

## U.S. Office of Personnel Management Independent Assessment

### ABOUT THE 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 900 distinguished Fellows and an experienced professional staff, the Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the 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 Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

### BACKGROUND

The Office of Personnel Management (OPM) was created by the Civil Service Reform Act of 1978 to serve as the chief human resource (HR) and personnel policy management agency for the federal government. In that role, OPM provides HR leadership and support to federal agencies in enterprise HR management to achieve a trusted and effective civilian workforce. Key functions are executed by program offices organized around several broad functional categories including human capital management leadership, benefits, and vetting. Specifically, OPM develops government-wide HR policies and programs, directs a variety of HR services and products, oversees a merit-based and inclusive hiring process, administers retirement benefits, manages healthcare and insurance programs, and provides a variety of investigative products and services such as suitability determinations.

### PROJECT DESCRIPTION

Section 1112(b) of the Fiscal Year 2020 National Defense Authorization (NDAA) Act directs the Director of OPM to contract with the National Academy of Public Administration (the Academy) to conduct a comprehensive, independent study that addresses a series of specific questions surrounding OPM's responsibilities. These include:

- the statutory and non-statutory functions assigned to OPM and the challenges associated with executing those mandates;
- the means, options, and recommended course of actions for addressing the challenges identified, including feasibility, costs, and benefits;
- a timetable for the implementation of identified options and recommendations;
- the statutory or regulatory changes needed to execute the recommendations;
- the methods for engaging with other Federal entities potentially affected by recommendations involving change to OPM's structure, functions, responsibilities, and authorities; and
- the views of identified stakeholders, including federal and non-federal entities or organizations representing customers and beneficiaries.

This is a twelve-month project. The Academy has formed a five-member Panel of Academy Fellows to provide guidance on the study methodology and the development of findings and recommendations. Information on the Panel and study team is provided on the next page.

## **ACADEMY STUDY PANEL**

**Janet Hale\***, **Panel Chair:** Former Director, Deloitte & Touche, LLP; Under Secretary for Management, U.S. Department of Homeland Security; Assistant Secretary for Budget, Technology, and Finance, U.S. Department of Health and Human Services; Chief Financial Officer and Associate Administrator for Finance, U.S. House of Representatives; Vice President of Government Relations, U.S. Telephone Association; Executive Vice President, University of Pennsylvania; Associate Director for Economics and Government, Office of Management and Budget, Executive Office of the President; Assistant Secretary for Budget and Programs, U.S. Department of Transportation; Executive Secretary and Deputy Assistant Secretary for Housing, U.S. Department of Housing and Urban Development.

**J. Edward Kellough\***: Professor, Department of Public Administration and Policy, School of Public and International Affairs, University of Georgia. Former President, Network of Schools of Public Policy, Affairs, and Administration; Former Positions with University of Georgia: Department Head-Department of Public Administration and Policy, Graduate Program Coordinator, MPA Program Director, Doctoral Program Director, Associate Professor; Assistant Professor, Department of Political Science, Texas A&M University.

**Peter Levine\***: Senior Fellow, Strategy, Forces and Resources Division, Institute for Defense Analyses; Former Acting Under Secretary of Defense for Personnel and Readiness, Department of Defense; Deputy Chief Management Officer, Department of Defense; Staff Director, Senate Armed Services Committee; General Counsel, Senate Armed Services Committee; Counsel, Senator Carl Levin; Counsel, Subcommittee on Oversight of Government Management, Senate Governmental Affairs Committee; Associate, Crowell & Moring.

**Ellen Tunstall\***: Adjunct Policy Analyst, RAND Corporation. Former Senior Advisor, Federal Management Partners, Inc. Former Department of Defense positions including: Acting Deputy Under Secretary of Defense, Civilian Personnel Policy; Director, Workforce Issues and International Programs, Under Secretary of Defense, Civilian Personnel Policy; Division Chief, Civilian Assistance and Re-Employment Division, Defense Civilian Personnel Management Service; Senior Policy Specialist, Deputy Assistant Secretary of Defense Office, Civilian Personnel Policy; various human resource positions with the Department of Air Force. Former positions with U.S. Office of Personnel Management: Deputy Associate Director, Talent and Capacity Policy; Program Manager, Office of Insurance Programs.

**David Walker\***: Current Distinguished Visiting Professor and Crowe Chair, U.S. Naval Academy, and member of the Defense Business Board. Former Managing Director and Senior Strategic Advisor, PricewaterhouseCoopers; Former Founder and Chief Executive Officer, Comeback America Initiative; Former President and Chief Executive Officer, Peter G. Peterson Foundation; Former Comptroller General of the United States and head of the U.S. Government Accountability Office (GAO); Former Partner and Global Managing Director - Human Capital Services, Arthur Andersen, LLP; Former Public Trustee, U.S. Social Security and Medicare Trust Funds; Former Assistant Secretary of Labor for Pensions and Welfare Benefits Programs, U.S. Department of Labor, and Former Acting Executive Director, Pension Benefit Guaranty Corporation.

## **PROJECT STAFF**

**Brenna Isman**, *Director of Academy Studies*

**Cynthia Heckmann\***, *Project Director*

**Sukumar Rao**, *Senior Advisor*

**Jon Tucker**, *Senior Research Analyst*

**Chloe Yang**, *Senior Research Analyst*

**Elise Johnson**, *Senior Research Associate*

**Jonathan Garcia**, *Research Associate*

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