the status of nominations and confirmations for 658 key positions requiring Senate confirmation.⁶ For these positions, as of May 15, 2018, 315 nominees have been confirmed, 130 have been nominated but not yet confirmed, and 4 have been announced but not formally nominated. There are no announced nominees for the other 209 positions. The administration and Congress should work together to ensure that important political appointments are filled with qualified individuals, and consider eliminating positions that add layers without adding value. Congress should also consider whether some political appointments, particularly those requiring management expertise, should be converted to career positions with performance contracts. There are currently around 4,000 political positions in the U.S. government, including 1,200 positions requiring Senate confirmation, which far exceeds the number in other major democracies.

Fix the hiring process

Over the years, the rules governing how federal agencies hire talent have become overlaid with regulations and processes. On average, it takes the federal government 106 days to hire a new employee. We need to maintain the longstanding merit principles and grant veterans a well-deserved preference in hiring while enabling a new, nimble hiring process that lets agencies get the right talent at the right time. With only a paltry 6 percent of federal employees under age 30, we owe particular attention to recruiting young people, starting with greater use of the Pathways Internship Program and passage of S.1887, sponsored by Senator James Lankford, which would authorize “direct” (i.e., streamlined) hiring authorities for students and recent graduates.

There are additional short-term changes to the hiring process that, while not a fix for a broken system, would help make it better. For example, government could make it easier for agencies to fill mission-critical roles by adjusting the standard for use of direct hire authority, or authority to streamline and shorten the hiring process to recruit candidates with needed skills or expertise. Currently, agencies must demonstrate that there exists a shortage of “minimally-qualified” candidates for hard-to-fill jobs—a standard that is extremely difficult for agencies to meet. Yet, our government should not be seeking “minimally-qualified” talent but instead candidates that are highly qualified. We believe this is the appropriate standard for OPM to use in authorizing direct hiring. Further, to show a lack of minimally qualified candidates, an agency must go through the full hiring process *before* applying to OPM for such authority, adding a minimum of

⁶ “Trump Nominations Tracker.” *The Washington Post*, WP Company, www.washingtonpost.com/graphics/politics/trump-administration-appointee-tracker/database/?utm_term=290435e23dfa

six months to the process. Therefore, we propose that Congress change the standard that an agency must meet to use direct hire authority for any position to a demonstration of a shortage of *highly-qualified* talent. We were encouraged to see that this provision was included in the Flexible Hire Act, legislation introduced by Senator Heidi Heitkamp last year.⁷

We also recommend additional autonomy for federal agencies in hiring. Agency heads should have the authority to grant direct hire authority to components or for positions where it is needed, with proper OPM oversight. Agencies know best what their talent needs are and where the roadblocks to reaching that talent lie, and should be empowered to address those situations.

The federal government also needs to get better at branding itself. Public service in the federal government offers experiences that often are not available anywhere else, all with the opportunity to feel proud every day about helping to make our country stronger. However, according to a 2017 Universum survey of more than 81,102 college students, only 14 percent said their preferred industry was the public sector and government agencies. Agencies need to do a better job of promoting their missions and the exciting career opportunities that they offer. The federal government should make sure that colleges, universities, and other educational organizations have full awareness of the skills needed in government so that they can develop curriculum around those needs and help drive recruitment.

Overhaul the pay and classification system

The government's 1949 pay and classification system was designed for clerical workers, not for the highly professional, specialized skills that are needed in today's civil service. The OPM *Handbook of Occupational Groups and Families* contains 407 separate job series.⁸ The sophisticated cyber, IT, data science and STEM skills that the government so badly needs were barely envisioned when the system was created. We need broader pay-banding that allows agencies the flexibilities to set more market-based, occupational-specific salaries. Unique pay systems like that created under the authority of the Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA) of 1989 are an acknowledgement that a rigid pay system does not work. While the federal government will never be able to match private-sector salaries for many positions, broader pay bands would enable agencies the flexibility to attract the most critically-needed talent.

The Partnership's report, *Building the Enterprise: A New Civil Service Framework*, laid out a new pay-setting process for the federal workforce. The modernized pay system would establish broad pay bands for employees rather than rigid grades, better align salaries and benefits on an occupation-by-occupation basis, set salaries based on those comparisons and give agencies the flexibility to bring talent in at the appropriate salary level. While this is a long-term effort, allowing market-based pay for specific mission-critical occupations in the near term is a place to start and would help attract and retain needed talent.

⁷ Flexible HIRE Act, S. 3180, 114th Cong. (2016).

⁸ Neal, Jeff. "Replacing the General Schedule: Meeting the Needs of the 21st Century Federal Workforce." *ChiefHRO.com*, 1 Apr. 2014.

Develop great career leaders

The civilian side of government needs to take cues from the military and great companies, which cultivate leaders rather than just hoping they emerge.

Appropriate training should be a prerequisite for manager and supervisory positions. Studies by the Office of Personnel Management, the Merit Systems Protection Board and others, however, show that many supervisors, while bringing strong technical abilities to their jobs, are often not provided with the “soft skills” needed to successfully manage people.^{9 10} In many cases, this is because the only way for capable technical experts to advance is to take on supervisory or management roles, though they may not have the skill or desire to do so. While agencies are required to provide training to new supervisors, most meet only the minimum training requirements established in 5 CFR Part 412 and many supervisors do not feel as though they receive sufficient training on critical interpersonal and leadership skills until well after they have begun leading people. Agencies should be required to provide more robust leadership training to new supervisors and managers at the beginning of their tenures—ideally within the first 90 days. Training should focus on hiring great talent, managing performance, working with whistleblowers, motivating and engaging employees, improving communication, recognizing high performers and holding poor performers accountable. For those employees who are technical experts and do not want to pursue supervisory roles, Congress should create a separate promotional track.

Also, Congress and the executive branch should work together to make the Senior Executive Service what it was intended to be – a class of first-rate managers who can work across government to solve the most pressing problems. Career executives are the most senior non-political leaders in federal agencies and an important interface between appointees and the career workforce. A strong executive corps is critical to the effective and efficient operation of federal programs and agencies. Strengthening this cadre will require streamlining the hiring process to make it more attractive to external candidates, improving professional development for internal candidates and current executives, and strengthening performance plans. The administration, working with Congress, should also reward outstanding performance by providing additional performance pay to top performers through the Presidential Rank Awards and other means, and consider non-monetary prizes to recognize individuals who are leading innovative change in government.

Address accountability

Federal employees are, as a whole, highly capable and deeply committed to the work of their agencies and to serving the American people. The stories of the finalists for the Partnership’s *Service to America Medals*, announced last week, demonstrate just some of the incredible work that our public servants do every day. However, in cases where an employee has unambiguously failed to uphold their oath, agencies can and should be able to take timely action to sanction that

⁹ U.S. Office of Personnel Management, *Supervisors in the Federal Government: A Wake-Up Call*. January 2001

¹⁰ U.S. Merit Systems Protection Board, *A Call to Action: Improving First-Level Supervision of Federal Employees*. May 2010

conduct, in accordance with merit system principles. The federal government's performance management and accountability system is complex and cumbersome for employees and managers alike. Federal employees consistently express dissatisfaction with the way their agencies deal with poor performance in the Federal Employee Viewpoint Survey (FEVS). The PMA rightly makes addressing government's performance management a priority. To support these reforms, Congress should take steps to require that supervisors make an affirmative decision to keep an employee beyond the end of their probationary period and simplify the appeals process to ensure timely resolution of adverse actions and other grievances.

Make it easier to move in and out of the federal workforce

While the public benefits from individuals who want to spend their whole career in public service, the system disfavors those who are willing to lend their talents for shorter tenures. Congress should pass S. 1886, sponsored by Senator James Lankford, which would allow agencies to more easily bring in temporary and term-appointed talent. We also need to find ways to enable talent exchanges between the public and private sector, which would promote learning, understanding and problem-solving between the different sectors. Congress should also change the counterproductive provision that allows agencies to rehire a former federal employee noncompetitively only at the same (or lower) grade level that they held when they left government service, even if the individual may qualify for a more senior position due to valuable higher-level experience outside the government. The current framework unnecessarily discourages talented former federal employees with valuable non-government experience from returning to government service.

Enable great customer service

Customer service is at the heart of much of what government does. Federal employees provide a broad range of services to citizens, from veterans receiving care at a VA medical facility to travelers applying for passports and students filling out FAFSA applications. Providing high quality service is not just about ensuring happy customers—it is essential to mission success. If the federal government is going to provide the caliber of service that citizens have come to expect from the private sector, agencies must be empowered with the tools, resources and expectations to provide that service. The customer service CAP goal in the PMA is an important step in this direction. The committee took an important step earlier this year when it reported the *Federal Agency Customer Experience Act of 2017* (H.R.2846), which creates a limited exemption to the Paperwork Reduction Act for the collection of voluntary feedback from citizens and requires federal agencies to publicly report customer satisfaction data. We urge Congress to pass legislation exempting voluntary customer feedback from the Paperwork Reduction Act so it is easier for agencies to hear the voice of the citizens they serve.

Get to know federal employees

Civil servants themselves can be an excellent source of ideas for modernizing the federal workforce. Members of Congress should get out to visit agencies and their employees and hear from those of the front lines, as some members of this Committee have done. Visiting federal employees where they work, whether at headquarters or in the field, is one of the best ways to

understand both the deep challenges facing the federal workforce and the incredible work that the federal government does on behalf of the American people every day. Better yet, the vast majority of federal employees are located outside of Washington, in every state and congressional district – so they are also your constituents.

Engaging with federal employees and learning about their successes and challenges is a valuable way to create direct lines of communication between Congress and the executive branch and build relationships that will help Members of Congress make more effective and informed policy decisions. In the Partnership's experience, the best policy outcomes happen when the Congress works with agencies and their employees in a spirit of collaboration and honest dialogue about what is working, what is not and how to fix it. There will always be tension between the branches, but agencies and Congress can accomplish important things when they build a level of trust and work toward the shared goal of serving the American people. Congress and the federal workforce are on the same side.

We urge the Committee to work constructively with federal agencies to address challenges facing the workforce and to recognize the vast majority of federal employees who are hard-working, patriotic public servants who have dedicated their professional lives to serving America at home and abroad. The public image of the government workforce as a non-partisan source of expertise that supports political decision-making and execution, which Congress has a hand in shaping, plays as important a role in supporting recruitment and retention as any single initiative or hiring tool.

Last week was Public Service Recognition Week. I hope each one of you made a point to meet a public servant working in federal service to find out more about what they do, what their challenges are and how you as a Member of Congress can help.

Use data

The government has access to a tremendous amount of data that it should be using to build the workforce of the 21st century. I have already mentioned the Federal Employee Viewpoint Survey (FEVS), administered by OPM, which is a gold mine of information that points to areas in need of improvement. I want to applaud OPM for conducting this year's survey as a government-wide census, not just a sample. This year's survey will be the first employee viewpoint survey of all federal employees since 2012.

The Partnership releases the annual *Best Places to Work in the Federal Government*[®] rankings of federal agencies based largely on the results from FEVS. We rank agencies by size and function, and we also analyze the key drivers of employee engagement – in other words, the factors that have the biggest impact on how employees view the agencies in which they work.

Employee engagement and commitment are two necessary ingredients in developing high-performing organizations and attracting top talent. The rankings are also an important tool for congressional oversight and for ensuring that employee engagement is a top priority for government managers and leaders. They provide a mechanism for holding agency leaders accountable for the health of their organizations, serve as an early warning sign for agencies in

trouble, offer a roadmap for improvement and give job seekers insight into how federal employees view their agencies.

The government should also use benchmark data from both within and outside the government to show how individual agencies are performing compared to other agencies and outside organizations. Data should be driving decisions on where and how the government recruits, how to address current talent gaps and anticipate future gaps, how to retain high performers and how to structure a market-sensitive, occupation-based pay system. And, as discussed above, data should drive efforts to improve the customer experience.

IV. Conclusion

Chairman Gowdy, Ranking Member Cummings, and members of the Committee, thank you again for the opportunity to share the Partnership's views on the president's management agenda, the need to modernize the civil service framework, and our recommendations on the path forward. We look forward to being of assistance to you as we all work together to build the workforce of the 21st century.

Renewing America's Civil Service

The Initiative

Renewing America's Civil Service is a joint initiative of the Partnership for Public Service and the Volcker Alliance to press for an overhaul of the outdated federal civil service system. Backed by a bipartisan group of leaders from across sectors, we are focused on identifying tangible legislative and executive branch solutions to the most severe problems in the government personnel system. We believe that America needs a civil service that:

- Can deliver effective and efficient government to meet the most critical challenges facing the American people
- Is independent, free from undue political influence, and preserves the Merit System Principles
- Reflects the increasing need for knowledge-based skills in the rapidly changing, complex, globalized environment in which government operates
- Upholds a culture of excellence in service that will inspire trust from the American people and attract the best and brightest to serve

The Need

It has been 40 years since the last meaningful civil service reform. Even as the challenges facing the nation have changed dramatically, the system governing more than two million federal civilian employees has remained stuck in the past, serving as an impediment rather than an aid in attracting, hiring, retaining and managing a highly skilled workforce. There is no better time than the present to secure the workforce of the future.

The Response

Working together, and guided by our advisory panel, the Partnership and the Volcker Alliance have developed a set of recommendations to renew America's civil service. We are partnering with agency and elected leaders, as well as experts and good-government groups, to promote and inspire needed change.



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The Partnership for Public Service is a nonprofit, nonpartisan organization that strives for a more effective government for the American people. For more information see <https://ourpublicservice.org> or contact Troy Cribb at TCribb@ourpublicservice.org or (202) 775-9111.



THE VOLCKER ALLIANCE

The Volcker Alliance advances effective management of government to achieve results that matter to citizens. For more information see www.volckeralliance.org or contact Maggie Mello at MMello@volckeralliance.org or (646) 343-0155.

Our Proposals

Recommendations for modernizing the civil service include:

Recruitment and Hiring: Workers under 30 make up only 6 percent of the federal workforce while constituting 24 percent of the total labor force, and that already low number is dropping. Furthermore, in 2017, agencies took an average of 106 days to hire employees. The entire hiring process should be overhauled, beginning with passage of legislation pending in the Senate to enable faster hiring of students and recent graduates. The federal government can become a more competitive employer by streamlining hiring and getting better at identifying the best candidates for open jobs.

Leadership development: Our government should provide employees with increased opportunities for continuous learning. The civil service needs mandatory training for managers and supervisors, growth paths for future leaders in both management and technical roles, and meaningful performance management that provides incentives to recognize and reward good performers and do a better job of handling poor performers. We also need to ensure that the Senior Executive Service is a world-class cadre of managers working across government, who are empowered to tackle our nation's most pressing problems.

Workforce agility: Our nation benefits when skilled professionals choose to spend their careers in public service. At the same time, our nation is missing out on the chance to tap the talents of those willing to serve for shorter tenures. Legislation pending in the Senate would take sensible steps to provide that opportunity. We can bring public service more in line with the nimble model common in the private sector, including through public-private talent exchanges and options for federal employees to rotate into different positions.

Pay and Classification: The federal compensation system is almost 70 years old, designed for clerical workers and not for professionals with the highly specialized skills needed for today's knowledge-based economy. An occupation-specific, market-sensitive compensation system will attract and retain people with the skills needed to better serve the public.

Engagement from both ends of Pennsylvania Avenue: The last major revision of civil service laws, the Civil Service Reform Act of 1978, was successful because the president and both political parties worked toward a civil service system that would serve the American people more effectively, regardless of which party controlled the White House or the Congress. Making lasting changes today will require the same type of collaboration on the planning, implementation, resource investment and oversight of modernization.

Advisory Panel

- Paul A. Volcker, chair of the advisory panel; chairman, The Volcker Alliance; former chairman, Federal Reserve Board of Governors
- Mitch Daniels, president of Purdue University; former governor of Indiana and former director of the Office of Management and Budget
- Tom Davis, director, federal government affairs, Deloitte; former congressman from Virginia and former chairman of the House Committee on Oversight and Government Reform
- Ted Kaufman, former senator from Delaware
- Lester Lyles, chairman of the board, USAA; former Air Force vice chief of staff and former commander of Air Force Materiel Command
- Hank Paulson, chairman, Paulson Institute; former secretary of the Treasury and former chairman and CEO of Goldman Sachs
- Penny Pritzker, co-founder and chairman, PSP Capital Partners and Pritzker Realty Group; former secretary of Commerce



2018 FINALISTS

Confidential – Embargoed until May 7, 2018

The Samuel J. Heyman Service to America Medals—known as the “Oscars” of government service—are presented annually by the nonpartisan, nonprofit Partnership for Public Service to honor unsung heroes in our federal government who have made important contributions to the health, safety and prosperity of our nation.

The finalists’ achievements include pioneering research to understand the prevalence of autism and other developmental disabilities; coordinating nationwide investigations that restored financial losses of nearly \$600 million for hundreds of thousands of people defrauded by money transfer scams; providing electricity to some 50 million people in sub-Saharan Africa through ambitious public-private partnerships; and identifying an entire new class of rare genetic diseases and treatments to alleviate suffering for thousands of patients in the U.S. and around the world.

Other finalists established sophisticated forensic exploitation laboratories to investigate terrorist activities, contributing to thousands of convictions and thwarting attacks on Americans overseas and in the U.S.; led important advancements in satellite technology to help protect people and property from approaching severe weather; and developed a first-of-its-kind traffic management system for large-scale, commercial use of unmanned aerial vehicles.

The Service to America Medal recipients will be chosen by a prestigious selection committee that includes American University President Sylvia Mathews Burwell; President of the University of North Carolina System Margaret Spellings; Co-Ancor of “CBS This Morning” John Dickerson; Axios Founder and CEO Jim VandeHei; President of DEKA Research & Development Corporation Dean Kamen; best-selling author Michael Lewis; Rep. David Price (D-NC); Rep. Phil Roe (R-TN); Corporate Vice President of Microsoft Worldwide Public Sector and Industry Toni Townes-Whitley; and other leaders from government, academia, media, the private sector and philanthropic community.

The medal recipients, including Federal Employee of the Year, will be announced October 2, 2018 at the Andrew W. Mellon Auditorium in Washington, D.C. We will also present Amazon CEO Jeff Bezos with our first honorary private-sector Service to America Medal to recognize his collaboration with government through many of his wide-ranging business endeavors to advance the fields of space exploration and sustainable energy.

In addition, all 27 finalists will be eligible for the Service to America Medals People’s Choice Award. Beginning Friday, May 11, members of the public can vote online for the federal employee they believe has made the most significant contribution to the American people. The People’s Choice winner will be announced at a Partnership event on July 19.

Profiles about the finalists and their inspiring accomplishments are available online at www.servicetoamericamedals.org. Help share the finalists’ inspiring accomplishments across government and with the citizens they serve (#Sammies 2018).



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CAREER ACHIEVEMENT MEDAL FINALISTS

This medal recognizes a federal employee for leading significant and sustained accomplishments throughout a federal career of 20 or more years.

Gerald Ankley, Ph.D.

Research Toxicologist
Environmental Protection Agency
Duluth, Minnesota

For three decades, established techniques and standards to identify dangerous chemicals and prevent them from contaminating America's lakes and waterways

Judith Lynn Allaire DesHarnais

Deputy District Engineer and Chief of Programs and Project Management
U.S. Army Corps of Engineers, St. Paul District
St. Paul, Minnesota

Directed major flood-protection projects that have saved lives and prevented more than a billion dollars in property damage

Allen R. Hefner Jr., Ph.D.

Power Electronics Project Leader
National Institute of Standards and Technology, Physical Measurement Laboratory
Gaithersburg, Maryland

Developed the "Hefner model" for power semiconductor devices that revolutionized manufacturing of power conversion systems that millions of people use today, leading to trillions of dollars in energy savings worldwide

John J. Sammarco, Ph.D.

Principal Research Engineer, Pittsburgh Mining Research Division
Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health
Pittsburgh, Pennsylvania

Led game-changing research over three decades that improved lighting in mines, advanced rescue techniques and reduced accidents and injuries

Marshalyn Yeargin-Allsopp, M.D.

Associate Director for Children with Special Health Care Needs
Centers for Disease Control and Prevention
Atlanta, Georgia

Pioneered research to understand the prevalence of autism and other developmental disabilities, influencing the expansion of health, social and educational services for children with special needs



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HOMELAND SECURITY AND LAW ENFORCEMENT MEDAL FINALISTS

This medal recognizes a federal employee or team for a significant accomplishment in fields such as border and transportation security, civil rights, counterterrorism, emergency response, fraud prevention and intelligence.

Mark L. Bathrick and Team

Director, Office of Aviation Services
Department of the Interior
Boise, Idaho

Built the largest civilian aerial drone fleet to help federal agencies fight forest fires, inspect infrastructure, monitor wildlife and natural resources, halt pollution, and conduct search and rescue operations

Stephen C. Curren and the Cyber Incident Response Team

Director, Division of Resilience
Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response
Washington, D.C.

Defended health care computer systems in the U.S. from a global cyberattack that threatened patients' health and safety

Karen D. Dodge, Margaret Moeser and Teams

Staff Attorney (Dodge); Senior Trial Attorney (Moeser)
Federal Trade Commission (Dodge); Department of Justice (Moeser)
Chicago, Illinois (Dodge); Washington, D.C. (Moeser)

Brought justice and restored financial losses of nearly \$600 million for hundreds of thousands of people who were defrauded by money transfer scams

Blake Douglas Rowe

Director, Forensic Exploitation Directorate
U.S. Army Criminal Investigation Command, Defense Forensic Science Center
Forest Park, Georgia

Established sophisticated forensic exploitation laboratories to investigate terrorist activities, contributing to thousands of convictions and thwarting attempts to attack Americans overseas and in the U.S.

Jeffrey Elliott Wood Jr. and the North Shore Gang Task Force

Supervisory Special Agent
Federal Bureau of Investigation
Chelsea, Massachusetts

Led a record takedown of the notorious MS-13 gang, arresting more than 60 leaders and members of this criminal organization in the Boston region



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MANAGEMENT EXCELLENCE MEDAL FINALISTS

This medal recognizes a federal employee or team for a significant accomplishment that exemplifies efficient, effective and results-oriented government.

Guy Demeter

Data Scientist
Federal Bureau of Investigation
Washington, D.C.

Developed wide-ranging data management systems that enable FBI analysts to investigate criminal activity and identify threats more quickly

Ariel Gold

Data Program Manager
Department of Transportation, Intelligent Transportation Systems Joint Program Office
Washington, D.C.

Improved data-sharing to accelerate the adoption of new technologies that increase transportation safety and efficiency, including self-driving cars and vehicles that communicate with one another

Marcella Jacobs and the VA Digital Services Team

Executive Director, Digital Service
Department of Veterans Affairs
Washington, D.C.

Created online digital tools for veterans to more easily access benefits and services, delivering a high-quality and seamless user experience

Andy Neal and the NFIP Reinsurance Program Team

Branch Chief, Actuarial and Catastrophic Modeling
Federal Emergency Management Agency
Washington, D.C.

Persuaded private reinsurers for the first time to assume some flood damage liability, saving the National Flood Insurance Program \$1 billion in claims in 2017



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NATIONAL SECURITY AND INTERNATIONAL AFFAIRS MEDAL FINALISTS

This medal recognizes a federal employee or team for a significant accomplishment in fields such as defense, military affairs, diplomacy, foreign assistance and trade.

Andrew M. Herscowitz and the Power Africa Team

Coordinator for Power Africa

U.S. Agency for International Development

Pretoria, South Africa

Provided electricity to some 50 million people in sub-Saharan Africa, while creating hundreds of millions of dollars in export opportunities for U.S. companies

David Huizenga

Principal Assistant Deputy Administrator for Defense Nuclear Nonproliferation

National Nuclear Security Administration

Washington, D.C.

Managed numerous high-profile projects with foreign governments to secure large quantities of weapons-useable nuclear materials and prevent them from falling into the wrong hands

Matthew Nims and Team

Acting Director, Office of Food for Peace

U.S. Agency for International Development

Washington, D.C.

Distributed \$1.4 billion in emergency food assistance to 20 million people in four nations fighting famine and threatened by violent conflicts, saving countless lives under harrowing conditions

Hoa Thi Tran, Ph.D., and Team

Asia Team Lead, Bureau of Population, Refugees and Migration

Department of State

Washington, D.C.

Delivered emergency humanitarian relief to nearly 700,000 Rohingya refugees who fled violent persecution in Burma to find safe haven in neighboring Bangladesh



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PROMISING INNOVATIONS MEDAL FINALISTS

This medal recognizes a federal employee or team for leading a promising discovery, breakthrough technology or innovative approach to address a significant challenge facing our country or create new opportunities for the American people.

Barney S. Graham, M.D., Ph.D. and Theodore C. Pierson, Ph.D.

Deputy Director, Vaccine Research Center (Graham); Chief of the Laboratory of Viral Diseases (Pierson)
National Institutes of Health, National Institute of Allergy and Infectious Diseases
Bethesda, Maryland

Developed a promising vaccine now in clinical testing to prevent the Zika virus, which has caused serious birth defects in the children of women infected during pregnancy

Parimal Kopardekar, Ph.D., and Team

Senior Technologist for Air Transportation Systems
National Aeronautics and Space Administration, Ames Research Center
Moffett Field, California

Designed a first-of-its-kind traffic management system for unmanned aerial vehicles, paving the way for large-scale use of commercial drones

Jordan T. Manos

Director of Operations
Veterans Affairs Acquisition Academy (on detail to FEMA in 2017)
Frederick, Maryland

Improved the system used to assess flood damage from hurricanes and other major storms, helping residents receive aid more quickly and saving the government millions of dollars in appraisal costs

Alison Smith, Ph.D.

Chief Engineer, Materials Analysis of Electronic Component Technologies
Naval Surface Warfare Center
Crane, Indiana

Pioneered the use of nanoparticles to mark sensitive military equipment with a unique fingerprint to guard against counterfeit products and protect our nation's warfighters



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SCIENCE AND ENVIRONMENT MEDAL FINALISTS

This medal recognizes a federal employee or team for a significant accomplishment in fields such as biomedicine, economics, energy, information technology, meteorology, resource conservation and space.

Margaret Honein, Ph.D.

Director, Division of Congenital and Developmental Disorders
Centers for Disease Control and Prevention
Atlanta, Georgia

Collected and analyzed critical data to help protect women and babies from the mosquito-borne Zika virus that was spreading rapidly in the U.S. and its territories

Daniel L. Kastner, M.D., Ph.D.

Scientific Director, Division of Intramural Research
National Institutes of Health, National Human Genome Research Institute
Bethesda, Maryland

Identified an entire new class of rare genetic diseases and treatments to alleviate suffering for thousands of patients in the U.S. and around the world

Barbara G. Kutchko, Ph.D.

Senior Research Scientist
Department of Energy, National Energy Technology Laboratory
Pittsburgh, Pennsylvania

Helped rewrite standards for the use of foamed cement in oil wells to prevent blowouts and damaging spills, protecting workers and the environment

Soheila J. Maleki, Ph.D.

Lead Scientist in Food Allergy Research
Agricultural Research Service
New Orleans, Louisiana

Led life-changing research on the causes, detection, prevention and potential remedies for peanut and tree nut allergies, which affect up to two million American children

Tim Schmit

Satellite Research Meteorologist
National Oceanic and Atmospheric Administration
Madison, Wisconsin

Developed cutting-edge satellite technology for detecting and monitoring severe weather, helping protect people and property from approaching disasters



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**Committee on Oversight and Government Reform
Witness Disclosure Requirement — “Truth in Testimony”**

Pursuant to House Rule XI, clause 2(g)(5) and Committee Rule 16(a), non-governmental witnesses are required to provide the Committee with the information requested below in advance of testifying before the Committee. You may attach additional sheets if you need more space.

Name:

1. Please list any entity you are representing in your testimony before the Committee and briefly describe your relationship with each entity.					
Name of Entity	Your relationship with the entity				
Partnership for Public Service	CEO & President				
2. Please list any federal grants or contracts (including subgrants or subcontracts) you or the entity or entities listed above have received since January 1, 2015, that are related to the subject of the hearing.					
Recipient of the grant or contact (you or entity above)	Grant or Contract Name	Agency	Program	Source	Amount
See Attached					
3. Please list any payments or contracts (including subcontracts) you or the entity or entities listed above have received since January 1, 2015 from a foreign government, that are related to the subject of the hearing.					
Recipient of the grant or contact (you or entity above)	Grant or Contract Name	Agency	Program	Source	Amount

I certify that the information above and attached is true and correct to the best of my knowledge.

Signature 

Date: 5/14/18

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PARTNERSHIP FOR PUBLIC SERVICE

OUR PUBLIC SERVICE

1100 New York Ave NW Suite 200 East Washington

PARTNERSHIP FOR PUBLIC SERVICE - FEDERAL GRANTS AND CONTRACTS COVER SHEET

The Partnership for Public Service operates numerous fee-for-service programs focused on employee engagement and leadership. Our work directly touches federal employees through classroom learning, group discussions, focus groups, executive coaching, appointee onboarding, and employee engagement briefings. Some of our most notable programming includes: the Excellence in Government (EIG) Fellows program; the Leadership Excellence in Acquisition program; the Emerging HR Leaders program; the Best Places to Work Action Planning Facilitation program; other custom engagement and leadership programs.

Agency Sales

01.01.2015 to 04.30.2018

<u>Agency</u>	<u>Sales Amount</u>
Administration for Children and Families	352,332
Administrative Office of the United States Courts	5,900
Airforce	415,484
Architect of the Capitol	164,500
Army	245,100
Broadcasting Board of Governors	88,600
Bureau of Economic Analysis	750
Bureau of Engraving and Printing	5,900
Bureau of Internal Labor Affairs	3,000
Bureau of Land Management/Denver Federal Center	109,483
Bureau of Ocean Energy Management	9,900
Bureau of Public Debt	5,900
Bureau of Safety and Environmental Enforcement	15,800
Bureau of the Fiscal Service	61,400
Center for Drug Evaluation & Research	445,400
Center for Veterinary Medicine/FDA	119,300
Centers for Disease Control and Prevention	48,500
Centers for Medicare & Medicaid Services	217,620
Central Intelligence Agency	148,500
Consumer Financial Protection Bureau	181,444
Consumer Product Safety Commission	21,700
Corporation for National & Community Service	10,900
Court Services and Offender Supervision Agency	23,300
Customs and Border Protection	19,900
DC Courts	96,950
Defense Acquisition University	123,700
Defense Advanced Research Projects Agency	92,000
Defense Human Resource Activity	5,900
Defense Information Systems Agency	86,000
Defense Intelligence Agency	5,000
Defense Logistics Agency	265,200
Defense Manpower Data Center	5,900
Defense Nuclear Facilities Safety Board	64,550
Defense Threat Reduction Agency	11,800
Delta Regional Authority	3,400
Department of Commerce	74,467
Department of Defense	237,750
Department of Education	1,183,372
Department of Energy	656,545
Department of Health & Human Services	697,600
Department of Homeland Security	708,923
Department of Housing and Urban Development	364,349

Department of Justice	130,976
Department of Labor	2,687,873
Department of State	873,650
Department of the Interior	309,613
Department of the Navy	172,800
Department of Transportation	662,228
Department of Treasury	545,171
Department of Veterans Affairs	2,056,965
Economic Development Administration	25,500
Environmental Protection Agency	453,407
Equal Employment Opportunity Commission	120,467
Executive Office of the President	79,200
Export- Import Bank of the United States	647,200
Farm Credit Administration	11,619
Federal Aviation Administration	45,595
Federal Bureau of Investigation	119,200
Federal Bureau of Prisons	2,500
Federal Communications Commission	18,200
Federal Deposit Insurance Corporation	9,000
Federal Election Commission	2,500
Federal Emergency Management Agency	223,098
Federal Energy Regulatory Commission	7,500
Federal Executive Institute	47,690
Federal Housing Finance Agency	56,500
Federal Insurance and Mitigation Administration	3,250
Federal Labor Relations Authority	12,457
Federal Management Partners	22,500
Federal Maritime Commission	27,690
Federal Mediation & Conciliation Services	20,900
Federal Motor Carrier Safety Administration	5,900
Federal Railroad Administration	6,500
Federal Student Aid	8,000
Federal Trade Commission	402,019
Fish and Wildlife Service/BMO/CGS	11,800
Food and Drug Administration	766,012
Foreign Agricultural Service	200,738
General Services Administration	878,100
Government Publishing Office	256,000
Health and Human Services	809,073
Health Resources and Services Administration	65,284
HHS Office of General Counsel, Ethics Division	1,995
Indian Health Service	6,286
Internal Revenue Service	217,075
Library of Congress	20,300
Merit Systems Protection Board	300
NASA	19,800
NASA Shared Services Center	18,400

NASA's Goddard Space Flight Center	112,900
National Archives and Records Administration	194,400
National Capital Planning Commission	15,199
National Credit Union Administration	50,778
National Endowment for the Humanities	650
National Gallery of Art	11,400
National Geospatial-Intelligence Agency	44,100
National Institute of Health	670,708
National Institute of Standards and Technology	113,190
National Labor Relations Board	2,500
National Mediation Board	20,000
National Nuclear Security Administration	35,550
National Oceanic and Atmospheric Administration	149,700
National Park Service	342,866
National Science Foundation	104,932
National Transportation Safety Board	19,800
Navy	115,200
Nuclear Regulatory Commission	40,500
Office of Administration	9,900
Office of Biometric Identification Services	5,715
Office of Economic Adjustment	9,900
Office of Government Ethics	21,900
Office of GSA IT/Chief Information Officer	3,000
Office of Inspector General DHHS	341,700
Office of Management and Budget	1,100
Office of Naval Intelligence	19,800
Office of Personnel Management	102,950
Office of Special Counsel	9,900
Office of the Director of National Intelligence	393,750
Office of the National Coordinator for Health Information	108,900
Office of the Under Secretary of Defense for Policy	42,800
Overseas Private Investment Corporation	44,595
Peace Corps	10,700
Pension Benefit Guaranty Corporation	11,900
Pretrial Service Agency for District of Columbia	5,900
Science and Technology Directorate	34,200
Security Exchange Commission	651,400
Small Business Administration	198,299
Smithsonian Institution	38,600
Social Security Administration	542,795
Strategic Acquisition Center	5,900
Substance Abuse and Mental Health Services Administration	99,026
The Office of the Assistant Secretary for Preparedness and Response	88,100
Transportation Security Administration	288,748
U.S. Army Space and Missile Defense Command	300
U.S. Attorney's Office -DE	1,100
U.S. Commodity Futures Trading Commission	2,500

U.S. Forest Service	59,012
U.S. International Trade Commission	146,800
U.S. Railroad Retirement Board	5,900
Under Secretary of Defense for Policy	29,700
United States Patent and Trademark Office	488,285
US Census Bureau	386,500
US Coast Guard	113,638
US Commodity Futures Trading Commission	19,800
US Courts -Administration Office	11,800
US Election Assistance Commission Staff	6,172
US Geological Survey	9,900
US Special Operations Command	5,900
US Trade and Development Agency	6,000
USAID	8,900
USCIS	13,495
USDA	1,292,287
USDA NRCS	19,000
USDA-Rural Development	15,500
USPS	51,400
Washington Headquarters Services	11,800
White House Presidential Innovation Fellows	1,764
	<hr/>
Total	<u><u>28,336,152</u></u>



PARTNERSHIP FOR PUBLIC SERVICE



Max Stier
President and CEO
Partnership for Public Service

Max Stier is President and CEO of the Partnership for Public Service, a nonprofit, nonpartisan organization dedicated to revitalizing our federal government by inspiring a new generation to serve and by transforming the way government works. Under Mr. Stier's leadership, the Partnership has been widely praised as a first-class nonprofit organization and thought leader on federal government management issues.

He has worked previously in all three branches of the federal government. In 1982, he served on the personal staff of Congressman Jim Leach. Mr. Stier clerked for Chief Judge James Oakes of the United States Court of Appeals for the Second Circuit in 1992 and clerked for Justice David Souter of the U.S. Supreme Court in 1994. Between these two positions, Mr. Stier served as Special Litigation Counsel to Assistant Attorney General Anne Bingaman at the U.S. Department of Justice.

In 1995, Mr. Stier joined the law firm of Williams & Connolly, where he practiced primarily in the area of white collar defense.

Mr. Stier comes most recently from the U.S. Department of Housing and Urban Development, having served as the Deputy General Counsel for Litigation.

A graduate of Yale College and Stanford Law School, Mr. Stier is a member of both the National Academy of Public Administration and the Administrative Conference of the United States. He also serves on the Advisory Board of the Brookings Management and Leadership Initiative, National Advisory Board for Public Service at Harvard College, and Deloitte's GovLab Board of Governors.