

PARTNERSHIP FOR PUBLIC SERVICE

2013-14 ANNUAL REPORT

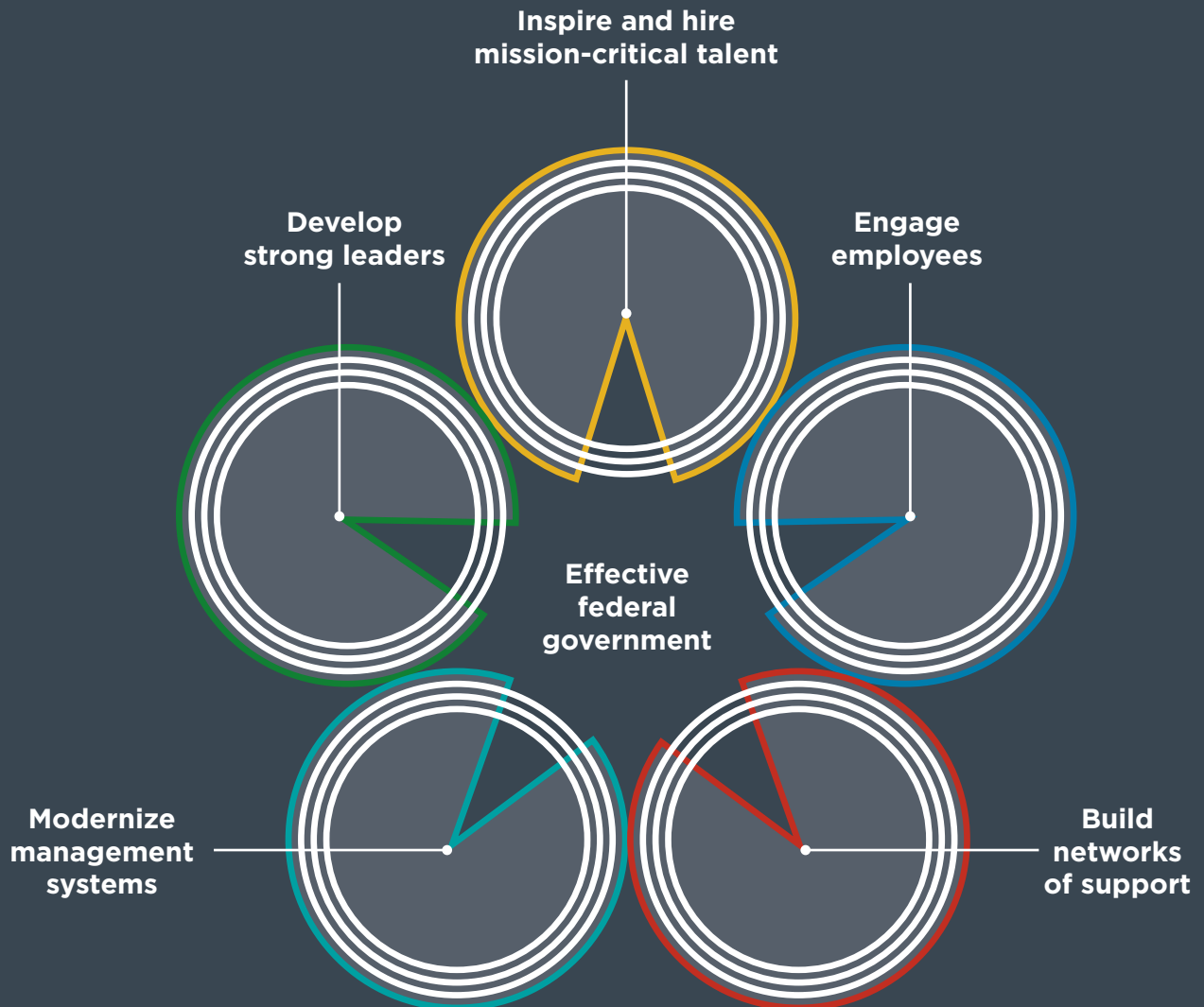
VISION

We envision a dynamic and innovative federal government that effectively serves the American people.

MISSION

The Partnership for Public Service works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works.

STRATEGY FOR CHANGE



WELCOME

A Joint Letter from the Chairman and the President

Dear Friends:

Since early this year Americans have said dissatisfaction with government is the most important problem facing the United States, topping the economy, unemployment and terrorism, according to a Gallup poll, and yet the Partnership for Public Service stands virtually alone in its nonprofit mission to strengthen the management and operations of our federal government. While the public's skeptical view of government is a real national challenge, it also poses a powerful opening for us to focus the nation on finding solutions.

We are not about whether government should be bigger or smaller. Rather, we believe that investments in our government's public servants, and in the systems that are supposed to support them, will result in greater efficiency and more effective government for all Americans so that our nation is secure, our economy is strong and our citizens are safe.

Through this approach—and with your help—we are changing our government. We are developing better equipped, more innovative leaders, creating ways to measure the health of our government and to hold leaders publicly accountable for how they manage, and we are advocating for bold and systemic change.

We use our nonpartisan, nonprofit status to bridge administrations and sectors, providing continuity and a singular focus to reform that is not possible to achieve from inside government alone.



Tom Bernstein
Chairman



Max Stier
President and CEO

Throughout 2013 and 2014, we:

- **Helped shape the President's Management Agenda.** From strengthening the Senior Executive Service to wholesale reform of our nation's antiquated personnel management system, the Partnership raised issues and got leadership's attention. The President's Management Agenda reflects many of our recommendations on the systemic issues that impede government performance.
- **Launched *Ready to Govern* to facilitate a smooth transfer of presidential power.** Our *Ready to Govern* program guides the presidential transition process from start to finish. By bringing together presidential candidates and their transition teams, creating a management agenda, engaging Congress, and helping new political appointees succeed in the federal sector, we are working to ensure a peaceful transfer of power isn't happenstance and that our new government leaders are prepared to deal with any crisis from day one.
- **Celebrated our federal workforce as an asset.** In 2001, we created the premier awards program for recognizing what government is doing right and each year we present the *Samuel J. Heyman Service to America Medals* to exceptional civil servants for their contributions to our nation and our world. From stopping the spread of antibiotic-resistant infections in hospitals to saving \$1 billion on fuel

and energy consumption, these extraordinary achievements remind us what is possible when our nation's brightest talent dedicates itself to the public good.

- **Tackled the systemic issues that impede government's ability to attract, hire and develop the talent it needs to succeed.** Our groundbreaking report, "Building the Enterprise: A New Civil Service Framework," calls for major reforms to our federal government's decades-old civil service system. It lays out a plan to modernize outdated pay, hiring policies and other systems and policies, and is fueling ongoing dialogue around the need for change.
- **Expanded our leadership programs by 280 percent to help transform agency cultures.** The Partnership is transforming government by preparing federal leaders to be innovative problem solvers. Over the last two years, we have significantly expanded our programs, helping more than 7,500 leaders across our federal government. We have also launched custom programs at the departments of Education and Labor to help agencies meet specific needs, and we have developed occupation-specific programs such as the *HR Emerging Leaders* and the *Leadership Excellence in Acquisition Program* to improve and better support those critical functions within government.

We are proud of all we have accomplished over the past few years, but are even more excited by what lies ahead. The Partnership is poised for growth, our voice and counsel are increasingly sought to help shape major policies, and our 2016 presidential election and transition work is vital to ensuring the next administration is successful.

Your engagement makes everything we do possible. We are profoundly grateful for your support, and look forward to working with you throughout the year ahead to achieve even greater progress.



Tom Bernstein
Chairman



Max Stier
President and CEO



Q&A

Cokie Roberts

Political Commentator, ABC News and Senior News Analyst, NPR News and Member, Partnership Board of Directors

What are some of the most important issues facing our country today?

So many issues confront the country, it's hard to know where to begin. Clearly, the first concern must always be national security because if we're not safe then nothing else really matters. But then the list is endless. We need to ramp up our education system, make our economy more equitable, ensure a healthy climate, invest in health research, improve our infrastructure, and on and on. Some issues that we are facing today, like cybersecurity, were not even on the table a few years ago, along with some enemies like ISIS. New challenges constantly crop up.

What role does government play in addressing those issues?

Obviously many of these challenges can only be addressed by government, and many of them only by the federal government. National security certainly fits that category but you can also make the case that big science needs the resources of federal government. And other matters like education and infrastructure involve the cooperation of different levels of government. We have gotten much better in the last several years at putting together public-private partnerships but the public part is the

one where everyone comes together, where everyone should be represented and where we all have a stake in success. That's why it's so important that government actually BE successful in accomplishing what its citizens demand and deserve.

How does the Partnership's work help make government more effective?

The Partnership for Public Service is working to assure that success. The arguments about government policy that swirl around Washington never get to the next question: Once the policy is enacted, what is the implementation? How well does the bureaucracy handle it? The non-partisan Partnership addresses that question and works with government agencies to make them more effective in order to serve the public better. Some of that work just involves bringing the efficiencies and best practices of the private sector into government, modernizing it and streamlining it. But it also means working with the many dedicated women and men who serve in government, helping them do a better job and recognizing them for a job well done. That then perpetuates itself by attracting good people to government who truly believe that they are on a mission of serving the public.

OUR PROVEN TRACK RECORD

The Partnership has earned a reputation as an objective and reliable actor with the expertise and staying power necessary to drive change in government.

Learn more at <http://ourpublicservice.org/track-record>



Develop Strong Leaders

According to an annual survey of federal employees, leadership is the most important factor influencing federal employee satisfaction, commitment and, ultimately, government performance. Today's government leaders are being asked to reimagine operations, function with fewer resources and continually find new ways to tackle complex challenges. They need the collaboration skills to tackle our government's most intractable problems—and our government needs to invest in developing leaders today, and for the future.

The Partnership offers a variety of leadership programs to help federal employees at all levels deliver results by building strong teams, creating a culture of innovation and working across boundaries. Mirroring the best, most effective practices across sectors, our programs provide a combination of coursework, collaborative projects, executive and team coaching, and visits to some of our nation's most respected organizations.

For instance, our *Excellence in Government Fellows* leadership development program prepares rising executives to be more than managers and to develop the specific skills needed to tackle complex, national challenges. Since the program moved to the Partnership in 2009, more than 2,000 federal leaders from more than 50 agencies have enrolled to develop new leadership skills, extend their networks and learn critical problem solving approaches.



Q&A

Al Muñoz

EIG Alumnus, Department of Agriculture

How did the Excellence in Government program help you professionally?

I had been through leadership training before, but where the Partnership differed was in its approach. The focus on the Executive Core Qualifications in discrete modules, for example, gave me a better perspective on where the concepts aligned. Seeing how outside organizations put these concepts into practice through the external benchmarks also brought clarity to the often murky topic of leadership for me. I think everyone's experience in the program is different and we all took away something unique. For me, the most enduring part of the program has been the expansion of my network and the many projects and programs at my agency that have been enhanced because of a connection that I made in the program or afterward through the alumni network.

You helped bring a custom version of the program to your agency. How is it helping your agency?

The Partnership very graciously took the time to listen to a growing concern at my agency about the development of IT professionals. Like a lot of agencies, we hadn't been spending much time and effort to grow our best people into our next generation of leaders. Some of our leading technologists were moving into mid-level manager positions without a lot of prior focus on developing their skills as leaders. The Partnership stepped

in and offered to help. The result is a program designed for our up-and-coming leaders to grow both their leadership skills, and their knowledge of the agency and its mission. We're still in the first go-round, but the reaction to the program has been remarkable both from the executive perspective, and from those who are participating in the program. There have been a lot of eye-opening moments on both sides. The result so far has been a more self-aware, more agency-savvy cadre of participants who have already begun to focus on how their IT skills can help the agency solve mission challenges.

How do you see better leadership driving change in government more broadly? What is the impact you think a program like this could have?

Leadership is needed everywhere. Despite the overwhelming number of rules, regulations and processes that those in government contend with, there are still many situations that arise where there isn't a designated leader. This is especially true when an agency is undergoing change. Functions are often defined, but leadership is not. We end up relying on everyone's good graces to participate to the degree with which their duties allow them, which can be inefficient or ineffective. The more we can do to develop those with the courage to step into the leadership gaps in government, the better we'll do in delivering our many diverse missions to the public.

Learn more about *EIG* and our other leadership development programs at: <http://ourpublicservice.org/leadership>

PARTNERSHIP IN THE NEWS

The Washington Post / October 18, 2013

How to get your federal agency up and running again
<http://wapo.st/1SK0Dvw>

The Washington Post / April 9, 2013

Improving federal workers' view of their leaders
<http://wapo.st/1SKp0Os>



DEPARTMENT OF EDUCATION A TRANSFORMATION PROJECT

Our work with the Partnership has helped us along the critically important path of transforming Education’s culture into one that is more results-driven, innovative and inclusive.

— ARNE DUNCAN, SECRETARY, DEPARTMENT OF EDUCATION

The Challenge

The Department of Education is critical for preparing American students to be competitive on a global scale, while ensuring excellence and equality. Yet, even though the United States outspends almost every other country on education, it is producing students who are below average in mathematics and who demonstrate mediocre performance in reading. In addition, college costs have risen 250 percent in the last 30 years, making higher education less accessible for increasingly more students.

The Department of Education can’t be successful in fostering world-class education without the talent, leadership and management practices to implement a national strategy for improving students’ preparedness, opportunities, and academic and professional success. In the Partnership’s *Best Places to Work in the Federal Government*[®] rankings—which measure overall employee satisfaction and commitment and other workplace issues—the department ranked at or near the bottom for years. In 2010, employees at the Education Department rated it 30 out of 32 large agencies overall—22 out of 28 agencies for effective leadership and 23 out of 28 in strategic management.

Our Approach

That year, the Partnership received foundation support to test its theory of change—that working with one agency over several years would allow for a sustained focus on employee satisfaction and institutionalization of leadership best practices, ultimately improving organizational effectiveness.

The Partnership collaborated with senior leadership at the department to bolster employee engagement, encourage innovation and transform the culture of the department. The team provided Education’s leaders at all levels with customized training, executive coaching and collaborative problem-solving techniques, reaching more than 1,600 employees across the department—more than a third of its workforce in Washington, D.C., and across its six largest regional offices.

Results

Just three years into the initiative, scores for leadership, innovation, and overall employee satisfaction and commitment at the Department of Education all improved, while government-wide scores steadily declined in these areas. In the 2013 *Best Places to Work* rankings, Education was the most improved mid-sized agency for overall employee satisfaction and commitment, and its 2014 score is the highest it has been since 2010.

Most importantly, leaders tell us they are applying what they have learned through our programs in their jobs, and the scores for effective leadership and supervisors back up that assertion, 2.5 and 3.5 points, respectively.

These improvements demonstrate that our ongoing interventions, and the Department of Education's commitment to improving employee engagement, are working. We have laid a solid foundation for transforming the department's culture and increasing its capacity to meet America's education needs.

Q&A

Mark Washington
EIG Alumnus, Department of Education

How has the Partnership's collaboration with the Department of Education affected leadership and employee engagement?

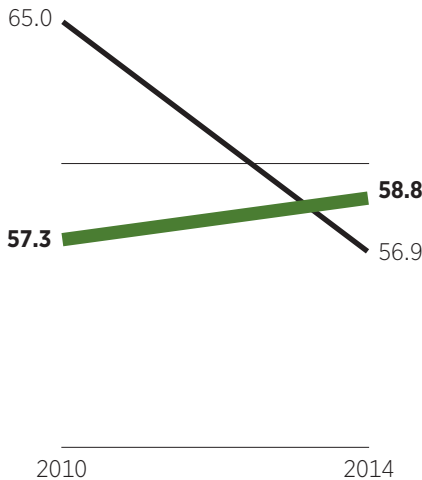
The Partnership has made a clear and unwavering commitment to the department. They're seen as an objective, trusted and committed thought partner, and as a valuable resource for leaders and managers who need help. I believe the work of the Partnership has opened much needed discourse about what improves employee engagement, transparency and leadership credibility, long before such discussions were common or in vogue.

How do you see better leadership driving change in government more broadly?

There is more personal commitment towards engagement than I've ever seen. The president's push for engagement, as well as agencies' commitment to helping managers succeed, has led to leaders taking more responsibility for their role in engagement and wide-scale impact. As more leaders take the challenge to improve and change personally, I believe the impact is beginning to resonate across the government space, dramatically.

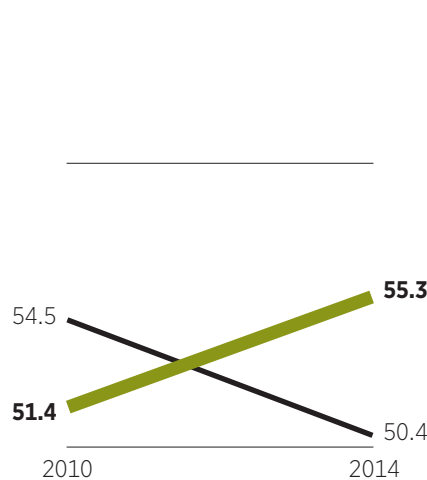
OVERALL EMPLOYEE SATISFACTION AND COMMITMENT

■ Department of Education
■ Government-wide



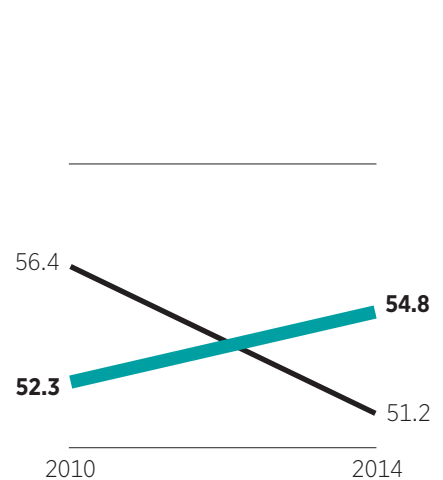
EFFECTIVE LEADERSHIP

■ Department of Education
■ Government-wide



STRATEGIC MANAGEMENT

■ Department of Education
■ Government-wide





READY TO GOVERN ENSURING A SMOOTH AND SAFE PRESIDENTIAL TRANSITION

Our domestic and international challenges are so complicated today that a new administration must be prepared to lead sooner than ever before. Preparing to be an effective president must be part of running for the office, and the Partnership has been the primary impetus for ensuring that serious candidates understand that and have the information they need to prepare expertly.

— CLAY JOHNSON, FORMER DEPUTY DIRECTOR OF MANAGEMENT, OFFICE OF MANAGEMENT AND BUDGET

The constitutional transfer of presidential power has been one of the hallmarks of American democracy. Yet with all the pomp and pageantry that comes with the swearing-in of a president, the ability of a new administration to begin governing effectively often rests on the preparation undertaken long before Inauguration Day.

To ensure a smooth and safe transfer of both power and knowledge, the next administration needs to be ready to lead and manage our government effectively when they step into the office on day one. Through a four-pronged approach, the Partnership's *Ready to Govern* initiative will assist the 2016 presidential candidates in navigating the transition process, engage Congress and promote presidential transition reforms, develop management recommendations for the next administration to address our government's operational challenges, and help political appointees quickly acclimate to the federal sector and the complex challenges it presents.

The Partnership has a well-established record of engagement around presidential transitions. In 2008, we worked with the outgoing Bush administration to help the Obama and McCain transition teams prepare for the challenges they would face if elected. In 2012, we [re] convened this conference with representatives from the Romney and Obama teams; the Romney transition team credits the conference as an early milestone in its "readiness phase."

We have also been instrumental in advancing legislative reforms to improve presidential transitions. The Pre-Election Presidential Transition Act of 2010 emphasized the importance of pre-election planning by authorizing the General Services Administration to provide office space and other support services to transition teams following the party nominating conventions, and the Presidential Appointment Efficiency and Streamlining Act, reduced the number of Senate-confirmed political appointments by roughly 10 percent.

Each of these bills became law, and reinforced the need for candidates to prepare to take office well in advance of the election, and provided the resources to do so. In 2015, Senators Tom Carper (D-Del.) and Ron Johnson (R-Wis.) introduced the Edward “Ted” Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 to improve knowledge sharing between the outgoing administration and the incoming president’s team, ensure agencies are adequately prepared for leadership vacancies, and provide accountability for transition activities across the federal government. This bill is based on the Partnership’s recommendations.

Lastly, through the *Ready to Govern* program, the Partnership has helped 450 political appointees quickly come up to speed on aspects of leadership that are unique to the federal sector, such as understanding the federal budgeting process, the ethics and optics of public service, and the career-political employee interface.

This important work will help administration leaders learn from the past and understand what it will take fulfill their campaign promises to the American people.

PARTNERSHIP IN THE NEWS

The Washington Post / April 25, 2015

A smooth presidential transition can’t be done in just a few weeks

<http://wapo.st/1SK1k7U>

NPR / July 22, 2013

Lack Of Leaders Puts Strain On Homeland Security Department

<http://n.pr/1SK1r3k>

C-SPAN / May 29, 2013

Presidential Transitions

<http://cs.pn/1SK1uw2>

Learn more about *Ready to Govern* at:

<http://ourpublicservice.org/readytogovern>



Q&A

Janet LaBreck

Commissioner of the Rehabilitation Services Administration, Department of Education

How did Ready to Govern help you transition into your new government job?

Ready to Govern provided me with the opportunity to meet fellow presidential appointees with the goal of sharing common questions, concerns and strategies for leadership and understanding how to establish and leverage partnerships within federal government.

What’s one thing that you’ve done differently as a result of your participation in the program?

I have taken advantage of reaching out to colleagues across federal government to raise awareness about the work we do and to acquire knowledge about various agency priorities and initiatives that have a potential to impact mutual constituents.

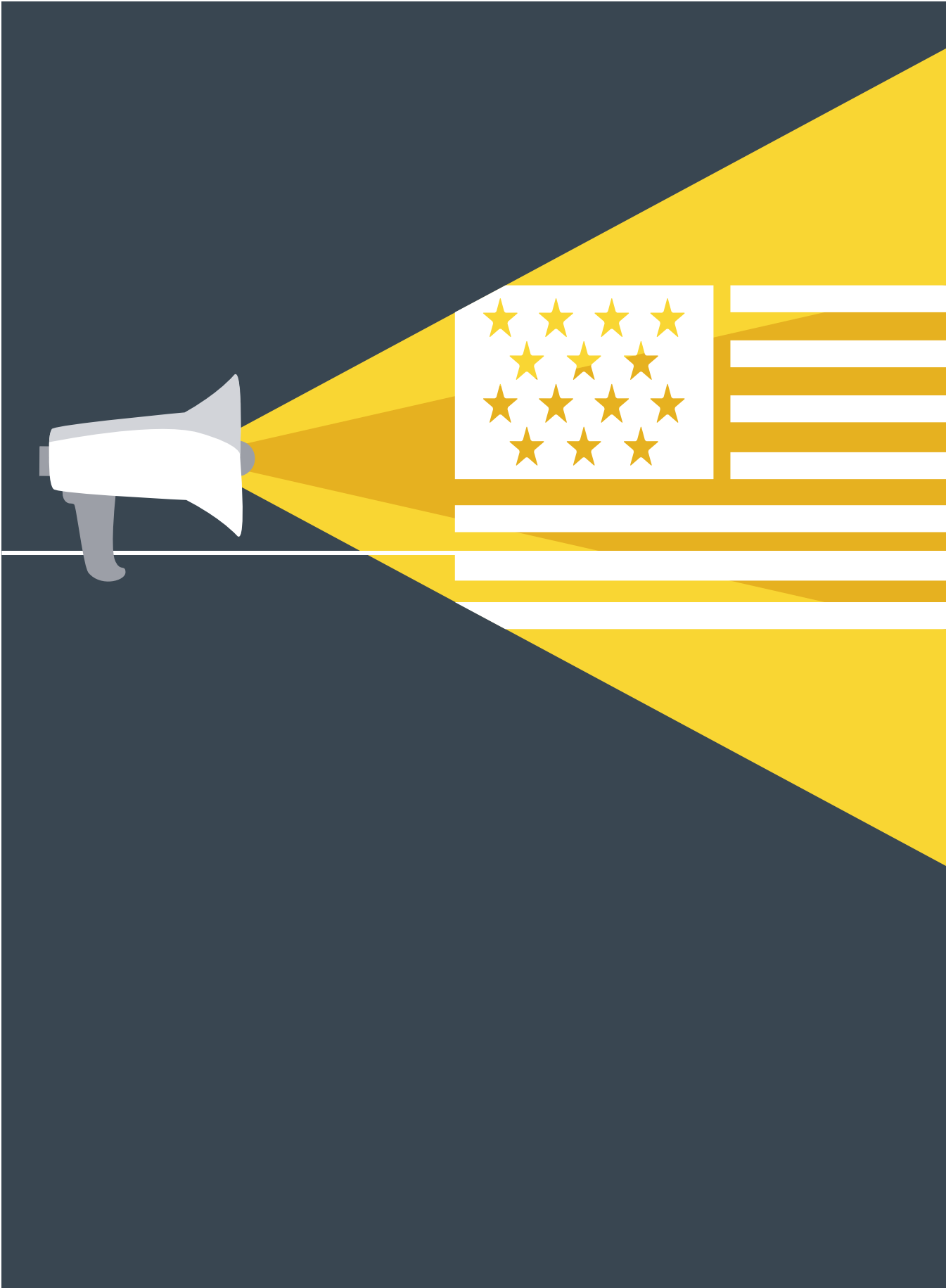
What has surprised you most about your government service?

Since my appointment to this position and participation in this program, I have been so incredibly impressed with the level of expertise, commitment and passion that my colleagues demonstrate for the work that they do.

What advice would you give to other new appointees?

As a new appointee, I would encourage participation in this program as it offers the opportunity to network, increase leadership skills and explore innovative approaches to contribute to the valuable work of this administration.

	2008	Convened gathering of Obama and McCain transition teams with outgoing Bush administration and published "Roadmap to Reform: A Management Framework for the Next Administration"
Pre-Election Presidential Transition Act of 2010 signed into law	2010	Published "Ready to Govern: Improving the Presidential Transition"
Presidential Appointment Efficiency and Streamlining Act of 2011 signed into law	2012	Brought together representatives from the Romney and Obama teams
	2013	Hosted release of "Romney Readiness Project 2012: Retrospective and Lessons Learned" by Michael Leavitt, Chris Liddel, Daniel Kroese and Clark Campbell
The Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 introduced in the Senate	2015	Hosted the IBM Center for the Business of Government Management Roundtables to build Management Roadmap for 2020
	2016	Anticipated release of Management Roadmap capstone report and Presidential Transitions Guide



Inspire and Hire Mission-critical Talent

Our students think there are just a few kinds of jobs in government—the FBI or CIA, mostly. The *Call to Serve* program helps us teach them that for virtually any industry job, there is an equivalent opportunity in federal government.

— UNIVERSITY CAREER ADVISOR

Employees younger than 30 make up 23 percent of the U.S. workforce, but account for only 7 percent of the full-time federal workforce. As almost half of the federal workforce nears retirement age, it is critical for the government to recruit and hire members of the millennial generation and cultivate them as future leaders, particularly in the mission-critical fields of science, technology, engineering and math where there is stiff competition with the private sector.

Our *Call to Serve* program maintains the only national network of colleges and universities dedicated exclusively to promoting federal service. It connects more than 1,000 colleges and universities with dozens of federal agencies to inspire students and recent graduates to enter public service. The Partnership provides tools and information to college and university career advisors so they can better inform their students about the many opportunities in federal service.

In addition to working with colleges and universities, we also work directly with federal agencies to help them develop first-class recruiting, hiring and onboarding programs to attract and retain the talent they need. Our *Call to Serve* student ambassadors return to their campus after completing a federal internship to share their experiences and to encourage others to explore federal jobs. They also help build long-term relationships between universities and federal agencies. Many of our federal agency partners are filling their entry-level openings through outreach by our student ambassadors.

This important work helps educate top talent about opportunities available in public service and brings fresh talent, new ideas and sought-after skills into government.

PARTNERSHIP IN THE NEWS

The Washington Post / December 15, 2014

Millennials exit the federal workforce as government jobs lose their allure

<http://wapo.st/1SK3Hb3>

Federal News Radio / August 28, 2014

Interview with the Partnership's Tim McManus: Federal Student Ambassadors Program

<http://bit.ly/1SKqa7N>

The Wall Street Journal / June 10, 2014

U.S. Struggles to Draw Young, Savvy Staff

<http://on.wsj.com/1SK3X90>

Learn more about *Call to Serve* and *Federal Student Ambassadors* at:

<http://ourpublicservice.org/ambassadors>



1,800

The number of students the ambassadors personally reached with CFPB's mission, goals and opportunities.



750

The number of hours the student ambassadors spent on organizing marketing efforts, publishing articles and representing CFPB at career fairs

Q&A

Michael Rivera

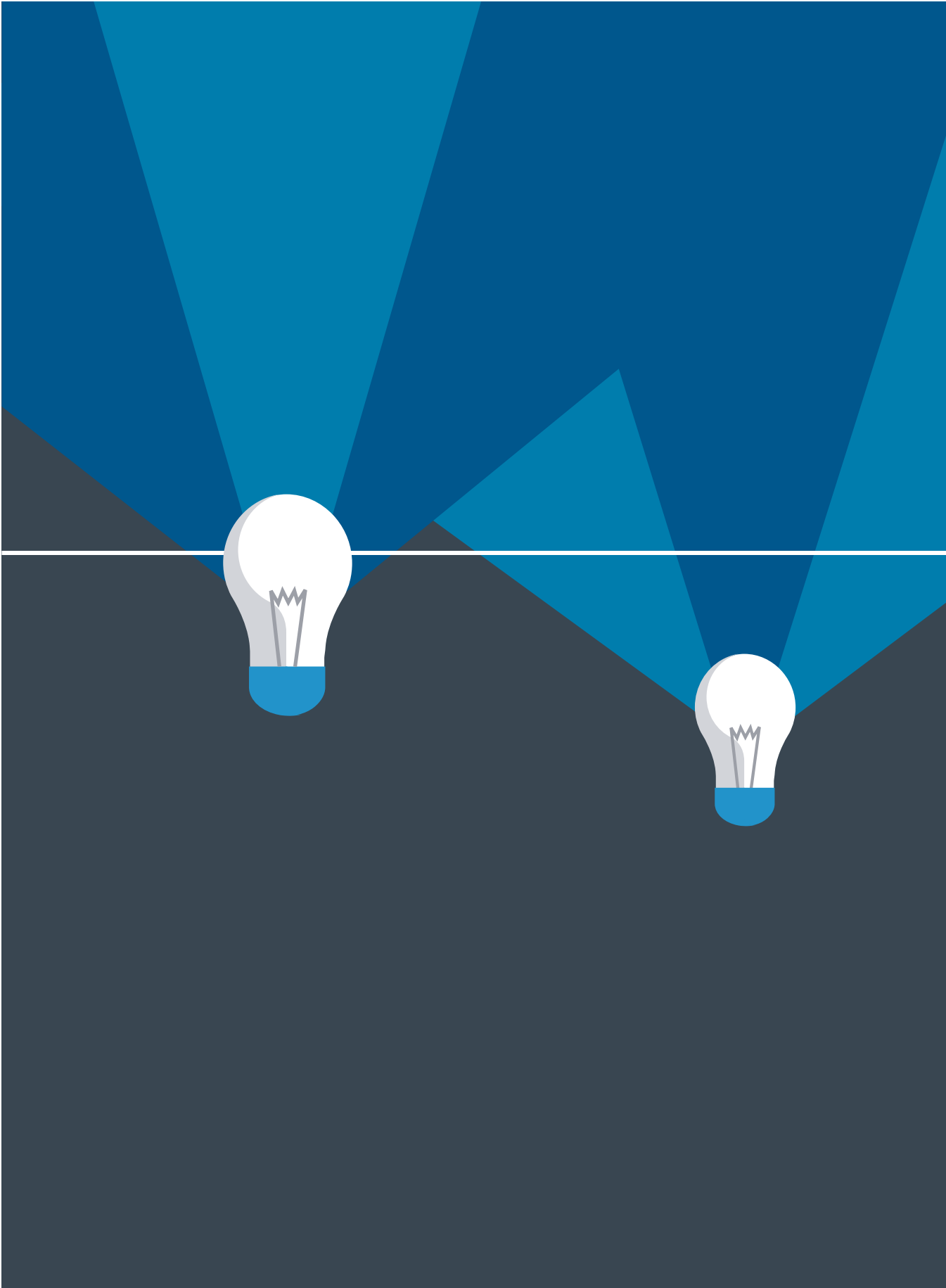
Talent Acquisition Specialist, Consumer Financial Protection Bureau

How has the Student Ambassador program helped your recruiting efforts?

The Student Ambassador program has helped us to build and maintain a year-round presence at a variety of schools to promote employment opportunities with the bureau among a wide range of student populations. Through this program, student ambassadors are able to connect with and engage other college students around their experiences at the CFPB and raise awareness of our mission. These ambassadors can speak about their own experiences at the bureau and engage with and answer questions from other students.

Why is the student ambassadors program valuable to your agency?

This program provides prospective candidates with a personal perspective and insight on a potential employer. Peer recruiters can speak to the merits of working for the bureau. Peer recruitment also helps our recruiters feel be more engaged with the work of the bureau.



Engage Employees

Leaders in successful organizations understand that their employees are their most important asset and they engage their employees, encouraging them to make frontline decisions. Government needs highly committed employees to provide services to the American public, yet this is an area in which government lags the private sector, and the gap is growing.

Budget constraints, hiring and pay freezes, and public mistrust make it ever more challenging for federal leaders to engage their workforce. However, many agencies have overcome these barriers and are making progress, creating strategies others can deploy.

PARTNERSHIP IN THE NEWS

The Washington Post / December 9, 2014

Feds unhappy with leaders, new government survey finds
<http://wapo.st/1SK8gSt>

The Washington Post / May 8, 2014

Officials vow to improve federal workplace during Public Service Recognition Week
<http://wapo.st/1SKporf>

PBS NewsHour / December 19, 2013

Government workers dissatisfied with their jobs
<http://to.pbs.org/1SK8rgB>

C-SPAN / December 19, 2013

Best Places to Work in Federal Government
<http://cs.pn/1SK8ysJ>

The Washington Post / June 30, 2013

Government workers deserve to get their bonuses
<http://wapo.st/1SK91eq>



BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT® ADVANCING EMPLOYEE ENGAGEMENT

I have truly come to recognize and realize in tangible ways the value that comes with being officially recognized as a top five 'Best Place to Work'. Having that distinction has given me the credibility and authority to help others improve their standing.

— RANDALL EXLEY, AUDITOR GENERAL, ARMY AUDIT AGENCY

Ten years ago, very few people in government were talking about employee engagement. At best, there were sporadic surveys that human resources professionals administered or reviewed to better understand what was happening within their particular agency, but there was no way to compare employee satisfaction between one agency and another. Few government leaders made the connection between employee engagement and getting better agency performance, and it rarely rose to the attention of the highest leaders in government.

Today, employee engagement is a key priority for the Obama administration and representatives from the Office of Management and Budget are meeting with agency leaders to discuss their employee engagement scores and their plans to improve them.

What is behind this dramatic shift? The Partnership successfully advocated for an annual employee survey and published both the government-wide results and agency-specific results in the *Best Places to Work in the Federal Government*® rankings. Scrutinizing agencies in this way provided the public and Congressional information needed to elevate the issue of employee satisfaction and commitment out of the human resources office and onto the desk of senior agency leaders.

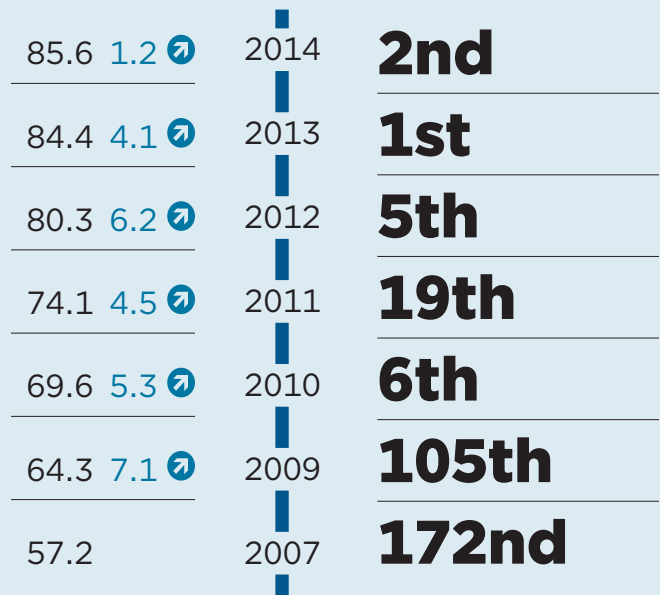
The *Best Places to Work* rankings, which we produce in partnership with Deloitte, are the most comprehensive and authoritative rating and analysis of employee satisfaction and commitment in the federal government. With more than a decade of data, government leaders now have an early warning about the health of their organizations and can be held accountable for driving change.

As the rankings highlighted the need for improvement, many agencies turned to the Partnership for help. They wanted to understand their data better and to learn what strategies were successful for improving employee satisfaction. The Partnership launched advisory services to assist agencies in a variety of ways, from understanding employee survey data to identifying issues that need to be addressed to teaching government managers how to keep employees engaged over the long term.

The Partnership's *Best Places to Work* rankings are being used to drive change in our government. By understanding what employee data tells leaders about the culture of their organizations, whether their employees feel they have the tools and resources to do their jobs and whether they feel rewarded for finding new and better ways to do their work, federal leaders can make their agencies more effective at achieving their missions.

PATENT AND TRADEMARK OFFICE INDEX SCORES

AGENCY SUBCOMPONENT OVERALL RANKINGS



Q&A

Margaret A. Focarino

Commissioner for Patents, U.S. Patent and Trademark Office

How have the Best Places to Work rankings helped you focus on employees and performance?

The rankings have helped us recognize that there are a number of factors to take into consideration when building employee loyalty and increasing productivity. By analyzing the rankings, the USPTO has been able to pinpoint specific areas of opportunity for further improvements.

What steps have you taken to improve employee performance?

USPTO leadership has significantly increased the frequency and quality of communication with employees. Decisions and updates on key priorities are communicated agency-wide. A variety of forums are used to deliver and receive information from our employees, including focus groups, town hall sessions, blogs and status update dashboards. Things as simple as providing rationale for decisions made, especially those that affect someone's job, and giving kudos for a job well done can—

and do—make a big difference in an employee's performance. Employees want to know what is going on—the more information leadership shares, the more trust is built with employees. This step alone has built employee buy-in and support. There is a strong and ongoing effort by senior leadership to make sure employees know they are valued as part of a team.

What do you think the Best Places rankings do for government as a whole?

The *Best Places to Work* rankings shine a light on what is and what is not working in terms of employee satisfaction and engagement across federal agencies. They provide extremely valuable data about what our employees want and need in order to be fully engaged. This data can be used by agencies to focus on what actions can be taken to increase employee engagement, thereby improving productivity and quality of the work employees perform.

Learn more about *Best Places to Work* rankings at:
<http://bestplacestowork.org>



Official White House Photo by Pete Souza

SAMUEL J. HEYMAN SERVICE TO AMERICA MEDALS RECOGNIZING THE ACHIEVEMENTS OF EXTRAORDINARY CIVIL SERVANTS

Thank you for the humbling honor you have bestowed on me. My career at the National Transportation Safety Board has allowed me to serve the country I love. Your recognition of my work has been one of the most meaningful experiences of my life.

— JAMES CASH, CAREER ACHIEVEMENT MEDAL RECIPIENT

James Cash is a visionary public servant whose name you have likely never heard. But if you have ever flown in an airplane, your welfare has been dramatically affected by his groundbreaking research and analysis of flight data recorders commonly referred to as “the black box.” For more than 30 years, Mr. Cash’s meticulous investigations at the National Safety and Transportation Board have made the friendly skies safer.

He is just one of millions of public servants who are making a difference in the lives of Americans and people around the world. Since 2003, the Partnership has honored more than 400 exceptional public servants whose accomplishments include stopping the spread of deadly diseases, responding to national or international emergencies like 9-11 or the earthquake in Nepal; opening new scientific frontiers on Antarctica and Mars; cleaning up environmental disasters; and saving billions of dollars for the American taxpayer.

By celebrating the accomplishments of exceptional public servants like Mr. Cash, the Partnership is changing

our government. It is reminding federal employees—and American citizens—of the great work being done behind the scenes every day. It is showing prospective job seekers what they can aspire to achieve in a federal career and it is sharing successes that can be replicated across our government.

By building up our government and sharing its successes we help all Americans see what is possible when our government works well. As Partnership President and CEO Max Stier is fond of saying, “We will never get what we want from our government if all we do is tear it down.”

Learn more about the *Service to America Medals* at:
<http://servicetoamericamedals.org>

PARTNERSHIP IN THE NEWS

PBS NewsHour / September 24, 2014

Honoring the often invisible public servants
<http://to.pbs.org/1SKduhc>

Federal News Radio / May 8, 2014

Federal News Radio's Sammies Tracker Series
<http://bit.ly/1SKdFJi>

The Washington Post / October 2, 2013

Federal shutdown idles Air Force expert honored for saving government \$1 billion
<http://wapo.st/1SKdL3F>

The Washington Post / May 16, 2013

Give public servants the recognition—and pay—they deserve
<http://wapo.st/1SKdQo4>



Q&A

Anthony Cotton

Africa Team Leader, Development Credit Authority Transaction Teams, USAID
and Service to America Medal Finalist

What did being selected as a finalist for a Service to America Medal mean to you?

Being named a *Sammies* finalist was a huge honor, one that validated the important and difficult work that my team has been doing around the world to help people in developing countries access finance. The honor provided us with encouragement and positive reinforcement as we innovate to address important global challenges.

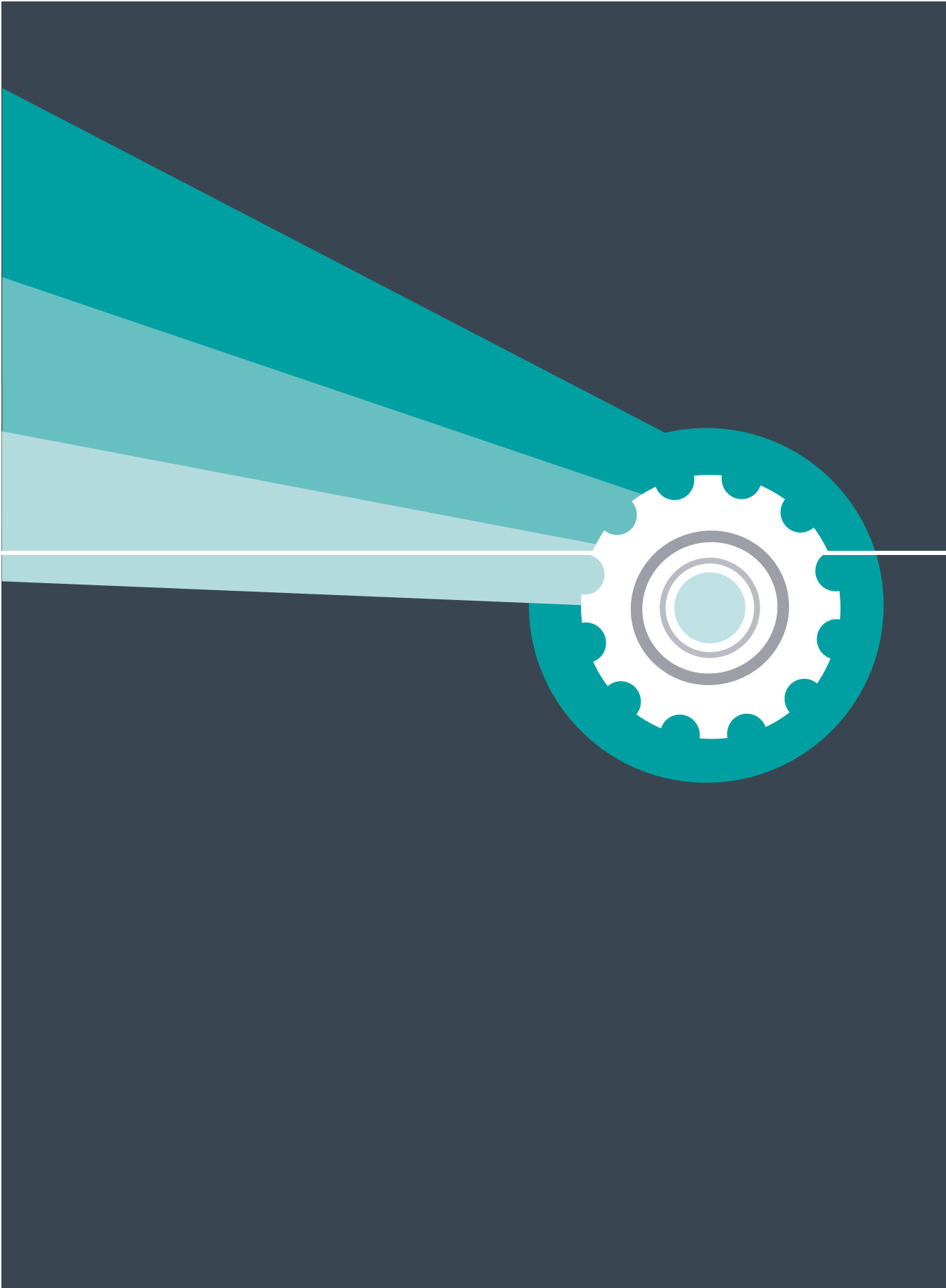
How has receiving the honor changed you or your team?

Being named a *Sammies* finalist has had a strongly positive impact on my team and our work. The *Sammies* have given us a unique platform to amplify our voices and share our story, access to senior leaders in USAID and beyond to push forward important initiatives, and increased credibility within USAID.

What do you think the Sammies program does for government?

The *Sammies* program helps highlight counterpoints to the tired negative stereotypes that surround public servants. In raising the profile of the amazing work that public servants do, the *Sammies* program instills a sense of pride in working for the U.S. government. On a personal level, meeting the other *Sammies* finalists and hearing the stories of their amazing work—including addressing housing crises, investigating securities fraud and protecting our water supply—has been extremely inspiring.

Anthony Cotton was honored along with his team co-leaders: Jason Fleming, Amanda Femal and John Patrick Gibbons.



Modernize Management Systems

Our nation is fortunate to count some of the brightest, most dedicated professionals among its ranks, but too often they succeed in spite of many of the business systems that are supposed to support them.

For example, today's civil service system—the personnel system government uses to manage its talent—was designed more than 60 years ago for a dramatically different workforce. While the world has changed, the personnel system has remained a relic of the past. To overcome this deficiency, individual agencies have cut deals with Congress—resulting in a patchwork of different rules and regulations for different agencies. Agencies already competing with the private sector for top talent then must also go up against agencies that have been able to cut the best deals.

Fundamental reform in the way we recruit, hire, reward and compensate the federal workforce is long overdue. The Partnership brought together stakeholders from government, academia and other good government groups to create a framework for broad civil service reform.

PARTNERSHIP IN THE NEWS

Bloomberg Government / July 31, 2014
Is Public Service in Crisis?
<http://bit.ly/1SKqLX0>

Government Executive / June 5, 2014
Study: Civil servant system outdated
<http://bit.ly/1SKqVOz>

The Washington Post / May 26, 2014
The true VA scandal is shared across the federal government
<http://wapo.st/1SKqWBC>

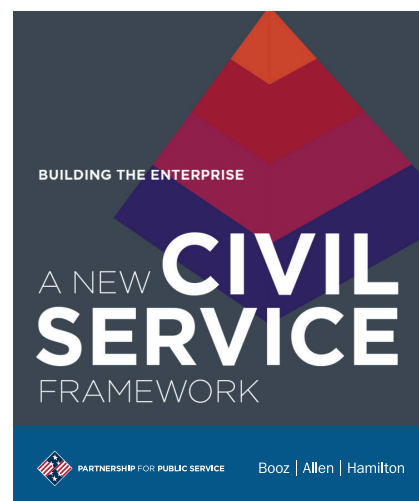
POLITICO / April 1, 2014
Study: Civil servant system outdated
<http://politi.co/1SKr1p0>

The bold report, “Building the Enterprise: A New Civil Service Framework,” was developed with private-sector partner Booz Allen Hamilton, and calls for abandoning the antiquated General Schedule and creating a unified system that is market-sensitive by occupation, makes it easier to hire needed talent and reward top performers, and invests in developing leaders needed for the future.

Since the civil service reform report was released in April 2014, we have been meeting with members of Congress and key staff in the House and Senate to share our report and educate them about the need for reform. While we are encouraging government-wide reforms, we are also providing guidance to committees interested in advancing reforms at particular agencies. We are also championing quick-wins—for example, a bill to allow agencies to share their lists of the most highly qualified candidates for key positions—while starting the conversation around some of the bigger issues like reform of the compensation and classification systems.

Finally, we are pleased that our many of our civil service reform recommendations are reflected in the President’s Management Agenda and we are working with administration officials to support their change efforts. Reforming the civil service system will be a huge step in building a more modern federal government that is agile, innovative and citizen focused.

Learn more about our efforts and download the reports at:
<http://ourpublicservice.org/management>





Q&A

Dave Kappos

Former Director, U.S. Patent and Trademark Office and Member, Partnership Board of Directors

How is leading in the public sector different from leading in the private sector?

In most ways it is actually not different—leadership is about understanding employees, empowering them, crafting a vision and mission that explains the importance of their work, following up on their good ideas. It is about service to the workers, and not the other way around. These critical tenets work just the same in the government as in the private sector. What is different though is that in a way it is easier to lead in the government because the mission—serving our country and doing the right thing for U.S. innovation—is so compelling. This makes it easy to get excited and to get others excited. There are also some constraints in the government—compensation, titles, transparency, hiring requirements, performance evaluation and discipline—that simply don't exist in the private sector, or are very unique in their implementation in the government.

How did the Partnership help you lead more effectively in the federal sector and understand it better?

The Partnership supported me at critical points where I needed ideas to help deal with major issues at PTO. For instance, we had issues with operational silos not working together, and senior executives needing better understanding across business units. It was through a discussion on this issue that a new idea was offered: create a special council of all senior executives at PTO, and bring them together for regular meetings at which important leadership, strategic, and developmental topics are discussed. That idea was implemented as the Senior Executive Service Council, which became a core convening at PTO and played a positive role in enabling the entire senior leadership team to engage as the change agents for the agency.

You were able to improve employee morale dramatically at PTO. How did you do it and how did the Partnership help?

WE did it—the whole management team working together, by turning the critical operational systems from foremost supporting senior leaders, to foremost supporting our productive employees engaged in the core work of the agency—examining patent and trademark applications. We redesigned the performance measurement system around our examiners, the IT systems and others. The Partnership helped at many stages, including with the key threshold vision of focusing attention on productive employee tools and training, as well as the insight to work with former union executives as a bridge to current union leadership.

The Partnership has proposed dramatic changes to government's personnel system. Based on your experiences, why are these changes needed so badly?

The GS system by which government employees are hired, classified, and managed, was created some 60 plus years ago, when the government workforce was primarily clerical. The workforce has changed dramatically in the subsequent years, to one that is primarily professional. This is certainly true at USPTO. So the personnel are now completely mismatched to the management system—it can't handle hiring, measurement, advancement, discipline, succession. All of those essential management functions are impeded if not dysfunctional, on account of the outmoded GS system. Until the old GS system is replaced with a modern management system, the government will continue to perform at levels far lower than the quality of its people. It is unfortunate to see such a talented workforce saddled with such an outdated system, but encouraging to think how much better we can do if the Partnership's proposals are adopted. No inventions needed—just implementation of the reforms the Partnership has already put together.

Building Our Future

More than fifty years ago, an American president inspired a generation to public service by reminding us all that government matters. Much has changed since then, but one thing has not: Our government is still doing important work every day. And the quiet dedication of our civil servants is the basis for a strong and efficient government that keeps America safe, healthy and prosperous.

The Partnership is the only organization focused exclusively on transforming government and ensuring it has the talent to fulfill its mission effectively—but improving government performance takes time, and we cannot do it alone. We gratefully acknowledge all of the following corporations, foundations and individuals who make our work possible.

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Every effort has been made to ensure the accuracy of contributions received from January 1, 2013 through December 31, 2014. Kindly inform the development office at (202) 775-9111 of any oversights or inaccuracies, and please accept our apologies in advance.

FINANCIAL STATEMENTS

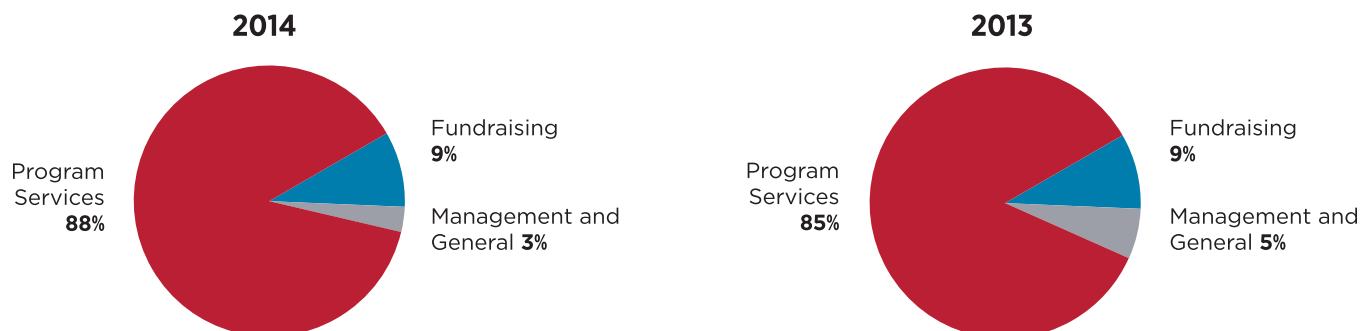
STATEMENTS OF FINANCIAL POSITION—DECEMBER 31, 2014 AND 2013

	2014	2013
ASSETS		
Current assets:		
Cash	\$ 4,706,197	\$ 2,989,226
Accounts receivable	906,644	1,053,291
Pledges receivable	2,659,342	2,444,670
Prepaid expenses	193,331	177,096
TOTAL CURRENT ASSETS	\$ 8,465,514	\$ 6,664,283
NET PROPERTY AND EQUIPMENT	\$ 1,240,961	\$ 1,492,872
Other Assets:		
Investments	\$ 13,164,068	\$ 13,044,263
Pledges receivable, net of current	-	2,379,988
Deposits	394,630	394,630
TOTAL OTHER ASSETS	13,558,698	15,818,881
TOTAL ASSETS	\$ 23,265,173	\$ 23,976,036
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 693,102	\$ 600,706
Refundable advances	1,835,634	2,345,201
Deferred revenue	693,102	600,706
Deferred rent - current portion	1,835,634	2,345,201
TOTAL CURRENT LIABILITIES	\$ 2,528,736	\$ 2,945,907
Deferred Rent - noncurrent	1,310,970	1,376,726
TOTAL LIABILITIES	\$ 4,954,985	\$ 3,657,773
Net assets:		
Unrestricted:		
Undesignated	\$ 1,950,458	\$ 2,063,893
Board designated	13,164,068	13,044,263
TOTAL UNRESTRICTED	\$ 15,114,526	\$ 15,108,156
Temporarily restricted	\$ 3,195,662	\$ 5,210,110
TOTAL NET ASSETS	\$ 18,310,188	\$ 20,318,266
TOTAL LIABILITIES AND NET ASSETS	\$ 23,265,173	\$ 23,976,039

FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES—YEARS ENDED DECEMBER 31, 2014 AND 2013

	2014	2013
REVENUE		
Contributions	\$ 2,445,737	\$ 2,885,885
Corporate Sponsorship	1,919,796	1,775,315
Membership Fees	443,250	390,825
Foundations	991,448	746,126
Endowment Income	123,357	1,481,641
Registration Fees	447,982	67,679
Fee for Service	4,490,946	3,892,139
In-Kind Contributions	100,153	179,461
Miscellaneous	140,577	88,219
In-kind contributions	354,056	80,260
Miscellaneous	26,540	77,279
TOTAL REVENUE	\$ 11,103,246	\$ 11,507,290
EXPENSES		
Program services:		
Education and Outreach	\$ 1,131,469	\$ 947,208
Research	1,480,248	1,727,781
Center for Government Leadership	3,492,978	3,219,582
Communications	1,680,528	1,550,176
Government Affairs	441,588	434,896
Government Transformation and Agency Partnerships	1,553,876	1,283,624
TOTAL PROGRAM SERVICE EXPENSES	\$ 9,780,687	\$ 9,163,267
Supporting services:		
Operations	\$ 350,905	\$ 592,353
Fundraising	965,284	1,019,387
TOTAL SUPPORTING SERVICES EXPENSES	1,316,189	1,611,740
TOTAL EXPENSES	\$ 11,096,876	\$ 10,775,007
NET INCOME	\$ 6,370	\$ 732,283



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