

BEGINNING IN MARCH 2016, several government management organizations—the transition partners—came together to advance the common goal of ensuring a smooth, safe and effective presidential transition. Our purpose was to help the next administration be ready to govern from day one.

Together, we strategized on what our government’s management priorities should be and developed recommendations for the new administration to consider. Good management is nonpartisan. Developing and acting on management priorities is essential for effective government and critical to the Trump administration’s success.

Supporting a new administration as it develops and acts on management priorities helps ensure our country’s competitive advantage. Our goal was to work with the new administration to gain management knowledge and skills so it could develop, and ultimately execute, sound policy priorities.

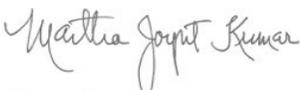
Once policies are formulated, the administration’s success will depend on support and resources to carry them out as well as its ability to address challenges to the policies’ implementation. Many factors play a role in implementing policy and improving government effectiveness, ranging from the federal workforce, budgets and agency decision-making structures to information technology, cybersecurity, acquisition and procurement.

The transition partners identified six management priorities vital for the success of the administration’s policy agenda. To accomplish them, there must be a culture of innovation throughout government. Our group has outlined several practices in each area that new leaders can adopt immediately to improve government performance and enable policy implementation:

- Adopt a 21st-century cybersecurity agenda
- Incorporate private-sector reforms to improve federal acquisition and procurement
- Enhance workforce effectiveness through human capital reforms
- Rely on key decision-making structures to support an enterprise, or “whole-of-government” approach to governing
- Improve government efficiency, effectiveness and services to citizens through innovation and technology
- Rethink budget preparation

Our group stands ready to discuss with the new administration how to incorporate these items into agency agendas.

In addition to this collective effort, each of the transition partners has produced original reports, recommendations or other material to support incoming leaders. We can provide those products for your review upon request, along with a point of contact should you wish to discuss further with any individual organization.



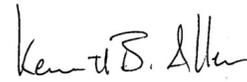
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THE TRANSITION PARTNERS' PROPOSED MANAGEMENT PRIORITIES

Sound management is essential for effective government operations and enables an administration to carry out its policies. The transition partners recommend six management priorities for successful policy implementation:

ADOPT A 21ST-CENTURY CYBERSECURITY AGENDA



- Address cybersecurity through risk management rather than risk avoidance, and include in policies the requirement to design systems with resiliency.
- Strengthen federal leadership on cybersecurity by declaring the cyber infrastructure a strategic asset, and establish the position of national cyber advisor, reporting directly to the president. The national cyber advisor should be responsible for coordinating federal agency efforts and developing national cyber policy, including a new policy for international collaboration on cybersecurity.
- Establish an aggressive recruitment, development and retention program to address the critical shortage of skilled cybersecurity personnel. Improve and expand federal cybersecurity education efforts such as the Scholarship for Service and Centers for Academic Excellence, encouraging practical application of knowledge and using performance measures on programs' effectiveness.
- Create a government-wide deterrence strategy to reduce or prevent escalating cyber aggression.
- Initiate a focused cross-government effort to modernize technology infrastructures.
- Improve federal cybersecurity governance by establishing clear lines of responsibility or authority; creating the role of the federal chief information security officer; and empowering the Department of Homeland Security to enforce compliance at civilian agencies.
- Require uniform reporting and ensure liability protection for companies that share information on cyberattacks.
- Mandate accelerated federal agency IT modernization efforts to replace outdated technology, reduce expenses, address current cybersecurity vulnerabilities and take advantage of new technologies that deliver effective results.

INCORPORATE PRIVATE-SECTOR REFORMS TO IMPROVE FEDERAL ACQUISITION AND PROCUREMENT



- Standardize and simplify the acquisition process
- Provide procurement options that shorten delivery times.
- Require agencies to use acquisition approaches that improve access to commercial innovation and best practices, including statements of objectives, alternative proposals and outcome-based contracting.
- Prioritize the adoption of commercial solutions and buying capabilities as a service.
- Identify opportunities to centralize procurement through category management for common purchases within and across agencies to provide savings for taxpayers and streamlined processes for contractors.
- Increase transparency and improve data management in government procurement and funding by implementing the Digital Accountability and Transparency Act (DATA) effectively.
- Establish a joint government and industry task force charged with developing recommendations to reform federal acquisition and procurement.

ENHANCE THE EFFECTIVENESS OF THE FEDERAL WORKFORCE THROUGH HUMAN CAPITAL REFORMS



- Strengthen the career Senior Executive Service by increasing access to leadership development opportunities and rotational assignments in agencies across the federal government.
- Address employees' concerns about their agencies' working environment by consulting survey data from Best Places to Work in the Federal Government® and the Office of Personnel Management.
- Train more federal employees in methods such as human-centered design, data science and crowdsourcing to boost the capacity for innovation in government.
- Use performance contracts and joint political-career management teams to help align the political and career workforces and hold executives accountable.
- Use existing hiring authorities to improve how government fills vacancies in mission-critical occupations.
- Conduct a proactive campaign to repair the image of government and make it an employer of choice.
- Take on the long-term task of designing and implementing comprehensive civil service reform.

USE KEY DECISION MAKERS INCLUDING THE WHITE HOUSE, THE OFFICE OF MANAGEMENT AND BUDGET, AND KEY MANAGEMENT AND POLICY COUNCILS, TO SUPPORT AN ENTERPRISE APPROACH TO GOVERNING



- Establish teams that focus on enterprise approaches to implementing presidential priorities and cut cross policy, personnel and agency teams.
- Designate a White House champion to support mission-focused, cross-agency priorities, and use the President's Management Council to drive enterprise initiatives.
- Develop a robust and well-articulated management agenda, coupled with outcome-based measures for agency heads to track and report, and ensure the emphasis is on cross-agency goals.
- Focus government on core missions and rely on industry to deliver noncore services through outcome-based contracts.
- Maintain momentum on, and speed the adoption of shared services for mission support functions through new governance and management approaches and funding flexibilities.
- Target innovation, digital government and customer experience as areas of emphasis.

USE INNOVATION AND TECHNOLOGY TO IMPROVE CITIZEN SERVICES AND ENHANCE GOVERNMENT'S EFFICIENCY AND EFFECTIVENESS



- Encourage innovation in government and demonstrate leadership commitment, through policies, resources and programs; by furthering government's access to commercial advancements; and by improving federal business processes.
- Take advantage of innovations in the private sector's business processes and technology by promoting public-private partnerships;
- Use recent laws, and advance new legislation, to speed acquisition of modern technologies and strengthen cybersecurity; and make more investments in 21st-century capabilities that deliver results for government and the American people.
- Share innovative and effective practices more widely throughout government by establishing an innovation council led by a White House official.
- Provide innovation laboratories, training and resources to promote innovation, through a coordinated, shared approach across agencies.

RETHINK HOW TO PREPARE THE BUDGET



- Use the fiscal 2018 budget and the existing rules around budget, management and performance to inform high-level decision-making and implementation strategies.
- Work with budget experts on how to navigate the budget process. This applies to individuals who are new to government as well as those who may have served previously.
- Establish new budget authorities and processes that are responsive to rapid changes in the market; and establish IT modernization funds that help speed the retirement of outdated systems and encourage "share-in-savings" efforts between government and the private sector.
- Budget for continuity of critical services as well as to sustain long-term infrastructure such as water, power, transportation, financial and other systems and public services.

LOOKING FOR MORE INFORMATION?

Contact Chantelle Renn at chantellerenn@ourpublicservice.org



PARTNERSHIP FOR PUBLIC SERVICE

CENTER *for* PRESIDENTIAL TRANSITION

The Partnership for Public Service is a nonprofit, nonpartisan organization that believes good government starts with good people. We help government serve the needs of all Americans by strengthening the civil service and the systems that support it.