

CURRICULUM VITAE

ROBERT M. TOBIAS

Robert M. Tobias is currently the Director of the Key Executive Programs. He teaches and administers the Key Executive Leadership Programs that involve over 500 federal leaders seeking a Masters Degree in Public Administration or a Certificate in Leadership for Public Policy Implementation. He is also the Director of the Institute for the Study of Public Policy Implementation at American University.

Mr. Tobias was nominated by President Clinton and the Senate confirmed him for a five-year term as a member of the Internal Revenue Service Oversight Board. The Board has broad strategic and budget oversight responsibility for the Internal Revenue Service.

Mr. Tobias was selected by the Director of the Office of Personnel Management and the Deputy Secretary of Defense to be part of a three person Task Force to review and make recommendations concerning the National Security Personnel System. Mr. Tobias was selected by Thomas Ridge, Secretary, Department of Homeland Security (DHS) and Kay Coles James, Director, Office of Personnel Management (OPM) to the Human Resource Management System Senior Review Advisory Committee which was charged with reviewing the work of the Department of Homeland Security/Office of Personnel Management Design Human Resource team and providing options to the Secretary and the Director for their consideration. Comptroller General David Walker appointed Mr. Tobias to the Congressionally created Commercial Activities Panel, which studied privatization in the federal government and issued its report and recommendations to Congress on April 30, 2002..

Mr. Tobias received the Paul P. Van Riper Award from the American Society for Public Administration "In recognition of his outstanding contributions to both the theory and practice of public administration."

Mr. Tobias is a Fellow in the National Academy of Public Administration and was selected to be the Chair of NAPA's Standing Panel on Public Service. In addition, he serves as the President of the Federal Employees Education and Assistance Fund (FEEA). Mr. Tobias is also a frequent contributor to *Federal Times*, *Government Employees Relations Report*, and *Government Executive* magazine on current federal sector public policy implementation issues.

Mr. Tobias consults with a number of private sector and government clients on a broad variety of issues including strategic planning, leadership development, alternative dispute resolution, interest-based problem solving, and training.

Prior to his work at American University, Mr. Tobias served for 31 years with the National Treasury Employees Union (NTEU) and from 1983-1999 as its President.

As NTEU's General Counsel from 1970-1983, Mr. Tobias focused NTEU on creating employee rights through aggressive negotiation and litigation. After becoming NTEU's President, Mr. Tobias used the newly created rights as the infrastructure for establishing more cooperative/collaborative labor management relationships with federal agencies.

Mr. Tobias believes that collaborative labor management relationships are critical to a union's ability to address the needs of 95% of the organized workforce interested in participating in creating a workplace that is more satisfying, productive and delivers better service to the public. A collaborative labor management relationship is also critical to management's ability to enlist and inspire a workforce to regularly transform itself in light of changing goals, new technology, and increased demands for performance.

Mr. Tobias served on the government-wide labor management partnership council that was established to support and nurture collaborative labor management relationships throughout the federal government.

UNIVERSITY ADMINISTRATION

Jan. 2006 – Present: Director of the Key Executive Leadership Programs, which includes responsibility for the Key Executive Leadership MPA (<http://www1.spa.american.edu/key>) and Certificate Program (<http://www1.spa.american.edu/keycertificate>). Each is targeted to primarily federal managers who desire to be selected to the Senior Executive Service. It consists of over 500 persons who are working to increase their knowledge of public administration and their leadership capacity to more effectively implement public policy.

Sept. 2002 – Present: Director Institute for the Study of Public Policy Implementation (<http://spa.american.edu/isppi>). The Institute brings together members of Congress, political appointees, career executives, union leaders, academics, and the consulting community to discuss and attempt to resolve public policy implementation issues.

UNIVERSITY TEACHING

1999- Present: Distinguished Practitioner in Residence at American University teaching graduate level courses.

1. "Managing Labor Management Relations" focuses on giving students/prospective public managers the information they need to

- make choices concerning the creation and maintenance of an effective labor management relationship.
2. "Facilitation and Team Development" focuses on the role of a manager/facilitator in creating and maintaining high performance work teams. Finally, he teaches a course titled "Leadership for Changing Times."
 3. "Leadership in a Changing Environment" focuses various leadership roles and responsibilities in creating high performing agencies. The course assumes that leadership is a journey of continuously struggling to know oneself, understand one's relationship with others, and take responsibility for making conscious choices. The course provides students with an opportunity to think about what kind of a leader they are, what kind of a leader they want to be, and what actions the student might consider to achieve personal goals.

All courses have outstanding student evaluations.

1970-1992: Created and taught graduate level course in public sector labor relations law at the George Washington University Law School with consistently outstanding student evaluations.

SEMINAR LEADER

Jan. 2000 – Present: Created the Institute for the Study of Public Policy Implementation at the American University which brings together all of the stakeholders in the public policy implementation process - members of the United States Congress, political appointees, career senior executives, labor union leaders, academics, and the consulting community – to address the difficult public policy implementation issues. The stakeholders have no history of meetings or discussion. The Institute provides a safe, facilitated forum in order to create the dialogue necessary for collaborative problem solving. The results of the Institute activities may be seen at www.american.edu/spa/isppi

TRAINING

1968-1999: Through constant training sessions/seminars developed union leader/member skills and confidence necessary to behave collaboratively while preserving the skills necessary to pursue rights based solutions to problems.

1987-1999: Through constant in service education, created a union culture that valued reactivity, flexibility, and being on the leading edge of change. This approach allowed NTEU to evolve from a solely adversarial role to including management issues of quality improvement and agency efficiency as part of the union agenda.

1968- Present: Frequently called upon by federal agencies to train managers – including the highest level career executives – on such topics as improving labor-management relations, creating an environment for successful implementation of interest based problem solving, and effective public policy implementation through inclusion of all stakeholders including union leaders. As a trainer/seminar leader, presented workshops at the Harvard Business School, University of Michigan, American University, Federal Bar Association, Brookings Institution, and many professional organizations.

CONSULTING

1999-Present: Worked with a wide variety of clients in the federal government on a wide variety of topics, including strategic planning, business process improvement, labor management relations.

MEDIATION/FACILITATION/RECONCILIATION

Developed skills, credibility, and trust necessary to allow managers to feel safe working together with NTEU to create a new paradigm of labor management relations in the federal sector.

Created first labor management partnership with the Internal Revenue Service in 1987 based on the twin goals of quality improvement and job satisfaction.

Led effort of union officials, neutrals, and federal executives who, with Vice President Gore, crafted Executive Order 12871, mandating the creation of labor management partnerships in the federal sector.

COMMUNICATION

Have participated in debates, discussions, and presentations on a wide range of public policy issues and have appeared frequently on television news shows e.g. The News Hour with Jim Lehrer, PBS; CNN News; MSNBC News; CNBC News; NBC Nightly News with Tom Brokaw; ABC News with Peter Jennings; CBS News with Dan Rather; and numerous radio and talk shows.

PRESIDENTIAL NOMINATION AND APPOINTMENTS

2009: Mr. Tobias was selected by the Director of the Office of Personnel Management and the Deputy Secretary of Defense to be part of a three person panel to review and make recommendations about the National Security Personnel System.

2003: Appointed by Thomas Ridge, Secretary, Department of Homeland Security (DHS) and Kay Coles James, Director, Office of Personnel Management (OPM) to the Human Resource Management System Senior Review Advisory

Committee which is charged with reviewing the work of the Department of Homeland Security/Office of Personnel Management Human Resource Design team and providing options to the Secretary and the Director for their consideration.

2001: Appointed by Comptroller General David Walker on April 17, 2001 to the Congressionally created Commercial Activities Panel, which is obligated to study and provide a report to Congress on privatization in the federal government. The Panel is composed of 12 persons from the Administration, federal sector union leaders, a former Senator, and representatives from the contractor community. The Panel completed its work on May 1, 2002

2000: After nomination by President Clinton and confirmation by the Senate sworn in for a five year term on the Internal Revenue Service Oversight Board on September 28, 2000. The Oversight Board, composed of seven persons from the private sector together with the Secretary of Treasury and Commissioner of the Internal Revenue Service, is responsible for approving Internal Revenue Service strategic and annual operating plans, the annual budget request, and all agency performance standards.

1993-1999: President Clinton to the National Partnership Council, which is responsible for supporting the creation of labor management partnerships through training, facilitation and evaluation. The Council is composed of union leaders and key political appointees.

1996-1997: President Clinton to the Commission to Restructure the Internal Revenue Service, composed of private sector persons, four members of Congress and the representative from NTEU. The Commission developed and published recommendations that formed the basis for the 1998 legislation restructuring the Internal Revenue Service.

1988-1999: President Bush to the Federal Employee Salary Council, which makes recommendations on federal employee pay raises based on Bureau of Labor Statistics data.

EDUCATION

B.A., University of Michigan, Ann Arbor, 1965

M.B.A., University of Michigan, Ann Arbor, 1968

J.D. with honors, George Washington University Law School, District of Columbia 1969

[Congressional testimony, media appearances, publications, and presentations in the last six years.]

PUBLICATIONS:

Tobias, Robert. "Leading Differently: Can Reorganization Change Things?" *The Public Manager*, Vol. 40, Number 2, Summer, 2011 p. 28

Tobias, Driessnack, and Barker 2010. "Analysis: The buck stops with program managers," *Government Executive*, November 8, 2010
<http://www.govexec.com/dailyfed/1110/110510an1.htm>

Tobias, Robert M. "Performance Management Progress," *The Public Manager*, Vol. 38, Number 4, Winter, 2009-2010.

"Executive-Branch Elephants," Washington Post Leadership Blog,
<http://views.washingtonpost.com/leadership/guestinsights/2009/10/executive-branch-elephant.html>, October 16, 2009.

"Role Model," *Government Executive*,
<http://www.govexec.com/dailyfed/0709/072909mm.htm> (2009)

"Unions," *Getting It Done: A Guide for Government Executives*, Abramson, Breul, Kamensky, Wagner eds., Roman and Littlefield, (2009)

"The President, Outcomes and Performance," *The Public Manager*, Vol. 37, No. 1 (Spring 2008).

"The Challenge of Managing the Workforce of the Future," *Gov*, No. 1, Inaugural Issue, National Academy of Public Administration, (Fall 2006).

"Commentary on Motivating Employees in a New Governance Era: The Performance Paradigm Revisited," *Public Administration Review*, Vol. 66, No. 4 (July/August 2006),
<http://www.aspanet.org/scriptcontent/custom/staticcontent/t2pdownloads/TobiasCommentary.pdf>

"Public Policy Innovation – An Oxymoron?" IBM Innovation Value Blog,
<http://www.theinnovationvalue.com/app/pages/viewpage.action?pageId=857>
(May 12, 2006).

"Human Capital Reform: Will It Improve Homeland Security?" *Perspectives On Work*, Vol. 5, No. 2, p. 33 (Winter 2006)

"The Case in PART: Civil Servants have the Edge Over Appointees in Implementing Policy," *Government Leader*, p. 10 (January/February 2006)

“Labor, Management Must Collaborate For Better Performance,” *Federal Times*, p. 21 (July 25, 2005).

“What Happens When Leaders Take the Time to Improve Performance?” *Government Executive*, p.65 (July 1, 2005).

“Are Unions Compatible with Homeland and National Security” *Society for Federal Labor and Employee Relations Professionals*, Vol. 2005, No. 2 (June 2005)

“Building a High-Performance Workplace,” Barry White and Kathryn E. Newcomer ed., *Getting Results, A Guide for Federal Leaders and Managers*, Vienna, Va., Management Concepts, January 2005.

“Employee Unions and the Human Resource Management Function,” S. Condrey (2nd ed.), *Handbook of Human Resource Management in Government*, S.F. Calif., Jossey-Bass, January 2005.

Successful Recruiting Strategies for Federal Agencies, LRP Publications, 2004.

“Commentary: Organized Professionals Can Be Effective Producers,” 79 *Chicago Kent Law Review*, No. 2, 617-624 (2004).

“The Future of Federal Government Labor Relations and the Mutual Interests of Congress, the Administration, and Unions,” *Journal of Labor Research* XXV, No. 1, 19-41 (Winter 2004).

“Success of Personnel Systems Depends on Leadership,” *Federal Times*, (November 24, 2003).

“The Role and Responsibility of Union Leaders for Effective Service Delivery,” *Going Public, The Role of Labor-Management Relations in Delivering Quality Government Service*, edited by Jonathan Brock and David B. Lipsky, Industrial Relations Research Association Series, Fall 2003.

PLENARY SPEAKER

Tobias, Robert M. (December 11, 2011), “Authentic Leadership: Do I Have It? Do I Want It? And If I Want It How Might I Get It?” National Council of International Visitors 71st Annual Conference, American University, Washington, DC.

Tobias, Robert M. (November 17, 2011), “Why Consider Attending A Key Executive Leadership Program?” My Career Dreams Conference, United States

Immigration and Customs Enforcement, Department of Homeland Security, Washington DC

Tobias, Robert M. (November 9, 2011), "Improved Government Value Through Optimal Labor/Management Relations." 2011 NLO Healthcare Symposium, Past and Prologue: the Ingredients of a Dynamic Workforce, Washington, DC.

Tobias, Robert M. (October 20, 2011), "What Role, If Any, Should OPM Play in Creating a Performance Management System that Links Organizational Outcomes to A More Objective Work Standard and Ensuring that Employees Are Accurately Evaluated and Professionally Developed," Webinar Sponsored by ASTD and The Public Manager

Tobias, Robert M. (May 10, 2011), "Authentic Leadership: What is it so I can determine whether I want it? If the answer is yes, what might I do to put myself on the path of having more of it? 2nd Annual Key Executive Conference, Washington, DC

Tobias, Robert M. (February 23, 2011), "Can Better Labor Management Relations Make the Federal Government More Efficient and Improve Agency Performance?" DC Labor and Employment Relations Association, Washington, DC

Tobias, Robert M. (February 22, 2011) "What Additional Actions Might the Federal Labor Management Council take to Achieve Executive Order 13522 Goals of Increased Agency Performance?" Federal Labor Management Council, Washington DC

Tobias, Robert M. (February 10, 2011) "The Challenge of Asking Strategic Questions to Obtain Strategic Answers," Emerging Leaders Conference, Internal Revenue Service, Washington, DC

Tobias, Robert M. "What is the Role of Leadership in Successful Program Management Efforts?" Acquisition Symposium, National Institutes of Health, Chesapeake, Maryland

Tobias, Robert M. "What is the Relationship Between the Sustainability of a Collaborative Labor Management Relationship and the Metrics Used to Measure Progress?" Federal Aviation Administration, Labor Management Forum, Baltimore, Maryland

"Developing Extraordinary Leaders: Considerations for Program Manager Professional Development," Program Manager Institute Conference, Tysons Corner, Va. (October 19, 2010)

“Leading: Leadership Without Authority,” African First Ladies Conference, Arlington, VA (September 28, 2010)

“As An NNSA Leader, What Skills and Knowledge Do I have An Obligation to Acquire?” NNSA Executive Leader Summit, Washington, DC (April 30, 2010)

“Increasing Performance and Executive Order 13522,” Partnership for Public Service Federal Human Capital Collaborative, Washington, DC (January 21, 2010)

“Leading in Troubled Times,” LeadAmerica Conference, Washington, DC (June 23, 2009)

“Why Is It So Hard For Political Appointees to Focus on Public Policy Implementation?” City Hall Fellows National Conference, Washington, DC (March 29, 2009)

“What Should the Next President’s Management Agenda Be?” United States Department of Agriculture, Washington, DC (October 20, 2008)

“Managing a Multi-sector Workforce,” Transforming Bureaucratic Cultures, *The Public Manager* and the American Society for Public Administration, Baltimore, Md. (July 29, 2008).

“The Human Capital Challenge,” Transforming Bureaucratic Cultures, *The Public Manager* and the American Society for Public Administration, Baltimore, Md. (July 28, 2008).

“Service or Compliance or Service and Compliance, That is the Question,” Mid-Atlantic Advisory Board Meeting, Mid-Atlantic Comprehensive Center,” Hotel Palomar, Rosslyn, Va. (June 10, 2008)

“What do I Contribute to the Conflict and How do I Listen to Understand?” Sabanci University, Istanbul Policy Center, “Alternative Lens to Conflict Resolution” Conference, Istanbul, Turkey (March 18, 2008)

“What are the Processes Available for Managing Conflict for Positive Results?” Sabanci University, Istanbul Policy Center, “Alternative Lens to Conflict Resolution” Conference, Istanbul, Turkey (March 18, 2008)

“What Impact Do Individual Leader Choice Have On Achieving IRS Organizational Goals and Objectives?” Internal Revenue Service Tax Exempt/Government Entities All Managers Meeting, Denver Colorado (November 29, 2007)

“What is The Role of Collaboration in Achieving Significant Increases in Organizational Performance?” 2007 Kenexa World Conference, Las Vegas, Nevada (September 28, 2007)

“The Role of the Internal Revenue Service Strategic Human Capital Plan in Achieving Organizational Results,”
IRS Strategic Planning Conference, Wye, Maryland (August 2, 2007)

“The Use of Best Places to Work in the Federal Government 2007 Data to Drive Change,” Executive Development Exchange Network, Washington, DC (June 13, 2007).

“What Role Does Improving Employee and Organizational Performance Have to Play in Improving Labor Management Relations in the Federal Government?” Federal Labor and Employee Training, Sponsored by the Labor Management Partnership Council of the National Energy Technology Laboratory, Pittsburgh, Pennsylvania (June 7, 2007)

“Best Places to Work in the Federal Government – 2007,” Training Officers Conference, Ocean City, Maryland (April 15, 2007).

“Current State and Future State of Civil Service Reform,” Key Note Speaker, Society of Federal Labor and Employee Relations Professionals, Washington, DC (April 26, 2007)

“Are Presidents Truly Interested in Increasing the Organizational Performance of Agencies?” Government Enterprise Integrators Group, Washington, DC (January 16, 2007)

“Implications for Labor Relations of the Uncertain Status of the Department of Homeland Security and Department of Defense Regulations,” Keynote, Federal Sector Labor Relations and Labor Law Program, Chicago-Kent College of Law, Illinois Institute of Technology, Chicago, Ill. (September 21, 2006).

“What is the Vision for the Kind of Federal Workforce to which the Country Should Aspire?” State of the Public Service Conference, Pocantico Conference Center, Tarrytown, New York (June 29, 2006).

“Why is NAVFAC Not One of the Best Places to Work in the Federal Government,” NAVFAC Personnel Conference, Washington, DC (June 8, 2006).

“Best Places to Work in the Federal Government,” National Hispanic Council, Washington, DC (April 26, 2006)

“What Are the Best Practices for Attracting and Retaining Hispanics among Federal Agencies?” National Hispanic Council, Washington, DC (April 26, 2005)

“To What Extent Do Those Supporting the President (i.e. White House Staff, OMB, and OPM) Have the Interest and Capacity to Effectively Implement Performance Pay and Related Personnel Flexibilities in DHS, DoD, FAA, IRS where Authority Currently Exists, and in other Agencies Should Congress Provide the Flexibility?” National Academy of Public Administration, Standing Panel on Executive Organization and Management (April 21, 2006).

“Standards for Judging IRS Success,” Council for Electronic Revenue Communication Advancement (CERCA) convention, Washington, DC (October 27, 2005).

“Best Places to Work and the Department of State,” Department of State, (September 20, 2005).

“High Performing Organizations are the Key to Employee Satisfaction,” Council for Excellence in Government, Washington, DC (April 12, 2005).

“Why Performance Matters,” Council of Former Federal Executives, Washington, DC (March 28, 2005)

“The Value of PART: A Scholarly View,” Interagency Regulatory Forum, Washington, DC (January 27, 2005).

“Making the Case for Leadership Development,” Federal Executive Association, Phoenix, Arizona (August 18, 2004).

“Role of Public/Private Partnerships in Enhancing Results of Competitive Sourcing,” Opportunities and Challenges of the New A-76, sponsored by ICF Consulting, Washington, DC (March 10, 2004)

“Implementation for Business Results,” Information Processing Interagency Conference, sponsored by the Government Information Technology Council, Orlando, Florida (March 3, 2004)

“The Role of the Best Places to Work in the Federal Government: Data As a Rationale for Providing Needed Leadership Development Training,” Training Officers Conference, Washington, DC (February 10, 2004)

“The Need for A Labor-Management Strategic Plan to Guide Parties Toward Intended Goals and Objectives,” Environmental Protection Agency, National Partnership Council, Washington, DC (October 7, 2003)

CHAired PANEL:

Tobias, Robert M. (October 14, 2011) "What Were the Elements Necessary to Create and Grow the KEY MPA and Certificate Programs?"
Provost's Leadership Retreat, The Changing Market for Graduate Education

Tobias, Robert M. (April 19, 2010) "In Sourcing and Outsourcing: Getting the Right Mix in a Multi-Sector Workplace," Excellence in Government Conference, Washington DC

"Working Collaboration – A Retrospective," Coalition for Effective Change, 15th Anniversary Forum, Washington, DC (June 23, 2009)

"Leadership and Best Places to Work in the Federal Government," Annual Training Officers Conference, Ocean City, Maryland (April 16, 2007)

"Changing How Government Operates in Theory and Practice," Discussant and Moderator of Panel at ASPA National Conference, Washington, DC (March 25, 2006)

"The Future of the Public Service: Managing People across Organizational Boundaries," NAPA Fall Meeting, Washington, DC (November 16, 2006)

"What Was The Impact of the Process By Which DHS Was Created?"
NAPA Fall Meeting, Washington, DC (November 15, 2006)

"Getting the Best to Perform Their Best: Practicing Merit in Performance Management," The Practice of Merit, A Symposium sponsored by the Merit Systems Protection Board, Washington, DC (June 20, 2006)

"The Role of Human Capital Data in Designing, Building and Managing Performance Based Pay Systems," Forum sponsored by the Standing Panel on Public Service, National Academy of Public Administration, Washington, DC (May 30, 2006).

"What are the most effective techniques for organizing and integrating a multi-sector workforce into a federal agencies culture?" National Academy of Public Administration conference, Washington, DC (March 16, 2006)

"Does the White House Staff, OMB, and OPM Have the Interest and Capacity to Effectively Implement Performance Pay?" Standing Panel on Executive Organization and Management, National Academy of Public Administration, Washington, DC (April 21, 2006).

“Generation X, Y and Z: How to Get Them and Keep Them in Your Agency,” Excellence in Government Conference, Washington, DC (July 25, 2005)

“Making Your Agency A Talent Destination: Lessons from the Best,” Excellence in Government Conference, Super Session, Washington, DC (July 28, 2004).

“The Critical Role of Implementation” at “Transforming the Public Service: Progress Made and the Work Ahead,” National Commission on Public Service and National Academy of Public Administration, Washington, DC (February 18, 2004)

“Public Service: What’s Next?,” Excellence in Government Conference, Super Panel, Washington, DC (July 2, 2003)

PANEL PARTICIPANT:

Tobias, Robert M. (November 17, 2011) “Lessons from the Last Downsizing,” John Palgutta, (Chair), Excellence in Government Conference, Washington, DC

“Tobias, Robert M. (March 8, 2011) “Government Reorganization? Why? How?” Alan Balutis, (Chair), How Should the Government Evaluate Government Reorganizations? National Academy of Public Administration, Washington, DC

Tobias, Robert M. (October 1, 2010) “American University’s Efforts to Achieve NASPA Executive Education Accreditation in “Accrediting the Executive MPA/MPP Under the 2009 Standards” 2010 NASPAA Annual Conference, Las Vegas, Nevada

“Maximizing the Agency Performance Aspects of Labor-Management Forums,” Society of Federal Labor and Employee Relations Professionals Annual Conference, Washington DC (April 22, 2010)

“Federal HR Under Obama: Prospects and Promise,” ASPA Convention, San Jose, California (April 9, 2010)

“What Does American University Expect from Students in the Key Executive Leadership MPA Program?” 2009 NASPAA Annual Conference, Washington, DC (2009)

“The Pros and Cons of Pay for Performance: What the Obama Administration Needs to Do As It Revamps Government?” Blacks in Government Conference, Baltimore, Maryland (August 27, 2009)

“What Changes Might We Expect in Federal Employment Law in Light of the Change in Administration and the Current Economic Crises?” 11th Annual Bench and Bar Conference, White Sulphur Springs, West Virginia. (June 20, 2009)

“Changing Times, But Enduring Leader Values,” Executive Forum 2009, Washington, DC (May 8, 2009).

“Has the Vision and Purpose of the Civil Service Reform Act Been Fulfilled?” The Coalition for Effective Change and the National Academy of Public Administration Conference, “Civil Service Reform 30 Years Later,” Washington, DC (October 14, 2008)

“How are Public Managers Responding to Demands for Pay for Performance/Performance Management Systems?” Transforming Bureaucratic Cultures, *The Public Manager* and the American Society for Public Administration, Baltimore, Md. (July 28, 2008).

“Performance Management,” 5th Annual Cognos Government Forum, Washington, DC (April 16, 2008)

“Workforce of the Future,” Government Executive Leadership Breakfast Series 2008, Washington, DC (March 26, 2008)

“The Case for a U.S. Public Service Academy,” American Enterprise Institute, Washington DC (January 9, 2008)

“Public Sector Employment – Leading or Lagging the ‘American Dream’ in a Global Economy,” Labor and Employment Relations Association Annual Meeting, New Orleans (January 4, 2008)

“A New Human Capital Management Architecture for Federal Leaders,” George Washington University Center for Innovation in Public Service, Washington DC (December 11, 2006)

“Management Reform: What’s Next?” IBM Center for the Business of Government, Aspen Institute, Wye Conference Center (November 12-13, 2006)

“Should the 25-year SES experience of receiving bonuses linked to performance influence the latest incarnation of linking pay to performance?” Council for Excellence in Government, Washington, DC (July 12, 2006).

“Engaged Employees, a High-Performing Organization and a Great Place to Work: How to Have It All!” Excellence in Government Conference, Washington, DC (July 11, 2006)

“Fast Decisions by Managers, Do Not Guarantee Good Decisions,” Labor and Employment Relations Conference, Boston, Massachusetts (January 5, 2006).

“The Capacity to Implement and Civil Service Reform,” Council for Excellence in Government, (October 27, 2005).

“What is the Learning from the Internal Revenue Service Information Technology Transformational Effort?” Council for Excellence in Government, (July 21, 2005)

“Are Unions Compatible with Homeland and National Security?” Public/Federal Sector Industry Council of the Labor and Employment Relations Association, Washington DC (June 15,2005)

“Executive Performance Dialogue,” 2005 Government Performance Summit,” Washington, DC (April 27, 2005).

Comptroller General David Walkers, “Human Capital: A Symposium on Designing and Managing a Performance-Oriented and Market-Based Pay System,” Washington, DC (March 9, 2005)

“Future of the Civil Service in Light of Recent and Pending Legislation,” Federal Dispute Resolution Conference, Phoenix, Arizona (August 17, 2004)

“Can Policy Drive Change?” NCAC-ASPA 2004 Annual Spring Conference, George Washington University, Washington, DC (May 11, 2004)

Comptroller General David Walker’s “Forum on Workforce Challenges and Opportunities for the 21st Century: Changing Dynamics and the Role of Government,” Washington, DC (April 22, 2004).

Comptroller General David Walker’s “Forum on Human Capital: Principles and Practices for Agency-specific v. Government-wide Federal Human Capital Reform,” Washington, DC (April 14, 2004).

Comptroller General David Walker’s “Forum on High-Performing Organizations,” Washington, DC (November 6, 2003)

CONGRESSIONAL TESTIMONY:

“What is the Impact of the Pay for Performance System on Performance in the Internal Revenue Service?” Subcommittee on Federal Workforce, Postal Service and the District of Columbia, U.S. House of Representatives (February 12, 2008)

“Personnel Reform in the Federal Government,” Subcommittee on Federal Workforce, Postal Service and the District of Columbia, U.S. House of Representatives (March 8, 2007)

“Data Before Decision-Making,” Committee on Armed Service, Subcommittee on Military Readiness, U.S. House of Representatives (June 26, 2002)

MEDIA APPEARANCES

Kojo Nnamdi show, WAMU, October 26, 2005: Interview concerning the Best Places to Work in the Federal Government.

MSNBC: Interview concerning the impact of the new Fair Labor Standards Act regulations.

NBC Nightly News with Tom Brokaw, August 23, 2004: Interview concerning the impact of the new Fair Labor Standards Act regulations.

WTOP Radio, FedTalk, Friday 13, 2004: Interview concerning the Institute for the Study of Public Policy Implementation and the Best Places to Work in the Federal Government Analysis.