

Report Proposes New Civil Service Framework

In April, the Partnership for Public Service and Booz Allen Hamilton released a report calling for major reforms to the federal government's decades-old civil service system. According to the report, while the type of work and skills needed to carry out civil service work have changed, the current civil service system remains "a relic of a bygone era," and is not conducive to addressing today's complex, interagency challenges.

Planning for and supporting the future federal workforce will require adapting to change, and the Partnership report suggests six ways to overhaul the current civil service framework, including unifying the civil service and investing in leadership.

A unified civil service system would enable the federal government to act as an integrated enterprise. The unified service would be joined together by core civil service principles based on lessons learned across multiple agencies that can be used to address issues in 21st century government. The report also suggests creating a single senior federal executive service to foster interagency mobility and the development and deployment of that cadre of elite enterprise executives who can handle multi-agency missions and functions.

The suggested framework also includes a four-tier senior executive service leadership structure, with the top tier reserved for a small number of enterprise executives who have demonstrated the skills necessary to take on government-wide responsibilities and lead cross-agency initiatives. Among their qualifications, these executives would need strong collaborative skills and the ability to lead across organizational boundaries and utilize inter-organizational networks. They would also need to facilitate interagency collaboration through a shared sense of mission. **IAJ**

Interagency Task Force Reports on Human Trafficking

On April 8, Secretary of State John Kerry chaired the annual meeting of the President's Interagency Task Force to Monitor and Combat Trafficking in Persons (PITF). During the meeting, the PITF discussed progress made by the task force, including the implementation of a whole-of-government approach and incorporating survivors' input and expertise in combating human trafficking. The annual cabinet-level meeting also provided an opportunity to coordinate government-wide efforts and discuss new initiatives in the struggle to end modern slavery. PITF member agencies were also encouraged to pursue innovation in their agency's response to human trafficking.

The PITF also released their progress report on combating trafficking in persons earlier this month. The report reviews PITF's ten strategic objectives and addresses efforts made to combat modern slavery and the trafficking of persons—including sex trafficking, labor trafficking, and the unlawful recruitment or use of child soldiers—by PITF and its operational arm, the Senior Policy Operating Group (SPOG).

The report also highlights PITF strengthening the SPOG as well as accomplishments of the individual agencies in combating human trafficking. Among these accomplishments is the Departments of Justice, Labor, and Homeland Security's collaboration in developing high-impact human trafficking investigations through six pilot Anti-Trafficking Coordination Teams (ACTeams). These departments also developed regional strategic plans, implemented coordinated

strategies, and disseminated ACTeams Operations Guides.

The PITF report praised the work of the departments of State, Defense, Justice, Labor, Health and Human Services, and Transportation. It also commended the U.S. Agency for International Development and U.S. Equal Employment Opportunity Commission for their continued efforts to meet with federal partners, and private sector, nongovernmental, community, and faith-based stakeholders, to receive feedback on programs, help shape future initiatives, and collaborate on anti-trafficking prevention, protection, and prosecution. **IAJ**

DoD Releases 2014 Quadrennial Defense Review

Earlier this spring, the Department of Defense (DoD) released its fifth Quadrennial Defense Review (QDR), a congressionally mandated review of DoD strategy and priorities. The 2014 QDR builds on the 2012 Defense Strategic Guidance, and seeks to adapt, reshape, and rebalance the U.S. military.

The QDR prioritizes three strategic pillars: defending the homeland against all threats, building security globally by projecting U.S. influence and deterring aggression, and remaining prepared to win decisively against any adversary should deterrence fail. The review also outlines three broad themes: an updated defense strategy, the rebalance of the joint force, and the department's commitment to protecting the all-volunteer force.

The QDR is intended to set the course for DoD to address current and future conflicts and threats. Throughout the QDR, there are several references to the important role interagency and international partnerships play in DoD efforts and operations, including those in conflict prevention, capacity building, counterterrorism, and countering illicit drug trafficking. **IAJ**

House Committee Cites Need for Better Information Sharing in Boston Marathon Report

In March, the U.S. House Homeland Security Committee released a bipartisan report detailing the timeline of last year's Boston Marathon terrorist attack. The report, *The Road to Boston: Counterterrorism Challenges & Lessons from the Marathon Bombings*, provides information on the terrorist networks in the Caucasus and the alleged-bomber Tamerlan Tsarnaev, and makes recommendations for improving counterterrorism efforts in the future.

The report exposes shortcomings in interagency cooperation and information sharing on the Tsarnaev brothers between the FBI, Customs and Border Protection, and other U.S. agencies leading up to the bombings. The report identifies four areas for continued improvement, including improved cooperation between federal and local law enforcement and increased information sharing involving various terror/travel watch lists at the federal level. For example, the report suggests fusion centers operated by state and local law enforcement agencies should be supplied with greater access to the FBI's Guardian System terror database. The report also recommends that agencies provide all the information available to them in their nominations to terror watch lists and other databases. **IAJ**