



PARTNERSHIP FOR PUBLIC SERVICE

1100 New York Avenue NW
Suite 1090 EAST
Washington DC 20005

202 775 9111
202 775 8885 FAX
www.ourpublicservice.org

September 15, 2011

The Honorable Joe Lieberman
SH-706 Senate Hart Office Building
Washington, DC 20510

The Honorable Susan Collins
SD-413 Senate Dirksen Office Building
Washington, DC 20510

The Honorable Daniel Akaka
SH-141 Senate Hart Office Building
Washington, DC 20510

Dear Senators Lieberman, Collins and Akaka:

On behalf of the Partnership for Public Service, I would like to commend you for championing the *Interagency Personnel Rotation Act*. As we reflect upon the ten year anniversary of 9/11, we are reminded that our nation continues to face security challenges both at home and abroad. In order to address these challenges, federal leaders must work across agency boundaries to find solutions and act as a unified body to confront threats to our country. By establishing an interagency rotation program for the national security and homeland security community, this legislation will help foster increased collaboration among agencies and contribute to a more effective national security strategy for our nation.

The Partnership believes that interagency experience is critical to developing leadership capabilities and expertise in government. IBM, GE, Procter and Gamble and other top companies incorporate mobility as a key developmental component for employees. Additionally, mobility is a core element in developing private sector executives' career paths, which are characterized by multiple rotations, extensive leadership development, and strong internal networks. We believe this private sector best practice should be applied to the federal government.

The *Interagency Personnel Rotation Act* is an important step in creating an interagency rotation program for the national security community with pilot programs in the fields of emergency management and post-conflict resolution. Ultimately, the Partnership would like to see the rotation opportunities expanded. We believe that rotational experience should be a prerequisite for advancement to all senior-level positions, and would support a government-wide phased in mobility requirement for entrance to the Senior Executive Service (SES).

We also believe that mobility experience is critical at the senior level and would encourage you to consider opportunities for interagency experience above the GS-15 grade. The Partnership recently conducted a number of focus groups with current and former members of the SES who were mobile during their careers. Everyone we interviewed said their rotational experience was enriching, made them better leaders and contributed to mission success.

Again, we praise you for your leadership in introducing the *Interagency Personnel Rotation Act* and thank you for considering our recommendations.

Very best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Max Stier', with a stylized flourish at the end.

Max Stier
President and CEO