



Work-in-Progress

Defense Nuclear Facilities Safety Board Organizational Assessment

ABOUT THE NATIONAL ACADEMY

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 850 distinguished Fellows and an experienced professional staff, the National Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the National Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the National Academy and its work at www.NAPAwash.org

BACKGROUND & PROJECT DESCRIPTION

The Defense Nuclear Facilities Safety Board (DNFSB) was established in 1988 to provide independent analysis, advice, and recommendations to the Secretary of Energy, in their role as operator and regulator of Department of Energy defense nuclear facilities, on adequate protection of public health and safety at defense nuclear facilities.

The DNFSB has contracted with the National Academy of Public Administration (the Academy) to assess the current state of the DNFSB with the goal of developing findings and recommendations that the Board can use to improve organizational efficiency and effectiveness. The outcome of this project will be a resource the Board can use to prioritize actions to improve mission performance in the 2018-2022 time period. The Academy will provide expert advice and recommendations to the DNFSB on:

- a) Stakeholder engagement;
- b) Mission performance;
- c) Operational execution/ procedures and policies;
- d) Staff/ operations and management; and
- e) Accountability.

The Academy has formed a five-member Panel of Fellows to oversee the work of the study team, provide guidance on project approach, and issue recommendations for the DNFSB to consider to improve mission performance.

PANEL

Michael Dominguez (Chair),* Director, Strategy, Forces and Resources Division, Institute for Defense Analyses. Former positions with the U.S. Department of Defense: Principal Deputy Under Secretary of Defense for Personnel and Readiness; Assistant Secretary of the Air Force for Manpower and Reserve Affairs, including service as Acting Secretary of the Air Force; Assistant Director for Space, Information Warfare, and Command and Control, Office of the Chief of Naval Operations. Former Research Project Director, Center for Naval Analyses; General Manager, Tech 2000 Inc.; Associate Director for Programming, Office of the Chief of Naval Operations; Director for Planning and Analytical Support, Office of the Assistant Secretary of Defense for Program Analysis and Evaluation; Executive Assistant to the Assistant Secretary of Defense for Program Analysis and Evaluation; Program Analyst, Office of the Secretary of Defense for Program Analysis and Evaluation; Military service in various assignments with the U.S. Army's Southern European Task Force.

Richard Keevey,* Distinguished Practitioner in Residence, School of Public Affairs and Administration, Rutgers University and Visiting Professor, Woodrow Wilson School of Public and School of Public Affairs and Administration, Princeton University. Former Director, Policy Research Institute for the Region, Woodrow Wilson School of Public and International Affairs, Princeton University; Director, Performance Management Consortium, National Academy of Public Administration; Director, Core Administration Programs, Unisys Corporation; Director, Public Sector Budget Practice, Arthur Andersen, LLP; Chief Financial Officer, U.S. Department of Housing and Urban Development; Director, Defense Finance and Accounting Agency and Deputy Under Secretary of Defense, U.S. Department of Defense; Director and Deputy Director, Office of Management and Budget, State of New Jersey; Former First Lieutenant, U.S. Army.

Belkis Leong-Hong,* President and Chief Executive Officer, Knowledge Advantage Inc. Former positions with U.S. Department of Defense: Deputy Assistant Secretary for Defense for Plans and Resources; Director, Corporate Information Management Initiative; Director, Policy & Standards; Senior Staff Analyst, Information Resource Management. Former Principal Deputy Director and Chief Information Officer, Defense Security Service. Positions with Defense Information Systems Agency: Deputy Commander, Joint Interoperability and Engineering Organization; Director, Center for Information Management; Strategies Team Chief, Agency Transition Team; Director, Information Engineering. Computer Scientist, National Bureau of Standards (now National Institute of Standards and Technology).

Peter Marshall,* Independent Management Consulting. Former Vice President, Dewberry; Client Services Corporate Coordinator for Navy Programs, Projects and Activities, Dewberry. Former Vice President of Operations, Burns and Roe; Senior Vice President, Parsons Brinkerhoff. Former positions with U.S. Navy: Chief Operating Officer and Vice Commander, Naval Facilities Engineering Command, Washington, D.C.; Commander, Pacific Division, Naval Facilities Engineering Command, Honolulu, Hawaii; Commander, 22nd Naval Construction Regiment, Norfolk, Virginia; Fleet Civil Engineer, Naval Forces Europe; Commanding Officer, Navy Public Works Center, San Francisco; Assistant Facilities Manager, Mare Island Shipyard, Vallejo, California.

Michael McCord,* Director, Civil-Military Programs, Stennis Center for Public Service. Former Under Secretary (Comptroller) and Chief Financial Officer, U.S. Department of Defense; Professional Staff Member, Senate Armed Services Committee; Budget Analyst, House Budget Committee; Assistant Analyst, Congressional Budget Office.

***Academy Fellow**

PROJECT STAFF

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