

GOOD GOVERNMENT

starts with

GOOD PEOPLE

2009 ANNUAL REPORT



PARTNERSHIP FOR PUBLIC SERVICE



NEENA ANANDARAMAN Veterinary Epidemiologist
USDA, Food Safety and Inspection Service

As a participant in the *Excellence in Government Fellows* program, Neena Anandaraman came to the Partnership on a mission: to improve her ability to help lead an international task force on food safety.

“Through the Partnership’s leadership programs on managing change and leading innovation, I have learned how to get my ideas heard and bring out the best in others. I am able to help team members come to agreement on important issues that help keep our food supply safe.”

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GOOD GOVERNMENT starts with **GOOD PEOPLE**

With the financial collapse, two foreign wars, a foiled terrorist attack and soaring unemployment, 2009 was a time of hardship and uncertainty for our nation. For better or worse, these circumstances brought renewed attention to our government, its services and its role in our lives.

At the Partnership for Public Service, we know that to meet these and the myriad other challenges facing our country, we need the very best people working on our nation's behalf. Since our inception, we have worked not only to inspire the best and brightest to choose public service, but also to transform the way government works so it can retain a vibrant, dedicated and talented workforce that will work tirelessly to provide results for the American people.

A JOINT LETTER FROM THE CHAIRMAN AND THE PRESIDENT

As 2009 began with the historic swearing in of a new president, a record number of people expressing interest in public service and growing demands on our government, we knew it would be a year of great opportunity for the Partnership. Indeed, this was arguably our most ambitious and productive year since our inception nearly a decade ago.

However, this was also a year of great loss. In November, Samuel J. Heyman, our founder and Chairman, passed away. Sam conceived of and built the Partnership as an organization committed to achieving social change by strengthening the capacity of our government, restoring the prestige of public service and inspiring a new generation to serve. He never wavered in pursuit of these goals, or in his belief in the power and importance of good government and talented people.

Sam will be tremendously missed, but his bold vision and inspiration will live on through the work of the Partnership. Sam's wife, Ronnie, and the Heyman family have honored us with their continued support, and we are delighted to welcome Larry Heyman, Sam and Ronnie's son, to our board of directors.

Throughout 2009, we built on many of our past successes and deployed new strategies to revitalize our government. Early in the year, we had the opportunity to acquire successful, mature programs and experienced staff from the *Council for Excellence in Government*, which closed its doors. By consolidating resources, the Partnership took a great leap forward. For example, we grew by 15-fold our management training programs for federal employees and consolidated our programming into the new *Center for Government Leadership*. We also increased our capacity to provide strategic counsel to federal executives with the addition of the *Strategic Advisors to Federal Executives* program, and we assumed responsibility from the Council for hosting *Public Service Recognition Week*, a national celebration highlighted by a four-day exhibition on the National Mall that drew more than 40,000 visitors.


Other significant highlights for 2009 include:

- The expansion of our *Call to Serve* outreach and educational efforts to more than 700 college campuses across the country, enabling us to generate excitement and tap into newfound enthusiasm for public service;
- Hosting a federal career fair that drew a record 6,000 participants;
- Producing widely regarded research on important government workforce issues, including our *Best Places to Work in the Federal Government* rankings that measure employee satisfaction and commitment, and our signature “Where the Jobs Are” report, which identifies hiring projections in mission-critical occupations;
- Influencing legislation that would create *Roosevelt Scholars*, a prestigious scholarship program for students seeking government employment in high-skill occupational areas;
- Producing the eighth annual *Service to America Medals* program, which shines a spotlight on the extraordinary contributions of government workers; and
- Raising the profile of important federal workforce issues through numerous opinion columns and news stories that increased our media impressions more than three-fold to five billion throughout the year.

In this annual report, we provide details on these and other accomplishments. We also share with you just a few stories of federal employees making a difference in government, individuals inspired to service through Partnership programs and those assisted by our leadership development training to better serve the nation.

We are proud of the impact we have made in 2009, but recognize there is much still to do with the commitment and enthusiastic support of partners like you. Thank you for helping make 2009 another immensely successful year, and we look forward to working with you to build a more vibrant government in the years ahead.

Sincerely,



Tom Bernstein
Chairman



Max Stier
President and CEO

JENNIFER SCHARRER Contract Specialist

JENNIFER LYNN CRANFORD Service Center Manager

MARTINA GILLIS-MASSEY Contract Specialist

EPA Office of Acquisition Management, Information Resource Management Procurement Service Center

Jennifer Lynn Cranford of the Environmental Protection Agency worked closely for a year with the Partnership's **FedRecruit** program to improve recruitment, hiring and retention techniques for mission-critical occupations. Cranford quickly put this knowledge to good use, attending the Partnership-sponsored **Public Service Career and Internship Fair** in June and hiring six new employees for positions in acquisition management. Two of the career fair attendees hired were Jennifer Scharrer and Martina Gillis-Massey.



“My involvement in the Partnership’s year-long *FedRecruit* project has given me a chance to strategically think through a lot of issues around hiring and retaining high-quality people. It has enabled us, organizationally, to improve how we build our entry-level workforce, including finding exceptional new talent—like the two ladies standing beside me—at the Partnership’s annual career fair.”

INSPIRE

► **ATTRACTING A NEW GENERATION TO SERVICE** The past year marked a pivotal time for our federal government—a change in administrations accompanied by a period of great enthusiasm for public service among young people, and a surge in federal hiring to meet the pressing and growing needs of the American people. While interest in federal jobs and internships skyrocketed, knowledge and understanding about government jobs and internships continued to lag. The Partnership’s *Call to Serve* programs and resources, developed in conjunction with the Office of Personnel Management, made significant strides in bridging this gap.

Our *Call to Serve* network, which now includes 704 colleges and universities—an increase of 50 schools in 2009—and 75 federal agencies, expanded and created programs that reached record numbers of students, professors, advisors and university career counselors with information on government employment, internship opportunities and ways to navigate the cumbersome federal hiring system.

During the year, we provided training sessions to 1,600 university faculty and career services personnel through our nationwide, in-person *Federal Advisor Training* programs, as well as through our *Call to Serve* Webinar series. We awarded *Innovation Grants* to five additional colleges and universities to run aggressive campaigns on campus to promote federal service to students, bringing our total to 15 schools nationwide. Our *Annenberg Speakers Bureau*, a diverse group of young, enthusiastic federal employees who visit college campuses to encourage government service, conducted more than 100 events across the country, reaching an estimated 6,500 students.

The Partnership also hosted the largest-ever *Public Service Career and Internship Fair* at the National Building Museum in Washington, D.C., attended by more than 6,000 people interested in serving in government.

Collectively, these programs built knowledge and confidence in several audiences, according to participant surveys. For example, these efforts increased advisor knowledge of federal jobs and confidence in advising students on the federal application process by 73 and 82 percent respectively. Additionally, before participating in a *Call to Serve* Webinar, 71 percent of participants felt somewhat or very prepared to advise students about federal opportunities, but this number rose to 100 percent after participation. Student outcomes were also significant. Eighty-five percent of students who attended *Annenberg Speakers Bureau* events reported being “very likely or definitely interested” in working for the government, up from 42 percent prior to these visits.

We also completed the inaugural year of our *Federal Service Student Ambassadors* program, through which 15 student advocates from 14 colleges and universities completed summer government internships and then returned to their campuses for the 2008-2009 academic year to promote public service with events ranging from federal career fairs to federal resumé workshops. We recruited and trained an additional 30 new student ambassadors from 27 different colleges and universities for the 2009-2010 academic year, and developed an agency-specific outreach program for the Department of Energy.



JAMES WALSH IT Specialist
USDA, Rural Development

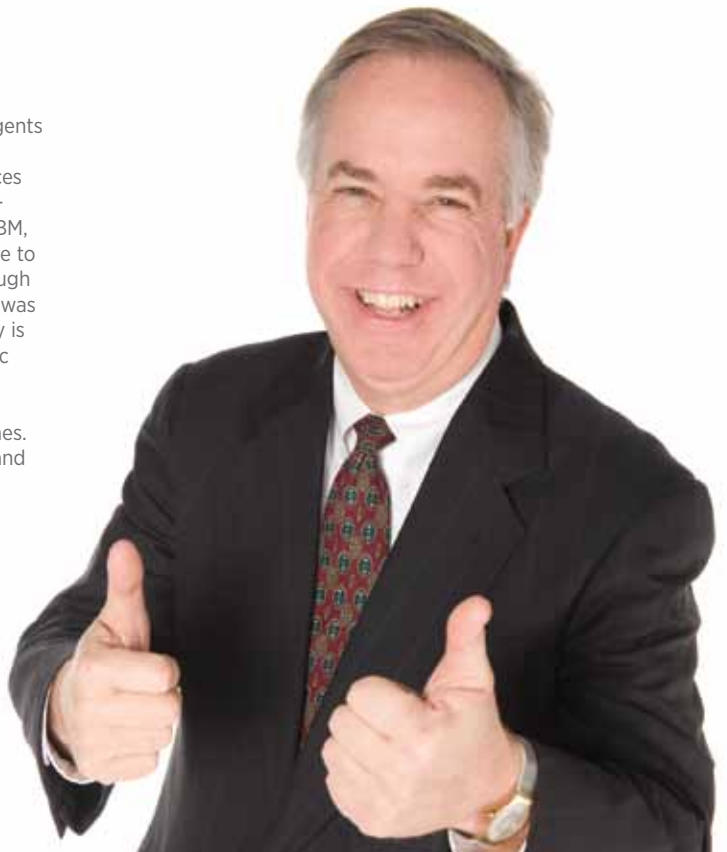
After taking early retirement from IBM, James Walsh was looking for a new challenge. Through the Partnership's **FedExperience** program, which partners with IBM to bring experienced workers into government, Walsh found a perfect match at the U.S. Department of Agriculture. He now makes use of his private-sector skills to manage the IT projects that facilitate grants to spread broadband service across America.

“The Partnership’s FedExperience program was just what I needed at a time when I was looking for a new challenge and a way to put my years of IT experience to good use. Now I’m doing just that through my work at USDA, where I work to expand broadband services throughout America. I’m convinced that this work will provide a long-term boost to the economy, and I can see that what I’m doing is making a difference.”

“Having never applied to a Federal position, I found the process to be very different and foreign. Quite frankly, I was lost as to how to be effective. Through a series of networking phone calls, I was introduced to the Partnership’s staff, who helped me every step of the way. Now I’m at the Treasury working with a lean, very smart, dedicated group, which is committed to providing value and moving the program forward every day.”

JACK WELCH Mortgage Program Specialist
Department of the Treasury, Office of Financial Agents

After a private-sector career in the financial services industry, including the Mortgage Bankers Association of America, Freddie Mac, and 20 years with IBM, Jack Welch decided he wanted to use his expertise to serve his country in the federal government. Through the Partnership's **FedExperience** program, Welch was able to make the switch. His primary responsibility is managing Treasury's relationship with Freddie Mac and Fannie Mae in support of the Home Affordable Modification Program. The goal is to help an estimated 3 million homeowners stay in their homes. Due to Welch and his team, the program was up and running within months.



► **DEVELOPING INNOVATIVE RECRUITING METHODS** To help government agencies address their need for experienced talent, the Partnership in 2009 expanded its *FedExperience* pilot program to include additional partners and outreach strategies that better enable federal government to meet its critical hiring needs. Funded by The Atlantic Philanthropies, *FedExperience* promoted federal service to experienced employees and retirees of corporate partners, such as IBM, while providing federal agencies with an opportunity to market their job opportunities to a previously unavailable audience. Participating pilot agencies included the departments of the Army, Navy, State and the Treasury; the National Institutes of Health; the Census Bureau; the Federal Aviation Administration; and the Department of Energy’s Office of Energy Efficiency and Renewable Energy.

At the other end of the hiring spectrum, we launched our *FedRecruit* program to enhance recruitment, hiring and the onboarding of entry-level talent in mission-critical fields. The first year of the *FedRecruit* pilot program was successfully completed with three pilot agencies—the Environmental Protection Agency, the National Nuclear Security Administration and NASA-Goddard Space Flight Center. More widely across government, we helped increase the capacity of the government to effectively recruit, hire and integrate key entry-level talent through our *Call to Serve Effective Hiring Workshop Series*, which was attended by more than 200 federal agency representatives.

In addition to assisting agencies improve their recruiting methods, we identified opportunities for federal agencies to collaborate on their hiring needs while helping job seekers become better educated about where the job opportunities are in government. Our widely read “Where the Jobs Are” report identified nearly 273,000 mission-critical federal employment opportunities across the country through 2012. “Where the Jobs Are” is a key recruiting tool in helping federal government attract talented prospective job seekers at all levels of experience.

► **CONNECTING CITIZENS TO THEIR GOVERNMENT** Delivering our mail. Providing clean water from source to faucet. Teaching our children. Caring for our veterans. Protecting our homeland. These are just a few of the ways that government workers serve the American people. In 2009, we assumed responsibility for hosting *Public Service Recognition Week*, a congressionally designated national program that for many years had been run by the Council for Excellence in Government and the Public Employees Roundtable (PER). The annual week-long celebration, held in May, connects citizens with their government and educates the public about the ways that government positively impacts our lives. During the week, we worked with PER and the event’s corporate sponsors to honor the men and women who serve our country as federal, state and government employees. Throughout the nation, public employees educated citizens about the work that they do and the reason they chose public service careers. The capstone of the week was our four-day exhibit on the National Mall, an event that drew tens of thousands of visitors to interactive and educational exhibits designed to showcase the exciting and meaningful work performed by public employees.

➤ **HONORING EXCEPTIONAL PUBLIC SERVANTS** In September, we were proud to present the eighth annual *Service to America Medals*, honoring outstanding federal employees for their contributions to our country in areas including development of new medicines for cancer and food-borne illnesses, helping the homeless and troubled veterans, protecting the nation's security and removing dangerous pollutants from the air. The inspirational stories sent a powerful message to the American people about the importance of a strong federal workforce.

Throughout the year, we partnered with the Washington Post to produce its weekly "Federal Player" and "Fed Faces" series of profiles chronicling the stories of remarkable federal employees who do extraordinary work on behalf of the American people. That partnership has enabled us to regularly reach hundreds of thousands of readers with positive news about the federal workforce.

➤ **REACHING POLICYMAKERS AND THE PUBLIC** During 2009, our work reached millions through stories in the Washington Post, USA Today, the Wall Street Journal, the Associated Press and hundreds of trade publications and newspapers across the country, from the Boston Globe to the Los Angeles Times. Our work generated coverage on CNN, Fox News, NPR, Marketplace and other national radio programs, and television and radio stations in top markets across the country, including New York, Los Angeles, Chicago, Philadelphia, Dallas/Fort Worth, Miami and Washington, D.C. We placed more than two dozen opinion pieces that raised important issues facing the federal workforce and our government's capacity to deliver services to the American people in key publications, including the Washington Post and Politico.

Throughout the summer and fall, we authored *The Complete Idiot's Guide to Getting a Government Job*, a 330-page manuscript that will provide readers with guidance on how to navigate the complex federal hiring system, and assist those who are looking to make a difference through government service find the right fit for their interests and skills. The book will be available through major retailers beginning May 4, 2010.

➤ **REMOVING FINANCIAL BARRIERS TO SERVICE** Many talented students would like to work in government, but are burdened by college debt and instead turn to the private sector where they believe opportunities may be more lucrative. Sens. George Voinovich (R-OH) and Kirsten Gillibrand (D-NY), and Reps. David Price (D-NC) and Michael Castle (R-DE) have offered a solution to this dilemma with the introduction of the *Roosevelt Scholars Act of 2009*. Senators Ted Kaufman (D-DE) and Sherrod Brown (D-OH) and Rep. Adam Schiff (D-CA) have signed on as cosponsors. The legislation, based on research from the Partnership, would create a prestigious scholarship program for students seeking degrees in high-skill professions needed by our federal government. Scholars would receive full tuition plus a room and board stipend in exchange for a three-to-five-year federal service commitment. The measure is similar to our military's successful ROTC program. Washington Post columnist E.J. Dionne wrote that the passage of the legislation "would send another powerful signal that government work is and should be valued." More than 150 university presidents, as well as leaders of good government groups, have signed a letter of support for *Roosevelt Scholars* and momentum is building for its passage.



CHIARA ESSIG
Stanford University



JENNIFER KISTY
Penn State

Thirty students strong, the Partnership's **Federal Service Student Ambassadors** return to their campuses after completing a federal government internship to promote public service to their peers.



D'ANGELO WOODS
Howard University



MCKENZIE LAWYER DAVIES
Brigham Young University



MARCO MARRAZZA
Tufts University



JEFF LATOV
University of Richmond



ELISE HANKS
Middlebury College



MELANIE WONG
University of Maryland

ALAN MORE Employer in Residence for U.S. Government Programs in the University Career Service
George Mason University

After 32 years at the CIA, Alan More now works at George Mason University in Fairfax, Virginia where his primary job is to promote government careers and internships among students, and link them up with federal agencies. In this capacity, More has become an active member of the Partnership's **Call to Serve** network, establishing himself on campus as the 'go-to' person for most anything public service. More has relied heavily on the Partnership's extensive resources and guidance to provide pertinent information and assistance to students as well as to campus career counselors.



“Coming from a career in government, I know what a tremendous opportunity federal service is, and now I get to share that knowledge with students. The Partnership team has helped me be far more effective in what I do and has kept me up-to-date on federal hiring needs and processes. It also has great resources for students seeking advice on federal careers.”

► **BUILDING COMMUNITIES OF SUPPORT** A key component of our strategy to revitalize the federal government is developing champions for federal service—individuals and groups who espouse good government—across all sectors, including the philanthropic community, university presidents, corporate leaders, members of Congress and former government executives. These ambassadors recognize the importance of our federal government, seek to spread the word among their peers and participate in making government a stronger organization.

The Partnership's *Principals for Public Service*—one component of this effort—is comprised of distinguished former federal executives now in the private sector who provide exceptional support for our work and share best practices and lessons learned to help improve government operations. In addition, the *Senior Fellows*, all graduates of our year-long *Excellence in Government Fellows* training program, receive continued professional development and networking opportunities through their ongoing engagement with the Partnership.

In October, we convened a two-day meeting that brought together champions of federal service. The conference, co-hosted by the Rockefeller Brothers Fund and the Peter G. Peterson Foundation and held at the Pocantico Conference Center in Tarrytown, N.Y., explored the need for joint efforts by government and foundation leaders to improve the operational capacity and effectiveness of government. Twenty-seven leaders from the foundation, nonprofit and government sectors participated in the meeting, including Secretary Shaun Donovan of the U.S. Department of Housing and Urban Development and other senior officials from the departments of Housing and Urban Development, Education, Health and Human Services and the Government Accountability Office. The conference focused on developing strategies to jointly leverage foundation and federal resources to ensure that our government attracts, trains and cultivates the right people; develops systems for promoting innovation and leadership at all levels; and has the tools it needs to become an outcome-oriented agent of social change.



“The *Excellence in Government Fellows* program marked a before and after in our careers. The program is fantastic because it not only taught us leadership concepts and principles from a theoretical perspective, but it also gave us the opportunity to practice them through the development of a project targeted toward improving our government organization.”

TRANSFORM

► **ENHANCING GOVERNMENT LEADERSHIP** Research shows that to drive reform in any organization, effective leadership is absolutely essential. This year, the Partnership significantly expanded its leadership development activities, creating the *Center for Government Leadership* to house a series of robust short- and long-term training programs that help prepare federal public servants at all levels to drive innovation, inspire employees and deliver results for the American people.

The new center combined our successful *Annenberg Leadership Institute* with two programs previously run by the Council for Excellence in Government. One of those programs, the *Excellence in Government Fellows*, strengthens the leadership skills of GS-14 and GS-15 employees through a combination of innovative coursework, interactive projects, executive coaching and networking across government. The second initiative, the *Department of Homeland Security Fellows* program, concentrates on leadership and management challenges specific to this huge, diverse and important government department.

We also created a new series of two-day *Annenberg Leadership Seminars* in 2009 to develop leadership skills and help federal agencies build the long-term, in-house capacity to innovate and solve management problems. Additionally, we worked with the Treasury and Veterans Affairs departments to develop customized training programs to meet their unique leadership development needs.

All told, our leadership programs—including the 2009-2010 *Excellence in Government Fellows* class of 190 that began training sessions in October—reached nearly 600 federal employees during 2009, a 15-fold increase from 2008.

We are proud to report that across all our leadership development programs, 99 percent of participants said they would recommend our training to their colleagues; 99 percent reported applying lessons learned directly to their jobs; and 99 percent reported that our programs have made them more effective leaders.

CASEY WRIGHT Senior Policy Analyst, Office of Policy, Strategic Planning and Communications
MARIA JULIA MARINISSEN Team Leader/Sr. Public Health Analyst, International Partnerships and Initiatives Office of the Assistant Secretary for Preparedness and Response, Department of Health and Human Services

The recent 2009 H1N1 pandemic influenza threat showed us how, in an era when international traveling is constant, diseases respect no borders. What affects one country today will affect other countries tomorrow. Maria Julia Marinissen leads a team at the Department of Health and Human Services that develops partnerships with other countries to expand the global capacity to respond to public health emergencies like the 2009 H1N1 influenza pandemic. Casey Wright manages department-wide pandemic influenza policy development, which has included helping HHS respond to H1N1 and plan for public health border interventions within North America. Recent graduates of the Partnership's Excellence in Government Fellows program, Wright and Marinissen both credit the program with providing them the leadership skills they needed to be as effective as possible during this international and domestic public health emergency.

REGINALD WELLS Deputy Commissioner for Human Resources and Chief Human Capital Officer
Social Security Administration

Reginald Wells is no stranger to public service: his mother worked for the Internal Revenue Service for 45 years. When it came time to determine a career path, he wanted to follow in her footsteps and partner with others who were committed to positive social change and service to people in need of support. In his position as Chief Human Capital Officer at SSA, he manages four major Office of Human Resources components—the Office of Personnel; the Office of Learning; the Office of Civil Rights and Equal Opportunity; and the Office of Labor Management and Employee Relations. As a member of the Partnership’s **Federal Human Capital Collaborative**, Reginald interacts with the Partnership, sharing best practices with other CHCOs and working to solve challenges across government.



“I greatly appreciate that many of the Partnership’s initiatives showcase and celebrate the value of federal agencies and the engagement of federal employees. At the same time, the Partnership has been instrumental in highlighting areas in need of progress, such as the federal hiring process. The Partnership has focused greater attention on the business of government and what is essential to making government work more effectively and efficiently in service to the people.”

► **MEASURING, REPORTING AND IMPROVING GOVERNMENT PERFORMANCE** Employee satisfaction and engagement are two necessary ingredients in developing high-performing organizations and attracting top talent. The Partnership's *Best Places to Work in the Federal Government* rankings are a valuable tool in recognizing the importance of employee satisfaction and ensuring that it is a top priority for government managers. Based on a survey of more than 200,000 federal employees, the 2009 rankings drew widespread attention, placing a spotlight on how federal employees view their workplaces and leadership, and providing insights on how individual agencies can succeed and improve. At the rankings release in May, Office of Management and Budget Director Peter Orszag told federal leaders that he was "very pleased with the high performers, but we also need to improve the bottom performers." Orszag added, "You should expect those agencies that are not doing as well, that we will be paying attention. We will be looking to you to develop a game plan to improve performance."

The 2009 *Best Places* report brought an increased number of agency requests for our guidance on how to improve employee satisfaction and performance. We responded by expanding *Best Places* activities to produce a three-part "Best Places to Work Guide" series on how agencies can make use of the data. We briefed the Office of the First Lady, numerous House and Senate committee staffs, officials from the Internal Revenue Service, the Centers for Medicare and Medicaid Services, the Department of Housing and Urban Development and the Office of Personnel Management. Federal human capital professionals across government reported that *Best Places* heightened awareness among senior leaders about workplace conditions and spurred reforms.

We also continued work on *State of the Public Service*, an intensive research program designed to create a data-driven system for government leaders to measure the health and outcomes of their agencies and make changes to improve workforce effectiveness and organizational performance. The *State of the Public Service* initiative reflects our belief that effective measurement techniques can help foster change and create better informed decision making and greater accountability to citizens.

► **COLLECTIVELY SOLVING GOVERNMENT CHALLENGES** In the fall, the Partnership also launched the *Federal Human Capital Collaborative*, an active community of Chief Human Capital Officers and other human resource professionals who will identify cross-cutting challenges and work together to solve them. Thirty federal departments and agencies joined the *Collaborative* and set an ambitious agenda to focus on improving the federal hiring process and succession planning.

Our *Strategic Advisors to Government Executives (SAGE)* program, acquired from the Council for Excellence in Government, connected federal senior-level executives with their predecessors who are now in the private sector, providing them with an opportunity to leverage prior government experience as well as private-sector capabilities to help transform government and improve performance. The *SAGE* effort focuses on the senior leadership in government, tackling issues that affect management across the public sector. In 2009, our *SAGE* program included communities for chief information officers, chief financial officers and chief acquisition officers.

► **RESEARCH THAT DRIVES ACTION** Throughout 2009, the Partnership produced a series of action-oriented reports that addressed important federal workforce issues and offered proposals for change to Congress, the Obama administration and agency leaders.

In our study, “Cyber In-Security: Strengthening the Federal Cybersecurity Workforce,” we detailed the government’s serious shortage of skilled professionals needed to protect vulnerable federal computer networks from attack by hackers, criminals, foreign governments and terrorist organizations, and proposed concrete plans for reform.

Our report, “Unrealized Vision: Reimagining the Senior Executive Service,” documented the shortcomings in the recruitment, hiring, training, promotion and deployment of the 7,000 member corps of senior government executives, called the Senior Executive Service, and proposed a series of recommendations to improve the capabilities of this very important segment of federal leaders.

The “Leaving Talent on the Table” report revealed our government’s lackluster performance in using student internships to assess and bring top talent into public service, while our “Great Expectations” study provided a roadmap for human resource professionals and hiring managers to recruit bright college graduates into government.

We also completed a year-long study of the 2008-2009 presidential transition, which culminated in our “Ready to Govern” report. Released in January 2010, the report documents events of the transition and proposes a framework for our nation to improve the transfer of power to ensure that political appointees are in place quickly and that new presidents are prepared to hit the ground running.

► **INFLUENCING THE DEBATE** Lawmakers and staffers continued to seek our advice on a wide range of issues important to the operations of government and the health of the federal workforce. Our president and CEO, Max Stier, testified before Congress on three occasions in 2009, providing insights on improving federal employee hiring and recruitment, the major challenges facing the federal workforce, and ways to improve employee morale at the Department of Homeland Security. Partnership Executive Vice President Kevin Simpson also testified on how our nation’s land management agencies can improve their leadership and employee engagement.

The Partnership provided counsel to Congress on significant legislative initiatives, including the *Federal Hiring Process Improvement Act*, which would make significant and dramatic improvements to federal hiring practices. We also offered significant input on legislation to improve government’s ability to recruit, retain, train and manage its cybersecurity workforce.

► **FIXING THE HIRING SYSTEM** The Partnership worked closely with the Office of Personnel Management and the Office of Management and Budget on several fronts in 2009, including on plans to make the USAJOBS.gov Web site more user-friendly, on administrative changes that will improve the government’s notoriously cumbersome hiring process, and on helping make government “cool” through new branding and recruitment efforts.

JERI BUCHHOLZ Associate Director for Human Resources Operations and Policy
Nuclear Regulatory Commission

As a human resources professional at the Nuclear Regulatory Commission (NRC), Jeri Buchholz has relied on the Partnership's ***Best Places to Work in the Federal Government*** rankings to help gauge the level of employee satisfaction, and to use that information to improve the workplace and encourage greater employee engagement. Relying on the Partnership's data, the NRC prepared a plan to sustain and improve employee satisfaction that included the creation and implementation of a new flexible work schedule program and increased leadership training opportunities to ensure employees have the skills needed to be high performers and leaders for the future.



“Even though the NRC has repeatedly been at the top of the *Best Places* rankings, it doesn’t mean we’re standing still. We celebrate what we are doing well, but the Partnership’s data also shows us where we can still improve. We are targeting those key areas to make our workforce stronger, more engaged and more effective for the public we serve.”

PARTNERSHIP'S IMPACT INDEX

Number of programs transferred to the Partnership from the Council for Excellence in Government in 2009: **3**

Number of federal employees trained by the *Center for Government Leadership's Fellows* programs in 2009: **380**

Percentage increase from 2008 to 2009 in *Fellows* programs enrollment: **30**

Percentage of *Fellows* who would recommend the program to a peer: **100**

Number of agencies represented in the Partnership's *Collaborative* of chief human capital officers: **30**

Number of agency heads who attended the 2009 *Best Places to Work* awards event: **9**

Number of agencies who reached out to the Partnership in 2009 seeking assistance to improve employee satisfaction and increase their *Best Places to Work* scores: **26**

Number of visitors to bestplacestowork.org during the week following the May 19 release: **70,840**

Average number of visitors per week to bestplacestowork.org in 2009: **16,867**

Number of federal agencies participating in the *Call to Serve* initiative: **76**

Number of schools committed to promoting government service through the *Call to Serve* initiative: **704**

Number of campuses that participated in day-long training sessions to learn how to effectively advise students on the federal job and internship application process: **226**

Number of campus faculty and career services personnel trained by the Partnership to promote federal service to students: **1,600**

Number of *Annenberg Speakers Bureau* events on campuses across the country in 2009: **102**

Number of students the *Annenberg Speakers Bureau* has reached since the program launched: **17,500**

Number of *Federal Service Student Ambassadors* running full-fledged campaigns on their campuses to promote federal jobs and internships: **30**

Number of federal interns and young professionals who attended the Partnership's 2009 *Public Service Career Fair*: **6,000+**

Percentage increase in attendance of 2009 *Public Service Career Fair* compared to 2008: **100**

Number of campus leaders and good government groups that signed a petition in support of the *Roosevelt Scholars Act*: **150**

Members of Congress who signed on as cosponsors for the *Roosevelt Scholars Act*: **26**

Number of times a Partnership representative has testified before Congress since 2002: **23**

Number of Partnership-supported bills enacted into federal law since 2002: **13**

Number of agencies who exhibited on the National Mall during *Public Service Recognition Week*: **61**

Estimated number of people who visited the National Mall exhibits during *Public Service Recognition Week*: **40,000**

Number of federal employees who have been nominated for *Service to America Medals* since 2002: **3,800**

Number of federal employees who have been honored with *Service to America Medals* since 2002: **63**

Estimated number of readers reached with stories about 2009 *Service to America Medals* winners: **400,000,000**

Number of federal employees profiled in the Washington Post's "Federal Players" column, which is written by the Partnership, in 2009: **47**

Total number of media impressions for 2009: **4.5 billion**

Percentage increase from 2008 to 2009 in the amount of traffic on the Partnership's main Web Site: **58**

Percentage increase from 2008 to 2009 in the amount of traffic on the Partnership's *Making the Difference* Web site: **177**

Rank of the Partnership's Web site in a Google search for the term public service: **1**

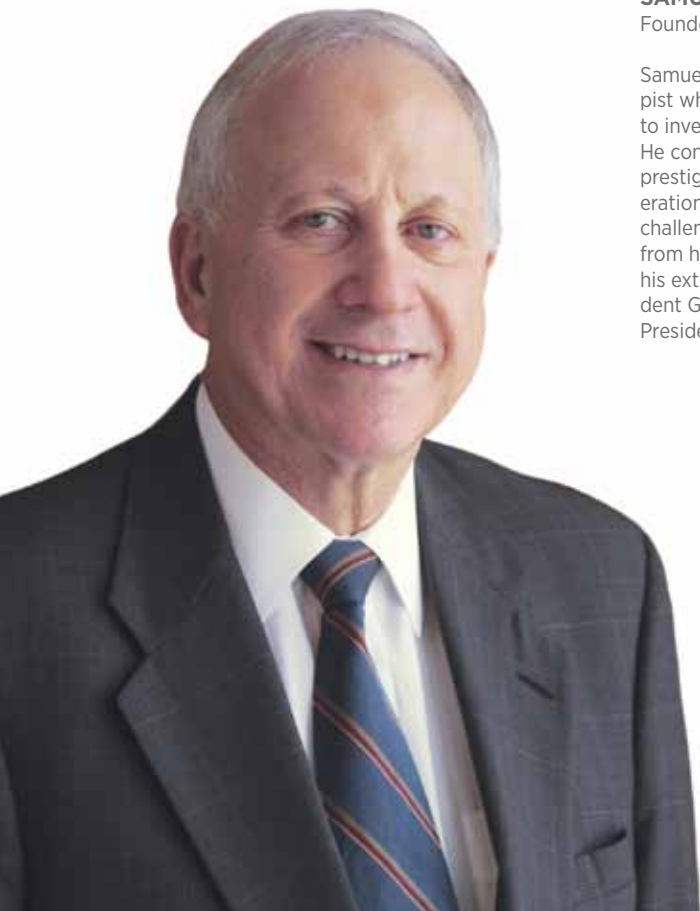
JACKYE ZIMMERMANN Director, Editorial Policy and Publications and the Student Art Exhibit Program
Department of Education

Jackye Zimmermann is the embodiment of what the Partnership refers to as a “change agent”—someone who takes strong initiative, is persistent, a doer and an innovator. As a **Senior Fellow**, Zimmermann has taken the lessons she learned in leadership and management training to become a coach, a mentor and a leader to her colleagues at the Department of Education. Each month, she hosts guest leaders in a variety of professions from around the country for conversations with colleagues from across the department to share best practices for being an effective leader, for tackling challenges and working through obstacles. In 2009, she asked participants to commit to specific ways they will improve the department, to follow through and to share their experiences.



“The main goal is to make the Department of Education a great place to work and to be better at what we do for the American people. My ongoing involvement with the Partnership as a Senior Fellow helps me to engage my colleagues to make sure that, together, we can make this happen. We want to be proactive about improving our agency and our government.”





SAMUEL J. HEYMAN (1939-2009)

Founder, Partnership for Public Service

Samuel J. Heyman was a bold and visionary philanthropist who saw that a path to great social change was to invest in the capacity of our nation's government. He conceived of an organization that would restore prestige to government service and inspire a new generation into its ranks. Mr. Heyman never shrank from a challenge, and the Partnership benefited tremendously from his leadership as Chairman and his support. For his extraordinary commitment to public service, President George W. Bush presented Mr. Heyman with the Presidential Citizens Medal in 2008.

“While you’re never going to get rich in government service, so many of our young people today—who are extraordinarily idealistic and the most active citizens in recent history—are more interested in job satisfaction, exciting responsibilities and the opportunity to make a contribution to our country. The future of our nation quite simply depends on the quality of our government.”

SAMUEL J. HEYMAN LEGACY CIRCLE

Over the years, Mr. Heyman shared his passion for public service with his friends and colleagues, many of whom joined him in supporting our work. The individuals and organizations listed here have contributed to the Partnership in Mr. Heyman’s memory and in support of his ongoing legacy to create a government that is responsive and well-equipped to take on the complex challenges facing our nation. We appreciate their generous support.

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SERVICE TO AMERICA MEDALS

The *Service to America Medals (Sammies)* have been awarded annually since 2002 at a black-tie dinner to honor and celebrate the outstanding accomplishments of our federal workforce. The *Sammies* send a powerful message to the American people about the importance of a strong federal workforce and offer inspiration for a new generation of Americans to pursue public service.

The winners are chosen by a prestigious selection committee, which includes leaders from government, business, the foundation and nonprofit communities, academia and the media. The nine award categories span a variety of issue areas, and honor innovation, dedication to public service and contributions to the public good.

The stories of the *Sammies* winners and finalists reach millions of Americans. In 2009, we generated news stories across the country with nearly half a billion media impressions. To garner further recognition of the great work our government is doing, we feature in-depth stories about past *Sammies* finalists in our new “Federal Players” feature, which runs weekly in the Washington Post.

There were approximately 400 nominations in 2009 from agencies across the federal government and the nation. Here are the 2009 award winners.



SAVING OUR SOLDIERS

Recognizing the growing emotional strain experienced by many former and current members of our armed services, Janet Kemp established the first nationwide suicide prevention hotline for veterans, active duty personnel and their families. More than 160,000 people in crisis have been assisted by the hotline's trained counselors since 2007.

JANET KEMP, FEDERAL EMPLOYEE OF THE YEAR

National Director, Suicide Prevention Program, Department of Veterans Affairs, Veterans Health Administration

THOMAS WALDMANN, CAREER ACHIEVEMENT MEDAL
Chief, Metabolism Branch, National Institutes of Health, National Cancer Institute

**A LIFETIME OF
SAVING LIVES**

When Dr. Waldmann first came to NIH in 1955, there were no personal computers, a gallon of gas cost 23 cents and Dwight D. Eisenhower was our president. Ten administrations later, Dr. Waldmann has proven what a difference one person can make working in our government. His cutting-edge discoveries led to significant advances in the treatment of patients with cancer, AIDS and multiple sclerosis, including new therapies for previously fatal forms of T-cell leukemia and Hodgkin's lymphoma.



**GIVING STRUGGLING
HOMEOWNERS HOPE**

When high-level government officials debated how to help struggling homeowners avoid foreclosure, 25-year-old Clare Rowley used her experiences implementing an innovative mortgage loan modification program at the failed IndyMac Bank in California to provide practical advice and operational details needed to put a national program into operation.



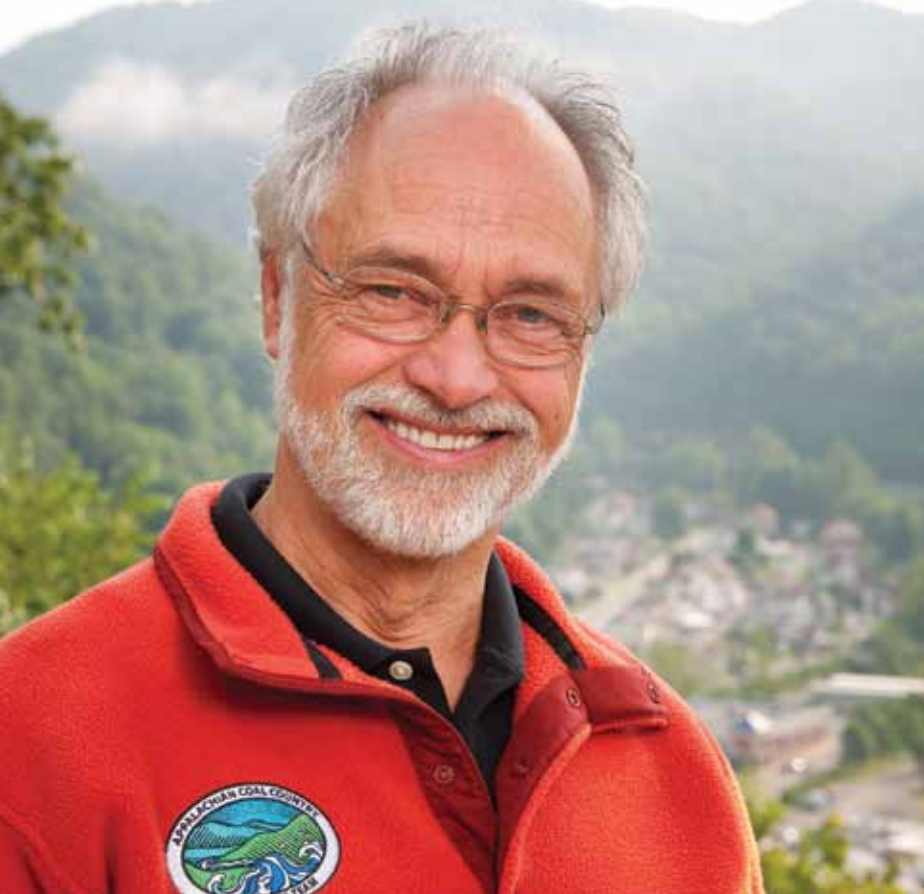
CLARE D. ROWLEY, CALL TO SERVICE MEDAL
Economic Analyst, Federal Deposit Insurance Corporation

MICHAEL GERMAN, CITIZEN SERVICES MEDAL
National Team Leader, Department of Housing and Urban Development



A HOME IN SERVICE

Through his work at the Department of Housing and Urban Development, Michael German coordinated federal efforts to reduce long-term homelessness and create partnerships with local governments and the private sector. He worked tirelessly to shift the emphasis from reliance on temporary shelters to creating more permanent housing and providing necessary social services to assist thousands of people in need.



RECLAIMING OUR COMMUNITIES

Allan Comp created a unique partnership of government, VISTA volunteers and local citizens in community projects leading to reforestation efforts and reviving the polluted rivers and streams of West Virginia's coal country and the Mountain West.

T. ALLAN COMP, ENVIRONMENT MEDAL
Program Analyst, Department of the Interior, Office of Surface Mining

AMY MEYER, NATIONAL SECURITY AND INTERNATIONAL AFFAIRS MEDAL
Director, Office of Economic Growth, Pakistan Mission, U.S. Agency for International Development

**EMPOWERING
PAKISTAN**

Displaying a deep knowledge of the local language and sensitivity to the culture, Amy Meyer led a USAID economic development mission in Pakistan that started with only one staff member and grew to a \$200 million-a-year suite of 10 programs involving agriculture, energy and expanded assistance to women and small enterprises.



**LEGAL WARRIOR
FOR CLEAN AIR**

A Justice Department litigator, Walter Benjamin Fisherow's work in enforcing the Clean Air Act resulted in some of the largest environmental settlements with polluters, as well as a reduction of nearly two million tons of toxic pollutants generated by coal-fired power plants each year.



WALTER BENJAMIN FISHEROW, JUSTICE AND LAW ENFORCEMENT MEDAL
Deputy Section Chief, Environmental Enforcement Section, Department of Justice, Environment and Natural Resources Division

SEAN DENNEHY AND DON BURKE, HOMELAND SECURITY MEDAL
Intellipedia and Enterprise 2.0 Evangelist (Dennehy) and Intellipedia Doyen (Burke), Central Intelligence Agency



**LEADING THE
WIKI WAY**

CIA analysts Sean Dennehy and Don Burke created a Wikipedia-like clearinghouse called Intellipedia, a collaborative online intelligence repository that allows sharing of classified information among the intelligence agencies, aids in the analysis of potential threats and makes our country safer.



**A CRUSADER AGAINST
FOOD-BORNE ILLNESS**

Navy microbiologist Patricia Guerry's groundbreaking discoveries could lead to the first vaccine for a food-borne intestinal illness that annually sickens hundreds of millions of people and has proved deadly among the young in developing countries.

PATRICIA GUERRY, SCIENCE AND TECHNOLOGY MEDAL
Chief, Molecular Biology and Biochemistry Branch, U.S. Naval Medical Research Center

SUSTAINING OUR MISSION

The Partnership's work and ongoing success would not be possible without generous financial and in-kind support from corporations, foundations and individuals. We acknowledge with grateful appreciation all of the following who make our work possible:

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The support of these companies and individuals, which provided the Partnership with pro bono or reduced fee services, has helped make the Partnership's work possible. We gratefully acknowledge their generous support.

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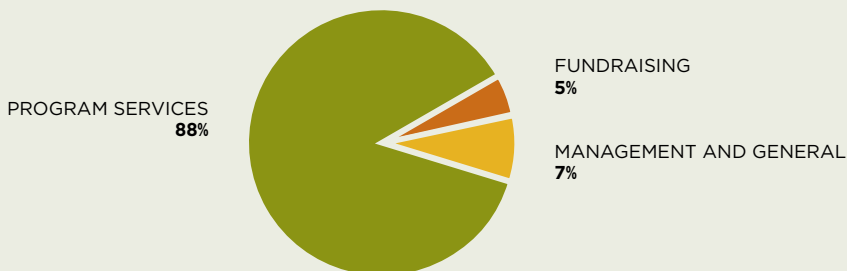
FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION – FOR THE YEARS ENDED DECEMBER 31,

	2009	2008
ASSETS		
CURRENT ASSETS:		
Cash	\$ 884,895	\$ 1,753,327
Accounts receivable	998,462	242,737
Pledges receivable	12,282,732	9,782,294
Prepaid expenses	26,304	22,911
TOTAL CURRENT ASSETS	\$ 14,192,393	\$ 11,801,269
INVESTMENTS	\$ 12,313,992	\$ 9,669,898
PLEDGES RECEIVABLE, NON CURRENT	1,041,000	3,765,051
PROPERTY, EQUIPMENT, SOFTWARE, NET	246,280	218,084
OTHER ASSETS:		
Deposits	115,162	115,162
TOTAL ASSETS	\$ 27,908,827	\$ 25,569,464
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 318,232	\$ 236,207
Deferred revenue	2,108,721	20,450
TOTAL LIABILITIES	\$ 2,426,953	\$ 256,657
NET ASSETS:		
Unrestricted:		
Undesignated	\$ 169,247	\$ 2,095,564
Board-designated endowment	12,313,992	9,669,898
	12,483,239	11,765,462
Temporarily restricted	12,998,635	13,547,345
TOTAL NET ASSETS	\$ 25,481,874	\$ 25,312,807
TOTAL LIABILITIES AND NET ASSETS	\$ 27,908,827	\$ 25,569,464

Unaudited financial statements

FINANCIAL STATEMENTS
STATEMENT OF ACTIVITIES – FOR THE YEARS ENDED DECEMBER 31,

	2009	2008
SUPPORT AND REVENUE:		
Contributions	\$ 3,300,673	\$ 4,152,923
Government revenue	2,440,271	-
Corporate support	1,309,242	936,512
In-kind support	1,099,761	28,455
Membership fees	90,125	56,667
Special event	78,904	2,290,031
Grant revenue	67,595*	5,981,000
Investment income	2,651,798	(4,075,708)
Miscellaneous income	75,079	44,622
TOTAL SUPPORT AND REVENUE	\$ 11,114,448	\$ 9,414,502
EXPENSES:		
Program services:		
Education and outreach	\$ 1,728,423	\$ 1,549,467
Government transformation	3,228,490	1,110,742
Policy and research	1,946,695	1,273,611
Communications	2,327,472	1,819,321
Government affairs	348,264	374,488
TOTAL PROGRAM SERVICES	\$ 9,579,614	\$ 6,127,629
Supporting services:		
Management and general	\$ 820,904	\$ 601,280
Fundraising	544,863	890,378
Total supporting services	1,365,767	1,491,657
TOTAL EXPENSES	\$ 10,945,381	\$ 7,619,286
CHANGE IN NET ASSETS	\$ 169,067	\$ 1,795,216
NET ASSETS, BEGINNING OF YEAR	25,312,807	23,517,591
NET ASSETS, END OF YEAR	\$ 25,481,874	\$ 25,312,807



* GAAP accounting standards require that total grant amounts are recognized as revenue in the year a grant is awarded. The Partnership received foundation grants in 2008 to support program activities from 2008 through 2011.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS — FOR THE YEARS ENDED DECEMBER 31,

	2009	2008
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 169,067	\$ 1,795,216
Adjustment to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	74,693	64,590
Net realized and unrealized gains on investments	(3,995,186)	4,376,505
(Gain) Loss on disposal of equipment	(2,118)	2,737
Changes in assets and liabilities:		
Accounts receivable	(755,725)	(186,381)
Pledges receivable	223,613	(5,530,809)
Prepaid expenses	(3,393)	40,800
Other assets	-	-
Accounts payable and accrued expenses	82,025	58,465
Deferred revenue	2,088,271	(117,475)
Total adjustments	(2,287,820)	(1,291,577)
Net cash provided (used in) operating activities	\$ (2,118,753)	\$ 503,639
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of investments	\$ (3,434,674)	\$ (3,029,686)
Proceeds from the sale of investments	4,787,784	2,783,685
Purchases of property, equipment and software	(102,789)	(82,067)
Net cash used in investing activities	\$ 1,250,321	\$ (328,068)
Net increase (decrease) in cash and cash equivalents	\$ (868,432)	\$ 175,571
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	\$ 1,753,327	\$ 1,577,756
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 884,895	\$ 1,753,327

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