The People Lab

REPORT ON THE DEVELOPMENT OF A FEDERAL WORKFORCE RESEARCH AGENDA

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ABOUT US

The People Lab aims to transform the public sector, by producing cutting-edge research on the people in government and the communities they serve. We collaborate with governments and other stakeholders to evaluate strategies that can strengthen the public-sector workforce, improve public service delivery, and foster engaged communities. Our team brings together public management scholars, behavioral economists, political scientists and public policy experts who are committed to evidence-based policy making, and who use rigorous quantitative, qualitative, and experimental methods to better understand what works. All projects are co-designed with our partners to ensure feasibility and scalability.

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EXECUTIVE SUMMARY

From December 2021 to January 2022, The People Lab hosted four roundtable discussions that included participants from government, think tanks, non-profits, and academia who are working on strengthening the US federal workforce. The goal of these discussions was to develop a research agenda aligned with the [Learning Agenda](#) in support of the President's Management Agenda (PMA). Key research questions identified include: examining whether there are disparities in retention, promotion, burnout, and engagement by employee race and gender and testing methods of closing these gaps; assessing how employee engagement and well-being affect customer experience, quality of service delivery, and program outcomes; and evaluating the impact of talent fellowship programs on the departments and systems in which their fellows work. Developing research partnerships to answer these key questions, as well as myriad others identified through this discussion series, is critical for supporting the PMA Learning Agenda. The People Lab is committed to not only expanding and deepening its own research agenda on strengthening the federal workforce, but also to supporting the creation of the necessary infrastructure for ongoing practitioner-researcher collaborations on the federal workforce.

INTRODUCTION

In December 2021 and January 2022, The People Lab hosted four roundtable discussions with the goal of developing a forward-looking research agenda on the US federal workforce. The roundtable discussions included 44 participants from 25 organizations that represent government, think tanks, non-profits, and academia. The list of participants that consented to be named in this report is listed in Appendix A.

These conversations took stock of the most pressing challenges that the government is facing related to its workforce and the key areas where research can play a role in helping to address those challenges. Coming out of these discussions, we developed a proposed research agenda that is structured around the goals of the President's Management Agenda Learning Agenda (PMALA). The goals of the research agenda are: (1) to identify the most feasible and impactful demonstration projects for collaborative research on the federal workforce and workplace that could be implemented in 2022-2024; and (2) to support the creation of the necessary infrastructure for ongoing practitioner-researcher collaborations on the federal workforce.

The first priority of the PMA is strengthening and empowering the federal workforce. The Learning Agenda outlines three overarching questions in this area:

1. What approaches to recruitment and hiring result in high-performing, diverse teams in federal agencies?
2. What strategies improve retention, engagement, inclusion, and well-being among federal employees, while reducing burnout and attrition?
3. What approaches build a strong, empowered, and diverse cohort across the Federal Government employee lifecycle?

For each of these three priority questions, this report details the context, barriers, and opportunities for research and innovation that were identified during the roundtable discussions.

KEY TAKEAWAYS

Priority Question #1: What approaches to recruitment and hiring result in high-performing, diverse teams in federal agencies?

Context and challenges

Cultivating diverse, high-performing teams in federal agencies requires attracting and hiring public servants that reflect the communities they serve. Some participants reported that the federal hiring pool does not currently reflect the diversity of the applicant pool, in aggregate. Others emphasized the need for targeted recruitment of individuals with specific backgrounds that are currently underrepresented. Participants highlighted several factors that may hinder the ability of the Federal Government to achieve a more representative workforce, including:

- **Complex hiring process:** The process of applying to government jobs can feel opaque for candidates not otherwise connected to the system. Finding the right job, understanding job descriptions, formulating a federal resume, interpreting pay scales, and moving through the application process requires knowledge that can deter some people from completing an application.
- **Hiring timelines:** The Office of Public Management (OPM) has put in a large amount of effort to reduce the length of time it takes to bring on federal hires. Despite significant progress, the average time to hire in FY2018 was approximately 98 days.[1] While the appropriate hiring timeline may vary by position, a longer average time to hire may disadvantage applicants with fewer means.
- **Limited flexibility within existing federal hiring systems:** Features of the current system (e.g., USAJobs) might limit agencies' abilities to adapt their job postings and application processes in ways that would allow them to attract and quickly hire talent.
- **Perceptions of government:** Pervasive negative perceptions and stereotypes of government work, the role of government, and government employees may hinder the recruitment of people with diverse skills and backgrounds. Low trust in institutions may also influence willingness to apply for government jobs.
- **Limited diversity in the recruitment pipeline:** Currently only approximately 6% of full-time federal workers are under the age of 30.[2] Recruiting young people and employees with diverse skills and backgrounds is critical. Recruitment from minority-serving institutions and programs that help underrepresented students of color to pursue careers in federal service could be strengthened.

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[1] OPM Office of Communication. (2020, February 25). *OPM issues updated time-to-hire guidance.* https://www.opm.gov/news/releases/2020/02/opm-issues-updated-time-to-hire-guidance
[2] Partnership for Public Service. (2019). Fed figures 2019: Federal workforce. https://ourpublicservice.org/wp-content/uploads/2019/08/FedFigures_FY18-Workforce.pdf

There is a large body of research on methods of improving hiring equity, attracting more diverse candidates, and fostering more diverse teams. For example, studies have examined how the framing of job ads affects the diversity of the candidate pool[3,4] and which methods of conducting interviews can support more equitable assessment of candidates.[5,6] At the same time, there are many open questions about how best to address the challenges outlined above—especially in the context of the federal workforce—that warrant further research.

Opportunities for research and innovation

Roundtable participants identified numerous important research questions that need to be answered to better understand how to recruit high-performing and diverse teams. Of the opportunities identified, the following are the most timely, impactful, and feasible for innovative research:

1. **How does offering opportunities for remote work influence the applicant pool for federal jobs?** Currently, there is limited evidence on the impact of offering flexible work arrangements on recruitment and hiring, particularly in the context of federal jobs. Research could explore whether offering remote work options for federal jobs supports the recruitment and retention of more diverse candidates.

2. **Can tapping into different motivations for public service increase the diversity of applicant pools?** Ongoing research by The People Lab aims to better understand what types of recruitment messaging are most effective at attracting diverse candidates to public service.[4] However, the efficacy of recruitment messages likely differs by the type of job and agency. Further research on how to tap into various job-related motivations—such as the desire to affect systemic change or the desire for autonomy, purpose, and mastery—could enhance federal recruitment efforts.

3. **How does making the hiring process more transparent influence the diversity of the applicant pool for federal jobs?** Research should examine what kinds of applicant support increases application completion and promotes movement through the hiring process within existing hiring systems, across all levels of government. For instance, future research should test the impact of removing administrative burdens in the hiring and selection process by proactively informing applicants of hiring timelines and offering updates throughout the process.

4. **At what point in the hiring process are diverse candidates falling out?** If the hiring pool does not reflect the diversity of the applicant pool, it is critical that we identify the hiring stages that are associated with the disproportionate drop out of certain candidates. As a starting point, existing administrative data could be analyzed to examine trends in the hiring pipeline. Interventions could then be developed and tested to address pain points in the process.

[3] Weill, J., Linos, E., Mandava, S., Wallman-Stokes, C., & Appel, J. (n.d.). *Behavioral insights for building the police force of tomorrow.* The Behavioral Insights Team. https://www.bi.team/wp-content/uploads/2019/01/BIT-Police-report_MKV5-WEB.pdf
[4] The People Lab. (n.d.). *Recruiting young talent to government.* https://peoplelab.berkeley.edu/wp-content/uploads/2020/02/Recruiting-Young-Talent-to-Government-Policy-Brief-2.pdf
[5] Bohnet, I. (2016). *What works: Gender equality by design.* Harvard University Press. https://doi.org/10.4159/9780674545991
[6] The People Lab. (n.d.). *Evidence-based strategies for hiring a strong and diverse workforce.* https://peoplelab.berkeley.edu/wp-content/uploads/2022/03/Recruitment-White-paper-final-version-3.3.22.pdf

5. **How do data on applicant flow impact decision-making?** Designing interventions to nudge hiring managers or HR staff to make equity-driven hiring decisions is one particularly promising area for future research. For example, studies could test whether providing hiring managers with aggregate information on the demographic composition of the applicant pool at timely points in the hiring process influences hiring decisions and the representativeness of new hires.

6. **What role can fellowship programs play to support the recruitment of a more diverse workforce?** Fellowship programs that place young professionals with federal agencies, such as the [Presidential Management Fellowship](#) and the [Civic Digital Fellowship](#), offer an important pipeline for bringing in new talent to the federal workforce. However, additional research is required to understand if and how these programs can support the recruitment and retention of a more diverse workforce. In addition, research should explore the longer-term impact of these fellowship programs on public service motivation and attitudes toward government work among fellows (and their networks), as well as the impact of fellows on the career civil servants with which they interact.

Priority Question #2: What strategies improve retention, engagement, inclusion, and well-being among federal employees, while reducing burnout and attrition?

Context and challenges

Nearly 1 in 5 employees in the US report feeling burnt out. Burnout rates among government frontline workers are significantly higher, and the COVID-19 pandemic has significantly exacerbated this problem. One in three government workers reported feeling burnt out during the height of the pandemic.[7] This has consequences for how and to whom these workers deliver critical public services. Investing in the well-being of public servants means understanding what interventions can meaningfully reduce burnout and improve retention, engagement, and inclusion. These outcomes should be an essential piece of broader efforts to improve government service delivery.

A growing body of workforce-related research focuses on better understanding how to support workers; improve retention, engagement, and inclusion; and reduce burnout.[8,9,10,11] Researchers are also exploring how employee well-being is linked to engagement, retention, and performance. For example, there is new evidence that reducing employee burnout through online peer support communities can improve employees' sense of

[7] The People Lab. (n.d.). *Government workers & the Covid-19 pandemic.* https://peoplelab.berkeley.edu/wp-content/uploads/2021/03/Government-Worker-Covid-19-Policy-Brief-7_02_21.pdf

[8] Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job Resources Buffer the Impact of Job Demands on Burnout. *Journal of Occupational Health Psychology, 10*(2), 170–180. https://doi.org/10.1037/1076-8998.10.2.170

[9] Borritz, M., Rugulies, R., Christensen, K. B., Villadsen, E., & Kristensen, T. S. (2006). Burnout as a predictor of self-reported sickness absence among human service workers: Prospective findings from three year follow up of the PUMA study. *Occupational and Environmental Medicine, 63*(2), 98-106. https://oem.bmj.com/content/63/2/98

[10] Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology, 43*(6), 495-513. https://doi.org/10.1016/j.jsp.2005.11.001

[11] Linos, E., Ruffini, K., & Wilcoxen, S. (2021). Reducing burnout and resignations among frontline workers: A field experiment. *Journal of Public Administration Research and Theory.* https://doi.org/10.1093/jopart/muab042

belonging and reduce burnout and turnover.[12] At the same time, the roundtable discussions highlighted several challenges and unknowns in this area specific to the federal workforce:

- **Drivers of burnout vary, which means there is no "one size fits all" solution**: Due to the nature of government work, burnout among federal employees may be driven by different factors for different groups. Frontline workers may have risk factors for burnout that employees in non-frontline settings do not experience. Identifying and understanding the root causes of burnout is a critical first step for developing effective methods of improving employee well-being.
- **Lack of evidence on how to address disparities in employee well-being**: Overall, there is a lack of evidence on how to operationalize equity and address disparities in employee well-being by race, gender, and other identity groups. Much of the existing research on inclusive workplaces is focused on bringing women and minorities into traditionally male- and White-dominated spaces. However, once diverse employees are brought into the workforce, there is limited research on how leadership and workplace culture can support—or hinder—the well-being and success of different groups. Evidence on how these trends play out in the federal workforce is even more limited.
- **The impact of remote and hybrid work on well-being, engagement, and retention**: Partly because remote and hybrid work arrangements at the scale that we see today are still relatively new in the federal workforce, evidence on their impact on burnout, retention, engagement, and inclusion is lacking.
- **The role of leadership**: There is evidence that leadership quality can affect employee burnout, engagement, and well-being—and that such skills can be taught. For example, research has demonstrated a relationship between value-based or visionary leadership (sometimes referred to as transformational leadership) and employee motivation, performance, and engagement.[13] Recent experimental evidence in this area seems to suggest that transformational leadership can increase performance and reduce burnout, but additional research in this area is needed, especially in the federal workforce.[14]

Opportunities for research and innovation

In the roundtable discussions, several areas for research on federal employee retention, engagement, inclusion, and well-being were identified as critical for addressing the challenges outlined above:

1. **How do hybrid work environments affect employee retention, engagement, and inclusion?** There is some evidence that traditional (inflexible) work arrangements systematically disadvantage women and people with caregiving

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[12] The People Lab. *Reducing burnout & resignations among 911 dispatchers.* https://peoplelab.berkeley.edu/wp-content/uploads/2020/02/911-Dispatchers-Policy-Brief-07_22_21.pdf

[13] Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic motivation and public service motivation: The mediating role of basic need satisfaction. *The American Review of Public Administration, 48*(6), 535-549. https://doi.org/10.1177/0275074017699470

[14] The experimental evidence noted here is currently unpublished, but was discussed during the roundtables.

responsibilities. However, there is an urgent need for research on the relationship between hybrid work options and equity, burnout, engagement, and performance. Research should explore whether offering greater workplace flexibility affects employee retention and well-being, as well as which employees benefit most from such arrangements. As an extension, research could also explore whether offering flexible schedules (such as shortening the workweek) affects employee retention and well-being.

2. **Are there disparities in burnout, retention, promotion, and engagement by employee race and gender? What methods are most effective at reducing burnout and closing these gaps?** There is some evidence on how to reduce burnout in frontline worker contexts. However, understanding the drivers of burnout for different groups of employees, as well as what methods are most effective at reducing burnout, and for whom, is an important area for future research. Building a rigorous evidence base on how to reduce disparities in burnout, well-being, engagement, and retention across different groups of workers may be one way to improve workplace inclusion and retention of employees from diverse backgrounds.

3. **Do tailored leadership and management trainings impact burnout and performance among federal employees?** There is some evidence from experimental trials that transformational leadership, ethical leadership, and charismatic leadership (effective communication) can affect employee burnout. Testing the effect of leadership training in the Federal Government is a promising area for future research.

4. **Does investing in employee engagement and well-being affect customer experience, quality of service delivery, and program outcomes?** There is ample opportunity for research aimed at exploring the relationship between employee engagement and performance and service delivery. Federal employees are critical players in the delivery of public services and programs. Their well-being likely affects how and to whom these services are delivered, but research in this area is lacking. While there is some agency-specific evidence on the role of employee well-being in service delivery (see, e.g., Veterans Affairs), expanding this evidence base to demonstrate causality would be a powerful demonstration of the importance of employee engagement.

Priority Question #3: What approaches build a strong, empowered, and diverse cohort across the Federal Government employee lifecycle?

Context and challenges

There is both intrinsic and extrinsic value to empowering and diversifying the federal workforce. Building a strong and diverse federal workforce is not only important for ensuring that the government is representative of and responsive to the constituents it

serves, but also because this can have significant policy implications.[15,16,17] The composition and strength of the workforce can influence what policies and programs are developed, considered, prioritized, and implemented.

Currently there is large variation in the representation of employees of color across agencies, job types, and management levels in the federal workforce. For instance, 47% of all full-time, entry-level employees in the Federal Government are people of color, compared to just 33% of senior-level positions. Furthermore, 53% of clerical positions are filled by employees of color, compared to only 32% of the professional workforce.[18] Building a diverse and empowered workforce requires investing in a pipeline that helps build effective leaders that look like the federal workforce as a whole. The roundtable discussions identified a few key challenges in this area:

- **Leadership buy-in:** Equity is more likely to be prioritized with buy-in from leadership. However, it is not enough to have just one person, or even one layer of leadership, prioritize equity. All levels of leadership must be committed to advancing equity.
- **Existing social norms:** Norms are set by leaders and by employees, and "culture carriers" (individuals and networks) can influence broader employee and organizational behavior. If existing norms are not well aligned with equity goals, it may be difficult to advance solutions without also adjusting norms.[19]
- **Limited opportunities for advancement:** To strengthen the leadership pipeline, there must be substantive professional development opportunities for lower-level staff. But not all federal employees have opportunities for growth and training. Some participants noted the need for more formal and informal employee resource groups to support underrepresented groups in advancing to higher-level positions.
- **Limited efficacy of implicit bias training:** The evidence-based tools currently available to address implicit biases are limited. For instance, generic implicit bias training by itself is not sufficient to reduce bias or change behaviors in the long run.[20] While other approaches, such as perspective-taking interventions, have generated positive results in some settings, we need further research to understand their impact in the federal context.[21]

Despite these challenges, there is evidence that developing an empowered and diverse workforce is possible. Participants reported that one approach currently underway is increasing the use and reporting of employee performance metrics. Specifically, providing

[15] Headley, A. M., & Wright II, J. E. (2020). Is representation enough? Racial disparities in levels of force and arrests by police. *Public Administration Review, 80*(6), 1051-1062. https://doi.org/10.1111/puar.13225

[16] Riccucci, N. M., Van Ryzin, G. G., & Lavena, C. F. (2014). Representative bureaucracy in policing: Does it increase perceived legitimacy? *Journal of Public Administration Research and Theory, 24*(3), 537-551. https://doi.org/10.1093/jopart/muu006

[17] Wilkins, V. M., & Keiser, L. R. (2006). Linking passive and active representation by gender: The case of child support agencies. *Journal of Public Administration Research and Theory, 16*(1), 87-102. https://doi.org/10.1093/jopart/mui023

[18] Partnership for Public Service. (2021, August 26). *A revealing look at racial diversity in the federal government.* https://ourpublicservice.org/blog/a-revealing-look-at-racial-diversity-in-the-federal-government/

[19] Bishu, S. G., & Headley, A. M. (2020). Equal employment opportunity: Women bureaucrats in male-dominated professions. *Public Administration Review, 80*(6), 1063-1074. https://doi.org/10.1111/puar.13178

[20] Chang, E. H., Milkman, K. L., Gromet, D. M., Rebele, R. W., Massey, C., Duckworth, A. L., & Grant, A. M. (2019). The mixed effects of online diversity training. *PNAS, 116*(16). https://doi.org/10.1073/pnas.1816076116

[21] Paluck, E. L., Porat, R., Clark, C. S., & Green, D. P. (2021). Prejudice reduction: Progress and challenges. *Annual Review of Psychology, 72*(1), 533-560. https://doi.org/10.1146/annurev-psych-071620-030619

data showing where agencies are relative to other similar units on key diversity measures can not only help them track and encourage progress, but can also highlight gaps and areas where support is needed.

However, the capacity to use data to inform operations and improve organizational performance varies widely across federal agencies. While building equity and diversity metrics into performance evaluation for agency leadership has helped ensure that data collection exercises are taken seriously, additional investment is needed to support low-performing agencies and work units.

Opportunities for research and innovation

Of the many ideas for research and innovation in this area that were identified during the roundtable discussion series, some of the most promising and timely opportunities include:

1. **Does establishing or improving institutional processes for mentorship and networking support promotion and retention among women and employees of color?** Research should test whether mentorship programs, particularly for employees with diverse skills and backgrounds, improves retention, engagement, burnout, and long-term diversity in upper-level leadership. There may be opportunities to evaluate programs that are ongoing or to learn from and scale up existing efforts. Given its size, the Federal Government would also be a good testing ground for a multi-arm trial of different mentorship interventions.

2. **Do strategic upskilling or rotational opportunities impact retention and promotions among women and employees of color?** Participants reported that managers and leaders do not currently fully understand or utilize upskilling or rotational opportunities in the Federal Government. It would be valuable to explore whether these opportunities impact engagement and retention, as well as whether there is a way to improve their efficacy.

3. **What methods are most effective at increasing the diversity of applications for Senior Executive Service (SES) roles?** The SES leads the Federal Government. However, despite efforts to improve the diversity of the SES, participants report that the racial composition of federal leadership has not improved significantly over the last five years. Identifying why the SES recruitment process has not brought in more diverse candidate pools and how to improve this process is a crucial step towards fostering more diverse leadership in federal agencies. Research opportunities in this area include examining whether changing aspects of the application process or interview process could affect the diversity of the SES candidate pool. Another promising avenue for research is exploring whether SES preparation programs are effectively serving diverse clients and testing methods of improving the efficacy of this critical step in the leadership pipeline.

4. **How do talent fellowship programs (e.g., Presidential Management Fellows, Presidential Innovation Fellows, Coding it Forward, etc.) impact the departments and systems in which their fellows work?** As government fellowship programs increase in size and popularity, it will be important to understand how they affect the performance of federal agencies. Research should

focus on the short and long-term impacts of a rapid infusion of talent into the government.

5. **Does making diversity, equity, inclusion, and access (DEIA) training or interventions more timely or job-specific improve their efficacy?** Existing evidence suggests that general diversity training does not meaningfully influence behavior, yet such programs are still implemented on a wide scale. As such, future research should test methods of improving the efficacy of DEIA training. For instance, would adjusting the timing of DEIA training interventions or their specificity increase their impact?

6. **How does having trained mediators to address incidents of micro- and macro-aggressions affect employee well-being?** Equitable workplaces require building a culture of trust. Testing the effects of providing a resource to mediate workplace disputes could help shed light upon how to support and empower traditionally marginalized employees and incentivize supervisors to change their practices and address employee concerns. The impact on burnout, retention, and engagement could then be evaluated.

CONCLUSION

The PMA Learning Agenda provides an important opportunity for researchers to bolster work that the Federal Government is already doing to strengthen the federal workforce. In particular, researchers are well-positioned to help ensure that the crucial investments being made in the federal workforce are as effective and impactful as possible. The People Lab is committed to continuing to expand and deepen its own research agenda on strengthening the federal workforce, and to supporting the potential practitioner-researcher partnerships that emerged from this roundtable discussion series.

Appendix A: List of participants

Note: This list contains only the names of participants that consented to be named in this report. This report and its contents are not endorsed by any of the below individuals or their affiliated organizations.

1. **Michelle Amante**, Vice President, Federal Workforce Programs, Partnership for Public Service
2. **Katherine Archuleta**, Co-Founder, Latina Initiative 2020
3. **Dr. Danielle Berman**, Senior Evidence Analyst, Office of Management and Budget
4. **Nichelle Johnson Billips**, White House Leadership Development Program Fellow
5. **Dr. Sebawit Bishu**, Assistant Professor of Public Management at the Evans School of Public Policy and Governance, University of Washington, Seattle
6. **Dr. LaShonda Brenson**, Senior Researcher, Joint Center for Political and Economic Studies
7. **Dustin Brown**, Deputy Assistant Director for Management, Office of Management and Budget
8. **Emily Bolton**, Executive Vice President, Volcker Alliance
9. **Dr. Edward Chang**, Assistant Professor of Business Administration in the Negotiation, Organizations & Markets Unit, Harvard Business School at Harvard University
10. **Amanda Daflos**, Executive Director, The Bloomberg Center for Public Innovation at Johns Hopkins University
11. **Katherine Dawes**, Acting EPA Evaluation Officer, Office of the Chief Financial Officer, U. S. EPA
12. **Josh Diosomito,** Diversity, Equity, and Inclusion (DE&I) facilitator, consultant, and speaker
13. **Rachel Dodell**, Co-Founder and Executive Director, Coding it Forward
14. **Dr. John Donahue**, Raymond Vernon Senior Lecturer in Public Policy, Harvard Kennedy School at Harvard University
15. **Dr. Diana Epstein**, Evidence Team Lead, Office of Management and Budget
16. **Dr. Andrea Headley**, Assistant Professor, McCourt School of Public Policy at Georgetown University
17. **Dr. Jon M. Jachimowicz**, Assistant Professor of Business Administration, Harvard Business School at Harvard University
18. **Dr. Ulrich Jensen**, Assistant Professor, School of Public Affairs at Arizona State University
19. **Dr. Sebastian Jilke**, Associate Professor at the McCourt School of Public Policy at Georgetown University
20. **Dr. Lael Keiser**, Director, Truman School of Government and Public Affairs at the University of Missouri
21. **Dr. Donald Kettl**, Professor, LBJ School at the University of Texas Austin
22. **Erika Liliedahl**, Senior Evidence Analyst, Office of Management and Budget
23. **Dr. Susan Miller**, Associate Professor, School of Public Affairs at Arizona State University

24. **Dr. Sanaz Mobasseri**, Assistant Professor of Management and Organizations at Boston University's Questrom School of Business
25. **Peter Morrissey**, Director, Government-to-University Initiatives, Volcker Alliance
26. **Dr. Donald Moynihan**, McCourt Chair, McCourt School of Public Policy at Georgetown University
27. **Dr. William Resh**, C.C. Crawford Professor in Management and Performance and Associate Professor, Sol Price School of Public Policy at the University of Southern California
28. **Tyra Smith**, Executive Director, African American Federal Executive Association
29. **Loren DeJonge Schulman**, Vice President, Research, Evaluation, and Modernizing Government, Partnership for Public Service
30. **Dr. Jessica Sowa**, Professor, Biden School of Public Policy and Administration at the University of Delaware
31. **Erica Zielewski**, Senior Evidence Analyst, Office of Management and Budget