



PARTNERSHIP FOR PUBLIC SERVICE



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Our federal government has entered a period of historic transition. Our nation has just elected a new president—with record citizen involvement and voter turnout.

The presidential transition, though, is a mere backdrop for the extraordinary changes facing our government and our nation. The economic crisis and two wars are changing public expectations of government. Globalization places increasing demands on government to maintain America's global preeminence. New technology and the growing use of private contractors are raising fundamental questions about how government does its work.

This crucial time in history is both a moment of peril and of possibility. Above all, it is a time for action. We must capture the incredible energy and interest of this moment to ensure that our nation's government is able to address its many challenges—on behalf of all of us.

A JOINT MESSAGE FROM THE CHAIRMAN AND PRESIDENT

In 2001, we created the Partnership for Public Service to reform our federal government by revitalizing its federal workforce. We are proud of what the Partnership has accomplished and even more excited about its future. Our mission has never been more relevant, and our organization has never been better positioned to drive real change in government.

The economic crisis, like no other story, is validating the importance of the Partnership's mission to improve government performance. It illustrates the consequences of insufficient government oversight and reminds us that, in times of national crisis, we turn to our federal government for solutions. As more people understand why our work matters, it becomes easier to enlist partners to change how government works and expand its capacity to tackle big challenges.

And, while the economy is highlighting the need for effective government, the 2008 election and subsequent transition are shining a spotlight on another core tenet of our mission: the need to attract a new generation into public service.

President Barack Obama has generated enthusiasm about public service not seen since the days of John F. Kennedy. He has promised to "make government cool again," and there are a number of signs suggesting that he just might succeed.

These recent high-profile events have created new opportunities for the Partnership, and we are doing everything we can to take advantage of them and capture the energy surrounding government today.

Early this year, we were presented with yet another exciting opportunity to advance our mission when we assumed direction for a number of programs formerly part of the Council for Excellence in Government, another major organization in our field.

Thanks to your support, we absorbed the Council's *Excellence in Government Fellows* program that trains mid-level career executives and complements the work of our *Annenberg Leadership Institute*, its *SAGE* program, a strategic advisory community that connects C-suite government executives with their predecessors and private-sector counterparts, and which builds on our *Private Sector Council* and *Human Capital Collaborative*, and its *Public Service Recognition Week*, which furthers our work to inspire a new generation of public servants. We expect the consolidation of these programs with our existing activities will significantly enhance the Partnership's reach and impact as we move forward.

Even with our expanded capacity, we cannot do it alone. As always, we rely on the commitment and enthusiastic support of our partners in the public, private, nonprofit and philanthropic sectors to achieve our goals. We offer our thanks to our supporters who made 2008 another great year for the Partnership, and we look forward to working with you to build a more vibrant government in the years ahead.

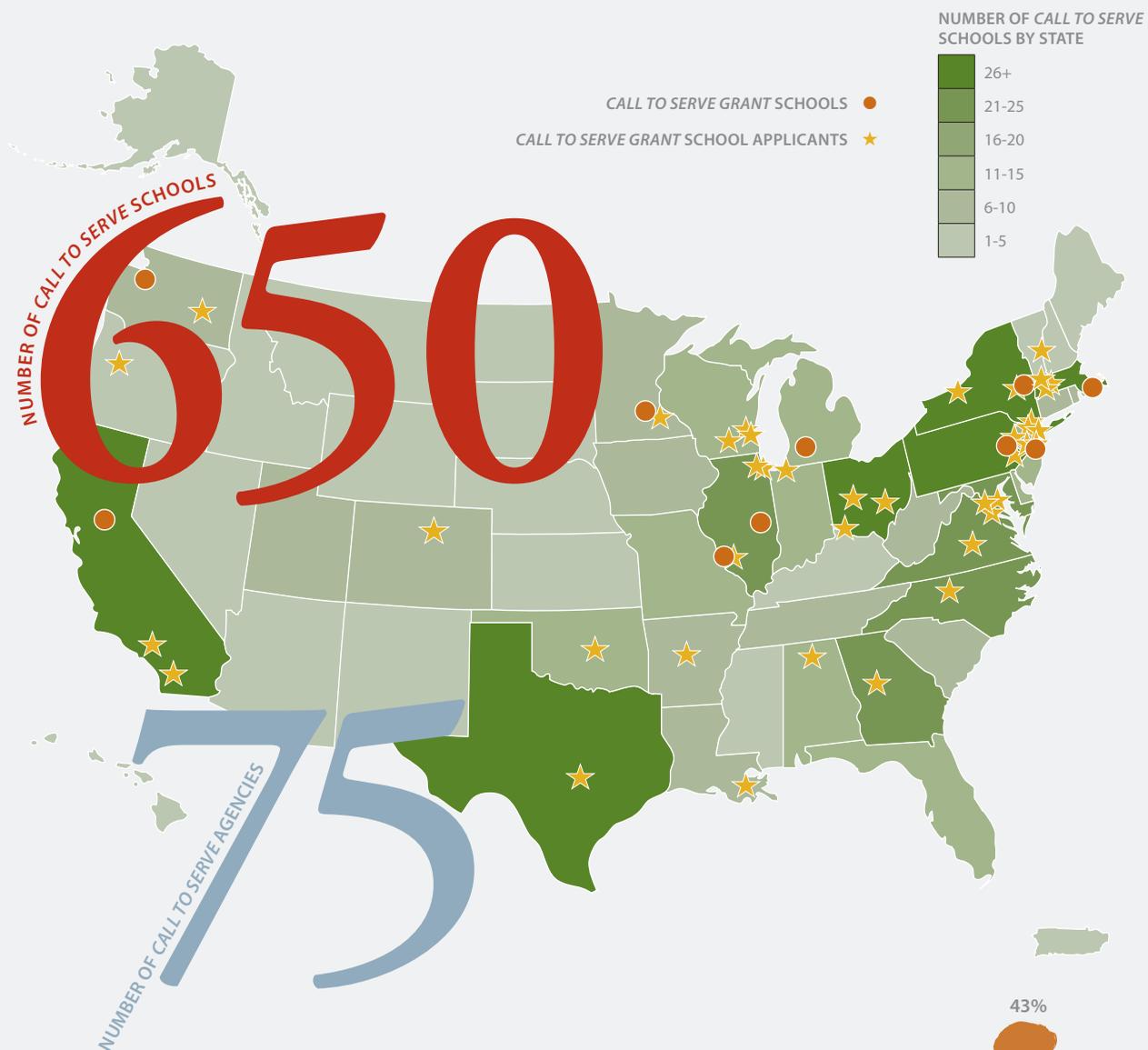
Sincerely,

A handwritten signature in black ink, appearing to read "Sam J. Heyman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Samuel J. Heyman
Founder and Chairman

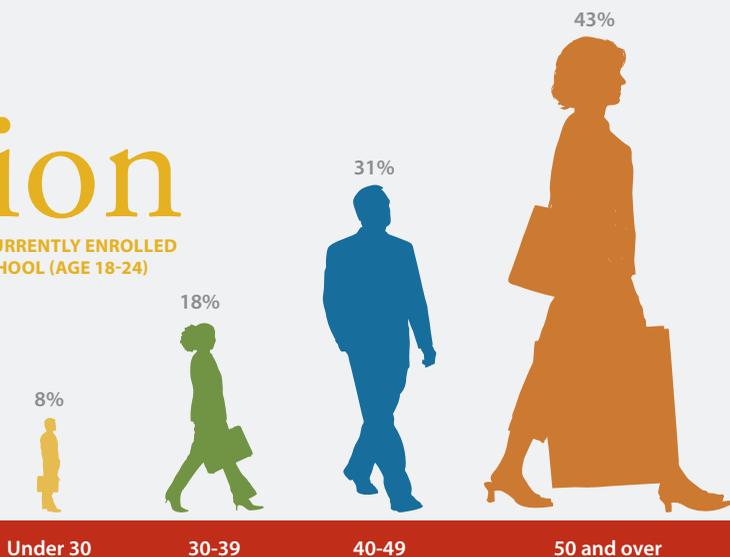
A handwritten signature in black ink, appearing to read "Max Stier". The signature is cursive and somewhat compact.

Max Stier
President and CEO

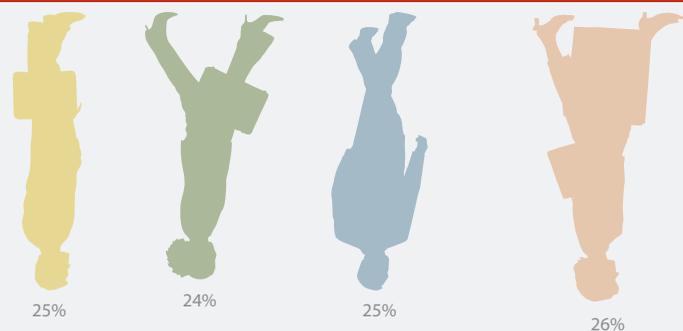


18 million
 NUMBER OF U.S. STUDENTS CURRENTLY ENROLLED
 IN COLLEGE OR GRADUATE SCHOOL (AGE 18-24)

FEDERAL WORKFORCE AGE DISTRIBUTION



PRIVATE SECTOR AGE DISTRIBUTION



INSPIRE

A key component of the Partnership's mission is to inspire a new generation to public service. Our goal is to ensure our government has the right talent with the right skills to meet the extraordinary challenges it faces. We are tireless in reaching out to young people on college campuses who will fill tomorrow's entry-level positions and, in the more distant future, serve as leaders of our country. We are also tapping pools of experienced baby boomer talent for federal positions that require their unique skills and experiences. And, to help restore prestige to government service, we continue to focus on recognizing the inspiring, often-unseen work of our nation's civil servants and sharing those stories with the American people.

“I think that one of the missions I have as president is to, not create a bigger government, but to restore some luster to the federal government. To recruit the best and the brightest, and to say that service in federal government is something that is critically important to the well-being of the American people. ...I want to make government cool again.”

— President Barack Obama

REACHING OUT TO YOUNG AMERICANS Less than four percent of our federal workers are under the age of 25, and the average age of a federal employee is 47. When you consider an exponentially higher percentage of under-25 workers make up our private-sector workforce, and that 20-somethings created companies such as Microsoft, Google and Facebook, it's clear that our government could use an infusion of young talent. We are missing out on fresh new innovators, who opt for careers in the private sector or, more likely, who never even considered federal service because they didn't know anything about it. Since its inception, the Partnership has developed many strategies to reach college students with information about federal careers, but in 2008, with significant support from the philanthropic community, we were able to take this work to a new level.

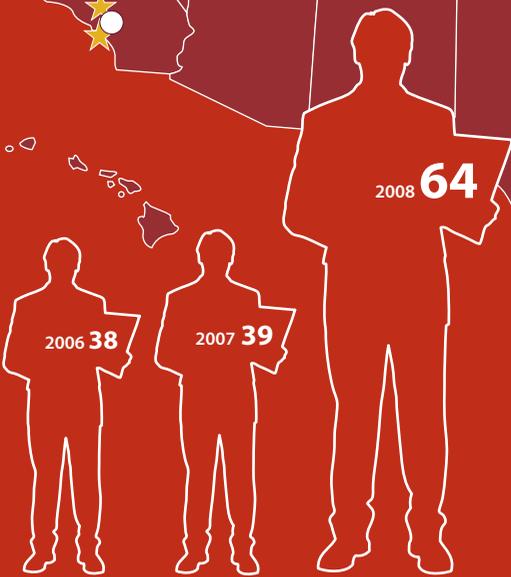
Early in 2008, the Partnership launched *Making the Difference*, a nationwide campaign to educate college students about federal jobs and internships, and close our federal government's youth deficit. The initiative, largely made possible by a grant from the Robertson Foundation, is the culmination of two years of research that revealed the biggest barrier to inspiring young people was not a lack of interest in federal service, but rather a lack of knowledge about it.

The Partnership also established the *Federal Service Student Ambassadors* program for the 2008-2009 academic year. The Partnership selected 15 applicants who completed federal summer internships to serve as student ambassadors. Ambassadors were given in-depth training, a \$2,200 stipend, and then returned to their campuses to create greater awareness about federal job opportunities. The Partnership will deploy a corps of passionate student ambassadors every year to actively inspire and inform their peers about serving their country.



FEDERAL SERVICE STUDENT AMBASSADORS
2008 ●

ANNENBERG SPEAKERS BUREAU EVENTS
2008 ★



AGENCY PARTICIPATION AT THE FEDERAL CAREER FAIR

\$45,241

AVERAGE FEDERAL STARTING SALARY FOR A COLLEGE GRADUATE
2008

\$22,700

AVERAGE STUDENT LOAN DEBT PER BORROWER
2006-2007



TOTAL EDUCATIONAL LOANS
2007-2008

\$85 BILLION

TOTAL EDUCATIONAL LOANS
1997-1998

\$41 BILLION



\$49,298

AVERAGE PRIVATE SECTOR STARTING SALARY FOR A COLLEGE GRADUATE
2008

In 2008, the Partnership's *Annenberg Speakers Bureau* sent speakers to nearly 70 events across the country, including Harvard, Yale, the University of Wisconsin and Long Beach State. Our speakers, federal employees with compelling careers, shared their experiences with more than 6,200 students in 2008. More than 82 percent of students who participated in a *Speakers Bureau* event indicated that they were more likely to pursue a federal job or internship as a result.

Our largest *Speakers Bureau* event came in July when more than 3,000 students and young professionals filled the National Building Museum in Washington, D.C. for the Partnership's sixth annual Public Service Town Hall and Career Fair. The event, sponsored by GEICO, linked representatives from 64 federal agencies—a 64 percent increase from 2007—with eager students seeking information on a diverse array of government jobs.

We also began programs with the University of Richmond and Brandeis University to place top students in summer federal internships, and are poised to launch our *Making the Difference Federal Internship Program* that will help students obtain paid summer federal internships in the hard-to-fill acquisition and engineering fields.

EDUCATING AND TRAINING STUDENTS' KEY ADVISORS The foundation of the Partnership's youth outreach efforts is our *Call to Serve* network of 650 colleges and 75 federal agencies. To better inform students about opportunities in federal service, we use the *Call to Serve* network to educate those individuals to whom students turn for career advice—professors, advisors and university career counselors. More than 500 faculty and staff from 130 schools participated in Partnership-sponsored workshops, and regional and virtual trainings on effectively advising students on federal career opportunities and building relationships with federal agencies. To further deepen university commitment to promoting federal service on campuses, the Partnership invites its *Call to Serve* members to apply for modest grants that help them enhance their efforts. These schools receive additional training and resources, and are paired with mentor schools that are leaders in promoting federal service. In 2008, 45 colleges or universities applied for these grants, up from 13 the previous year.

REMOVING FINANCIAL BARRIERS TO SERVICE While educating young people about federal careers is an essential first step to recruiting top talent, we must also remove financial barriers that deter students from answering the call to service. In 2008, we continued to address this issue with our innovative *Roosevelt Scholars* proposal that was translated into bipartisan congressional legislation and drew 24 co-sponsors. The *Roosevelt Scholars Act*, set to be reintroduced in the 111th Congress, would create a graduate-level scholarship program, the equivalent of a civilian ROTC. Individuals who are pursuing advanced degrees in high-skill, high-need areas would receive tuition support in exchange for a federal service commitment. More than 100 leaders of prominent colleges and universities, educational associations and good government groups signed a letter of support for the legislation. In addition, our *Scholars in the Nation's Service Initiative* with Princeton University offered the nation's top students an opportunity to explore federal careers through a six-year program involving government internships, a two-year federal job placement and enrollment in a Master's degree program.

FILLING MISSION-CRITICAL JOBS As important as it is to attract young people to government, it is not an adequate solution to our government's talent challenges. This year, our federal government needs to fill tens of thousands of positions deemed by agencies to be in "mission-critical occupations." As baby boomers retire in record numbers, the federal workforce is losing expertise and management experience. At the other end of the hiring spectrum, our government is struggling to compete with the private sector in attracting college graduates from specialized fields, such as engineering, nursing or foreign languages. In 2008, the Partnership established two important programs that will assist in overcoming these skill gaps and serve as a bridge between high-demand talent and federal agencies.

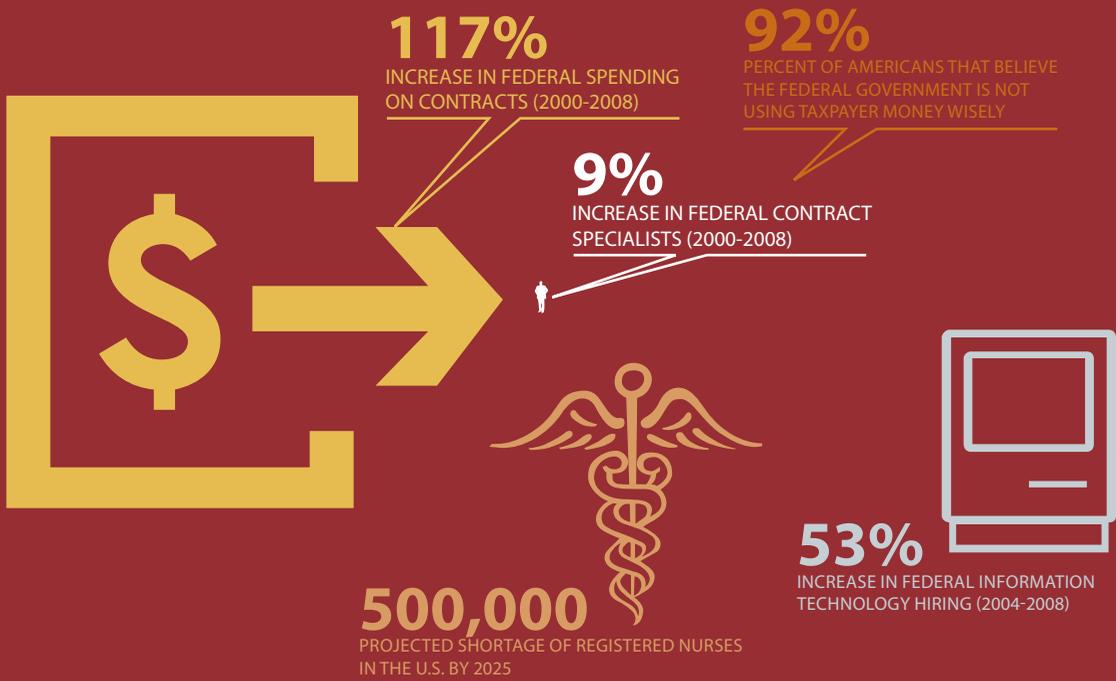
As an outgrowth of the January 2008 "Golden Opportunity: Recruiting Baby Boomers into Government" report, the Partnership launched the *FedExperience* pilot program in August with IBM. *FedExperience*, supported by The Atlantic Philanthropies, aims to identify and recruit interested employees who are retired or approaching retirement for federal jobs in such areas as finance, budget, engineering, acquisitions and information technology. The federal agencies participating in the pilot in 2008 included the Treasury Department, the Federal Aviation Administration and the Department of Energy's Office of Environmental Management. We envision that this pilot program will create a pipeline of talent from other companies and organizations to help agencies secure personnel capable of helping tackle the great challenges facing the nation.

In early 2009, the Partnership rolled out its three-year *FedRecruit* pilot program, helping participating agencies develop innovative recruitment, hiring and onboarding practices for entry-level talent in hard-to-fill, mission-critical acquisition, nursing and information technology jobs.

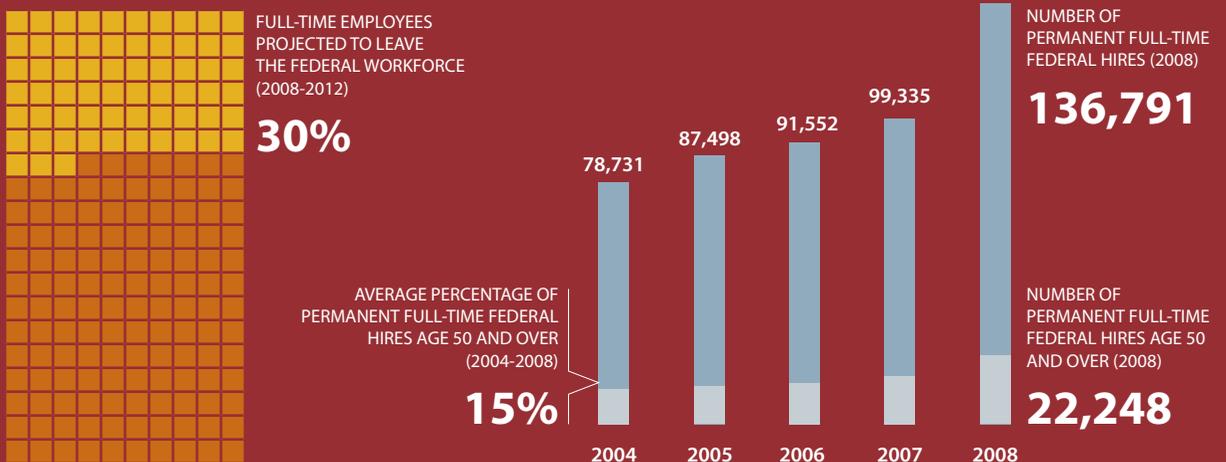
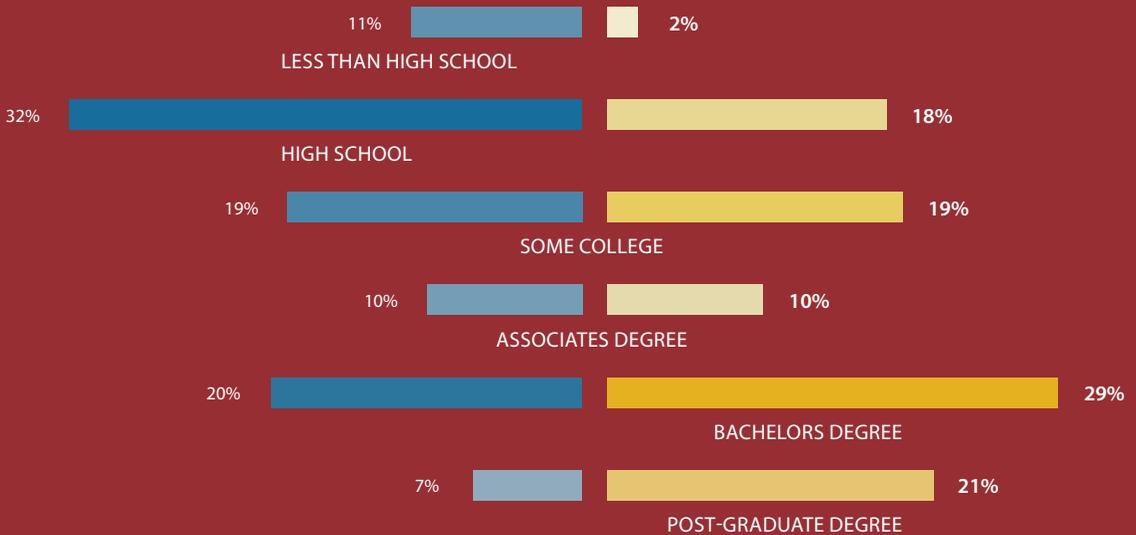
HONORING PUBLIC SERVANTS It is challenging to attract people unfamiliar with federal service to an institution plagued by negative publicity. Government's failures, such as its inadequate oversight of the financial sector, the response to Hurricane Katrina, or the inability to keep tainted toys out of the hands of children, are plastered on the front page of every newspaper, rightly influencing the opinions of readers across the country. However, stories of government successes too often go ignored.

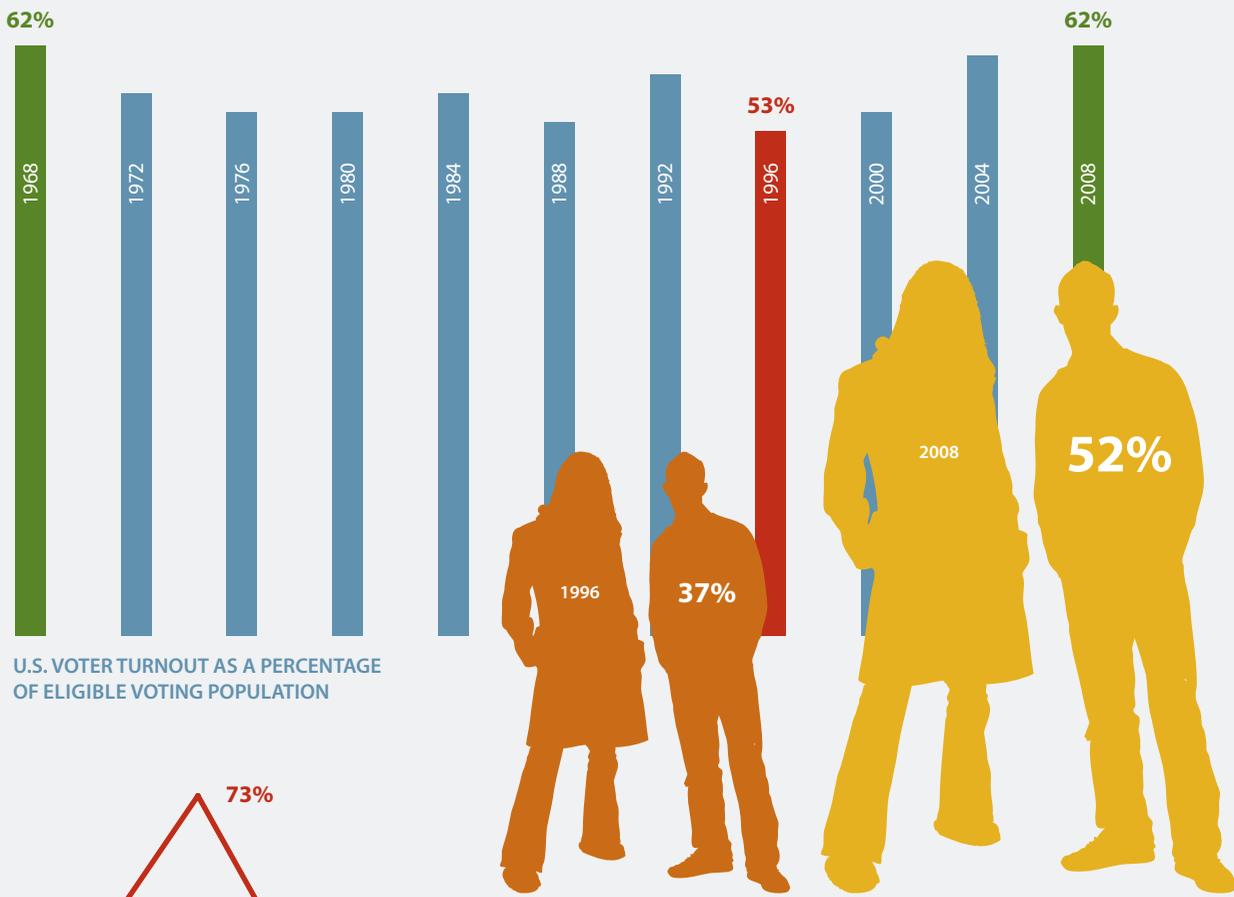
There is not a day that passes where federal employees do not positively touch our lives in some way—whether it is stopping the spread of disease, ensuring workplace safety, combating fraud and corruption, or protecting our environment. To shed light on the remarkable work of the people in government, the Partnership honored eight dedicated career federal workers at the seventh annual *Service to America Medals (Sammies)* gala at Washington, D.C.'s Mellon Auditorium. More than 600 guests attended the black-tie affair, which was hosted by *Daily Show* correspondent Rob Riggle. The 2008 winners have worked to combat malaria, help veterans with traumatic battle injuries, expand the use of renewable energy and tackle many other national challenges. Their stories were chronicled in *The Washington Post*, *PARADE* magazine and regional media outlets across the country, reaching millions of readers. For the first time, with support from Siemens and DuPont, the 2008 winners were also featured in 30-second advertisements broadcast in Washington, D.C., Philadelphia, San Antonio, Wilmington and Seattle. The awards are a tribute to hard work and innovative accomplishments, and illustrate that the people of our government can and do make a real difference.

In 2009, the Partnership will also manage *Public Service Recognition Week*, which was designated by Congress as the first Monday through Sunday of May. It is a national effort to educate Americans about the role government plays in their lives and to honor the men and women who serve America as federal, state and local government employees.

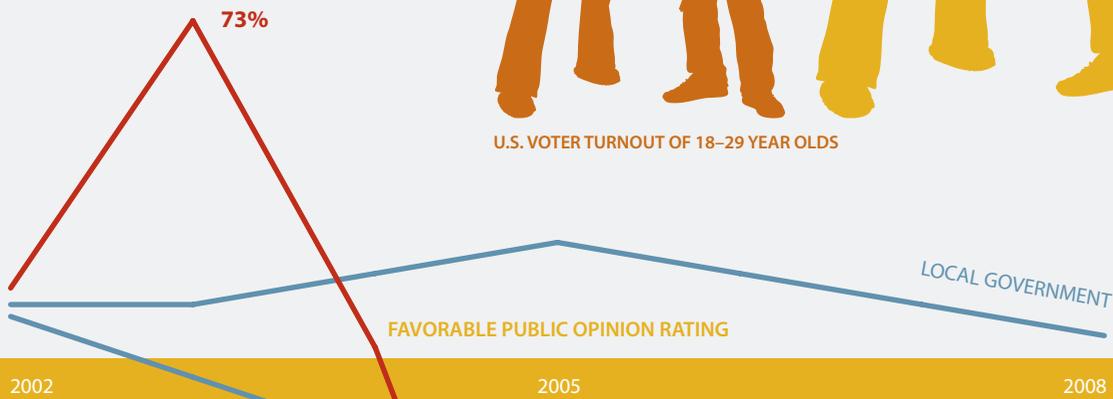


PRIVATE SECTOR EDUCATION LEVEL FEDERAL WORKFORCE EDUCATION LEVEL

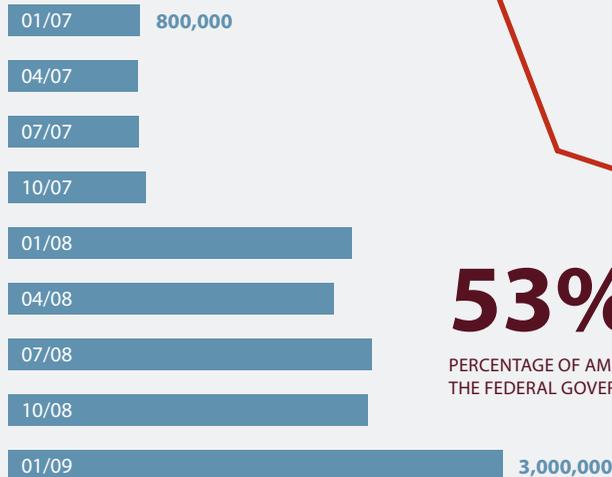




U.S. VOTER TURNOUT OF 18-29 YEAR OLDS



MONTHLY VISITORS TO USAJOBS.GOV



80%
 PERCENTAGE OF AMERICANS WHO SAY THAT THE FEDERAL GOVERNMENT HAS AN IMPACT ON THEIR LIVES

53%

PERCENTAGE OF AMERICANS WHO WOULD RECOMMEND THE FEDERAL GOVERNMENT AS AN EMPLOYER

FEDERAL GOVERNMENT

37%

TRANSFORM

To meet its enormous challenges, America needs an effective federal government comprised of a skilled civil service, first-rate managers and 21st century workplace policies. The Partnership has long been committed to improving the quality of our federal workforce and to transforming the way the government does business, but 2008 presented a profound opportunity for us to drive change and position our organization as a valuable resource for the next administration.

“The question we ask today is not whether our government is too big or too small, but whether it works.

...Those of us who manage the public’s dollars will be held to account—to spend wisely, reform bad habits, and do our business in the light of day—because only then can we restore the vital trust between a people and their government.”

— President Barack Obama

DEVELOPING A ROADMAP TO REFORM The success of the president depends upon his ability to translate his vision into action. The American public is looking to him to rejuvenate our economy, reform our health care system and resolve conflicts in Afghanistan and Iraq. On all counts, even if he gets the policy right, without a high-performing workforce to execute it, he will likely fail. To help the incoming administration understand the workforce challenges it faces and build a high-caliber workforce, we launched the Presidential Management Initiative (PMI).

In May 2008, the Partnership hosted a two-day Presidential Management and Transition Conference at the Rockefeller Brother Fund’s facilities in Tarrytown, N.Y. Current and former government officials from both political parties, all veterans of prior transitions, joined leaders from academia, business and the nonprofit sector for a dynamic conversation about the looming management challenges facing the next president and the realities of addressing them.

We probed deeper into these issues with a series of roundtable discussions with government employees themselves. The insights from both perspectives helped inform “Roadmap to Reform: A Management Framework for the Next Administration.” This blueprint, backed by key players in the good government community, including the IBM Center for The Business of Government, the National Academy of Public Administration and the Coalition for Effective Change, centered on ways to recruit the right talent with the right skills; foster an engaged, motivated and empowered government workforce; and encourage and develop strong, capable leadership.

To galvanize support for our recommendations, we worked hard to reach policymakers and bring workforce issues to the forefront as critical to achieving the incoming president’s agenda. We placed opinion pieces in *The Wall Street Journal*, *Roll Call*, *The Washington Post*, *Washing-*

RANK OF "LEADERSHIP" AS A DRIVER OF EMPLOYEE ENGAGEMENT

1

2

3

4

5

AVERAGE FEDERAL CAREER WORKFORCE TENURE
17 YEARS

6

7

8

OUT OF TEN KEY WORKPLACE CHARACTERISTICS, RANK OF GOVERNMENT LEADERSHIP

9

10

AVERAGE POLITICAL LEADERSHIP TENURE
2 YEARS

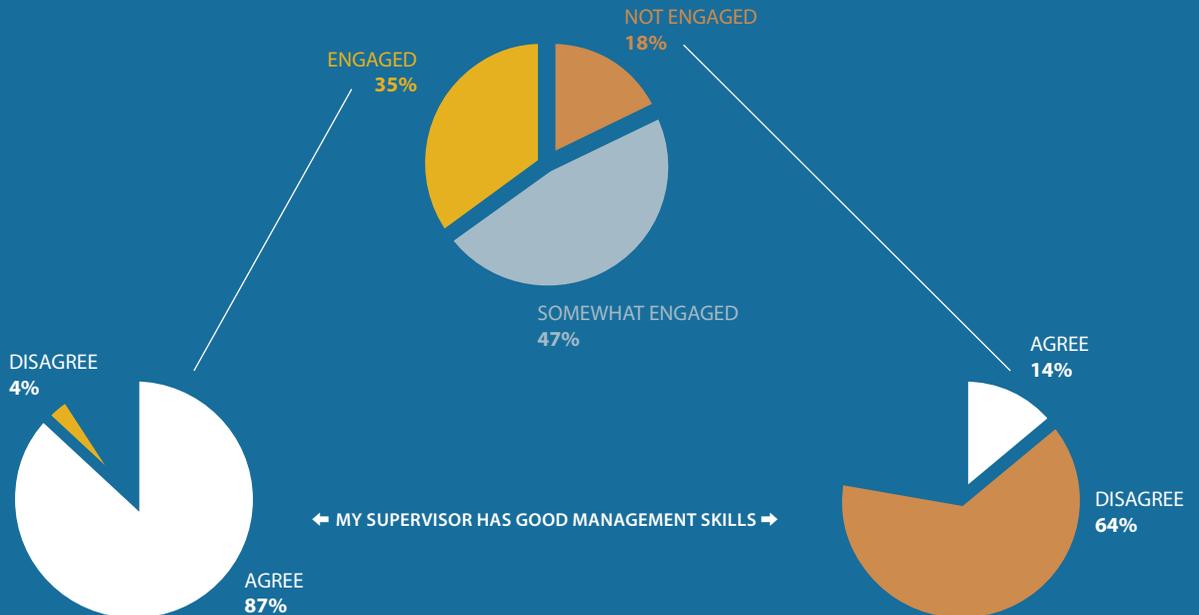
OVERALL, HOW GOOD A JOB DO YOU FEEL IS BEING DONE BY YOUR IMMEDIATE SUPERVISOR/TEAM LEADER?



HOW SATISFIED ARE YOU WITH THE INFORMATION YOU RECEIVE FROM MANAGEMENT ON WHAT'S GOING ON IN THE ORGANIZATION?



FEDERAL WORKFORCE ENGAGEMENT



ton Monthly, and several regional newspapers across the nation, as well as popular online sites such as the Huffington Post. Ultimately, we reached tens of millions of readers with our message of reform. Significantly, we reached out to both of the major political parties and the Democratic Party included our messaging in its platform language.

In 2009, the Partnership will build on this work to create a basic framework for future presidential transitions. We are conducting extensive interviews with leaders of the Obama and McCain transition teams, as well as with Bush administration officials and civil servants, to gather lessons learned about the transition. Based on our findings and our earlier research, we plan to release a manual for future leaders and make legislative recommendations to improve the process.

DEVELOPING LEADERS Leadership is the most important driver of employee engagement in the federal government.

The very nature of how government is organized creates enormous leadership challenges. Our government has political leaders, whose tenures average two years, guiding 1.9 million civil servants whose tenures average almost two decades. This dynamic places significant strain on career managers who provide continuity and institutional knowledge within government's leadership ranks.

To upgrade how government manages its workforce, the Partnership launched the *Annenberg Leadership Institute* to build a cadre of employees who can achieve internal transformation.

Funded by The Annenberg Foundation, the *Institute's* 2008 inaugural class included 32 Fellows from eight different agencies—mid-level career employees ranging from physicians and law enforcement officials to research pharmacists and biologists. The teams of Annenberg Fellows tackled significant national issues directly connected to their work, such as strengthening interagency communications during food recalls. They were paired with mentors from IDEO, Lockheed Martin, Aon Consulting, Accenture and Georgetown University as they developed immediately deployable solutions for their agencies.

Ninety-seven percent of the first class of Annenberg Fellows reported that they have already begun applying lessons from the program to their jobs, and six agencies have enrolled 40 promising leaders for the first session of 2009. With the addition of the *Excellence in Government Fellows* program from the Council for Excellence in Government, and with expanded offerings through the *Annenberg Leadership Institute* for members of the Senior Executive Service, the Partnership plans to provide leadership training for nearly 500 federal managers in 2009 alone.

IMPROVING GOVERNMENT'S EMPLOYEE PRODUCTIVITY One of the most under-reported problems that undermines government productivity is the great difficulty agencies have integrating new employees. The Partnership teamed with Booz Allen Hamilton to produce "Getting on Board: A Model for Integrating and Engaging New Employees," a blueprint for how federal agencies can strategically engage new civil servants from the time they accept a job through their first year of service—a process defined as "onboarding." Experts estimate that improved onboarding can increase retention by as much as 25 percent, improve performance and ultimately accelerate productivity two months earlier, on average.

Interest in this report from the federal community has been extensive. The Partnership was asked to present its findings and recommendations dozens of times and has conducted a series of workshops for federal agencies on how to apply this research and improve onboarding prac-

tices. Follow-up surveys with workshop participants reveal that they are applying these lessons at their agencies. The Partnership is also working with the Graduate School around course offerings related to onboarding.

MEASURING GOVERNMENT'S HEALTH To help the incoming administration understand the public's attitudes toward government, the Partnership joined with the Gallup Organization to survey the American public on a host of government issues and specific government agencies. Our initial poll, conducted in late September, confirmed that most Americans continue to think poorly of their government in general, with 83 percent saying the federal government was doing a fair or poor job of solving the country's key problems.

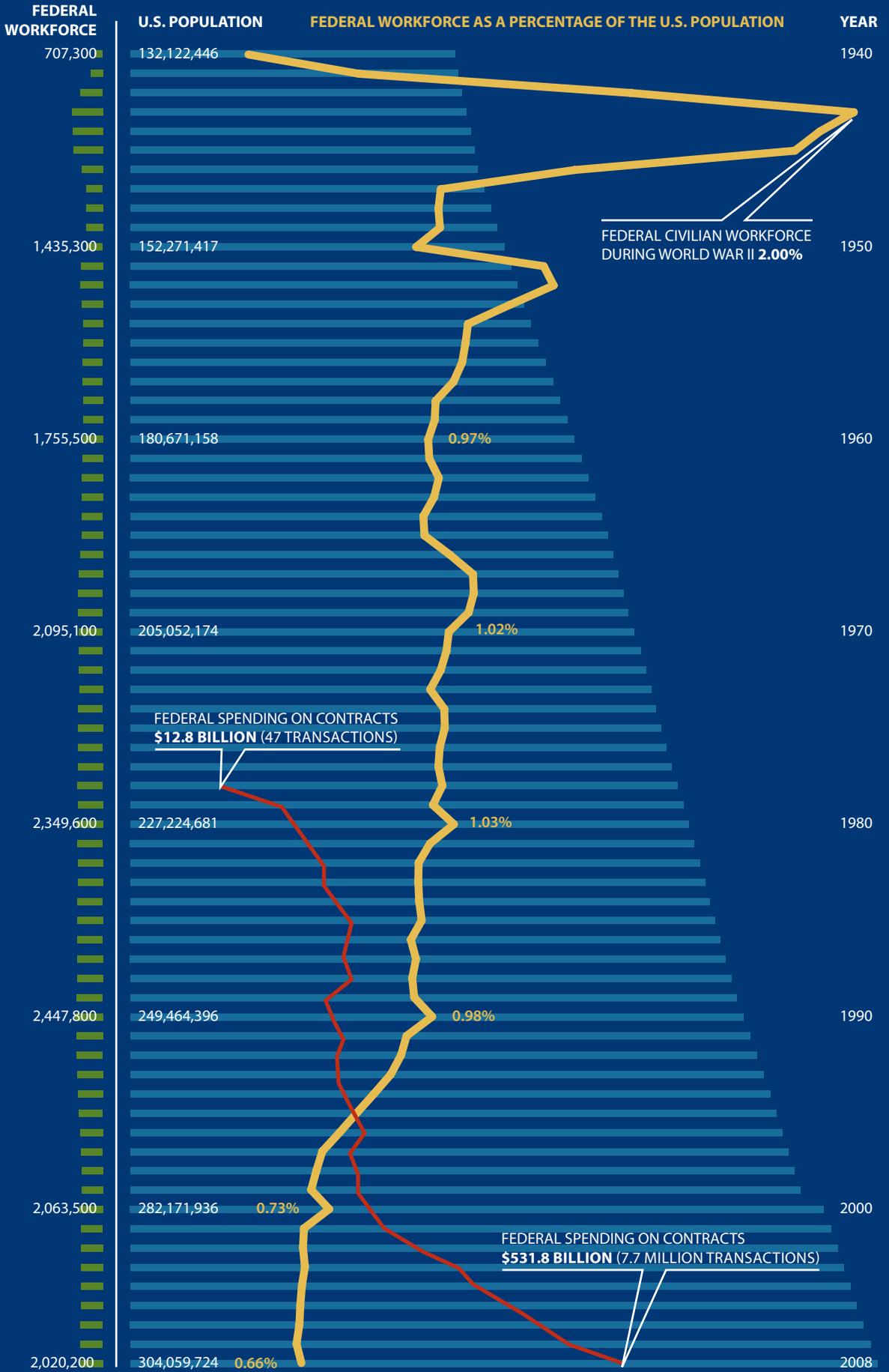
However, the poll also showed that President Obama has a rare opportunity to usher in a new era where Americans look to the federal government as part of the solution, not the problem. The poll found that 84 percent of Americans claim to be paying close attention to what is happening in government, and 80 percent believe government has an impact on their lives. Despite negative opinions about government performance on the whole, 53 percent would recommend the federal government as an employer due to job security and benefits. And when an individual has a positive direct interaction with government, his or her opinion of government improves.

This work to gauge public support for government is part of our *State of the Public Service Initiative*, a broader effort by the Partnership to provide a regular report card assessing government performance.

MEASURING EMPLOYEE ENGAGEMENT In addition to measuring public support, the Partnership examines federal employee engagement as a key indicator of our federal government's health. Our *Best Places to Work in the Federal Government* rankings released in 2007 continued to resonate in 2008, drawing more than a half million unique visitors and nearly 2.6 million page views on our Web site. *Best Places* measures employee attitudes toward their agencies, offering a window into performance and effectiveness.

Based on the 2007 rankings, several agencies approached the Partnership for guidance on how to improve employee engagement within their organizations. Throughout 2008, the Partnership worked with the Small Business Administration, subcomponents of the Department of Homeland Security, the Department of the Treasury, the National Park Service and NASA. New rankings will be released in 2009 to reveal if these partners succeeded in increasing their employee engagement scores.

DRAWING LESSONS FROM LEADING EXPERTS The Partnership worked to capture the insights of many of federal government's top human resources professionals in order to share their knowledge and advice with the incoming administration. With Grant Thornton, the Partnership issued "Elevating Our Federal Workforce: Chief Human Capital Officers Offer Advice to President Obama." The experts urged the new president to assume the role of "recruiter-in-chief" with a sustained call to public service. They encouraged the new administration to invest in the workforce and to initiate reforms, including changing the current broken systems of recruiting, hiring, compensating, training and managing career civil servants.



For historical consistency within this diagram, the federal employment numbers are from Current Employment Statistics (CES). CES is a monthly survey conducted by state employment agencies in cooperation with the Bureau of Labor Statistics and it provides data for the subgroup "Federal, except U.S. Postal Service" since 1939.

CONNECTING GOVERNMENT EXECUTIVES WITH PRIVATE SECTOR EXPERTISE

With a collective annual budget totaling more than \$3 trillion, 1.9 million employees and multiple missions that impact the prosperity and security of more than 300 million people, no organization faces more complex and consequential management challenges than the U.S. government. Solving these immense challenges requires tapping into America's best management expertise in the country.

To foster this exchange of knowledge, the Partnership convenes the best leaders in the public, private and nonprofit sectors through our *Private Sector Council (PSC)*. In 2009, two new initiatives for the Partnership will build on our *PSC's* work to tackle government's most pressing management challenges.

The Partnership's new *Federal Human Capital Collaborative* will create an active community of federal managers and human resources professionals to identify cross-cutting challenges and work collaboratively and systematically to solve them on behalf of our nation. It will convene member agencies to participate in research, share best practices and devise government-wide strategies to address the challenges identified by our member agencies as most critical.

Our *Strategic Advisors to Government Executives (SAGE)* program, transferred from the Council for Excellence in Government, will connect chief information officers, chief acquisition officers and chief financial officers with their predecessors and private-sector counterparts, leveraging both prior expertise and private-sector capabilities. Public and private sector CFOs will have an opportunity to work together around strategies for managing limited budgets to the maximum benefit for Americans; chief procurement officers will have a forum to share best practices for using public funds wisely as they work to implement the president's stimulus package; and CIOs will work together to make certain that government has 21st century technologies to tackle its 21st century challenges.

INFORMING THE DEBATE Members of Congress and their staffs consistently look to the Partnership for information and recommendations on policies that affect our federal workforce. Partnership President and CEO Max Stier was a frequent visitor to Capitol Hill in 2008, testifying three times before congressional committees.

In February, Stier spoke at a House hearing on modernizing our federal compensation system. In April, he testified before a Senate panel regarding efforts to recruit and retain older workers in the federal government. Just one month later, Stier testified before a Senate committee again on how the federal government can effectively recruit and hire the next generation of federal employees. He suggested that agencies adopt an "Applicants' Bill of Rights," which would promise a user-friendly application process and improve measures by which to assess the success of federal recruitment and retention efforts.

PARTNERSHIP'S IMPACT INDEX

- Percentage of college juniors and seniors who say they are very knowledgeable about federal job opportunities : 13
- Number of schools committed to promoting government service through the Partnership's *Call to Serve* initiative : 650
 - Number of federal agencies participating in the *Call to Serve* initiative : 75
 - Number of *Call to Serve* schools receiving grants from the Partnership to enhance their promotion of government service on campus : 10
- Number of schools participating in *Call to Serve* online training sessions (Webinars) : 129
 - Percentage of advisors who say that they are more likely to encourage students to consider federal opportunities after participating in a Webinar : 88
 - Percentage of private-sector interns who are hired by their employer : 51
 - Percentage of federal government interns who convert into federal jobs : 7
- Number of federal interns and young professionals who attended the Partnership's 2008 *Public Service Career Fair* : 3,000
 - Percentage increase in attendance of 2008 *Public Service Career Fair* compared to 2007 : 100
 - Percentage of 2008 *Public Service Career Fair* attendees indicating that they were more likely to or definitely will apply for a federal job as result of the event : 84
 - Number of results from a Google search for the term "federal internship" : 3,070,000
- Rank of the Partnership's *Making the Difference* Web site in a Google search for the term "federal internship" : 1
 - Number of *Annenberg Speakers Bureau* events in 2008 : 65
 - Number of students who attended *Annenberg Speakers Bureau* events in 2008 : 6,200
- Number of students who have attended *Annenberg Speakers Bureau* events since its inception in 2007 : 10,500
 - Percentage of students who say they are more likely to consider federal service after attending an *Annenberg Speakers Bureau* event : 82
- Rank of "leadership"—out of ten workplace characteristics—as a driver of employee engagement : 1
- Rank of "leadership" out of ten workplace characteristics in the 2007 *Best Places to Work in the Federal Government* : 8
- Number of federal managers who graduated from the inaugural class of the *Annenberg Leadership Institute* in 2008 : 32
 - Percentage of *Annenberg Leadership Institute* Fellows who would recommend the program to a peer : 97
 - Number of congressional caucuses : 231
- Number of congressional caucuses dedicated to revitalizing government service before the Partnership's founding : 0
- Number of members of the *Congressional Public Service Caucus*, which the Partnership helped establish : 42
 - Number of times a Partnership representative has testified before Congress since 2002 : 19
- Average number of visitors per week to the Partnership's *Best Places to Work* Web site in 2008 : 12,000
 - Number of agencies who reached out to the Partnership seeking assistance to improve employee engagement and increase their *Best Places* scores : 7
 - Number of good government organizations that endorsed the Partnership's *Roadmap to Reform* plan to improve government performance : 6
- Number of federal employees who have been nominated for *Service to America Medals* since 2002 : 3,274
 - Number of federal employees who have been honored with *Service to America Medals* : 53
- Estimated number of times readers were reached with stories about 2008 *Service to America Medals* winners : 163,000,000
 - Percentage increase from 2007 to 2008 in the amount of traffic on the Partnership's Web site : 350

SERVICE TO AMERICA MEDALS

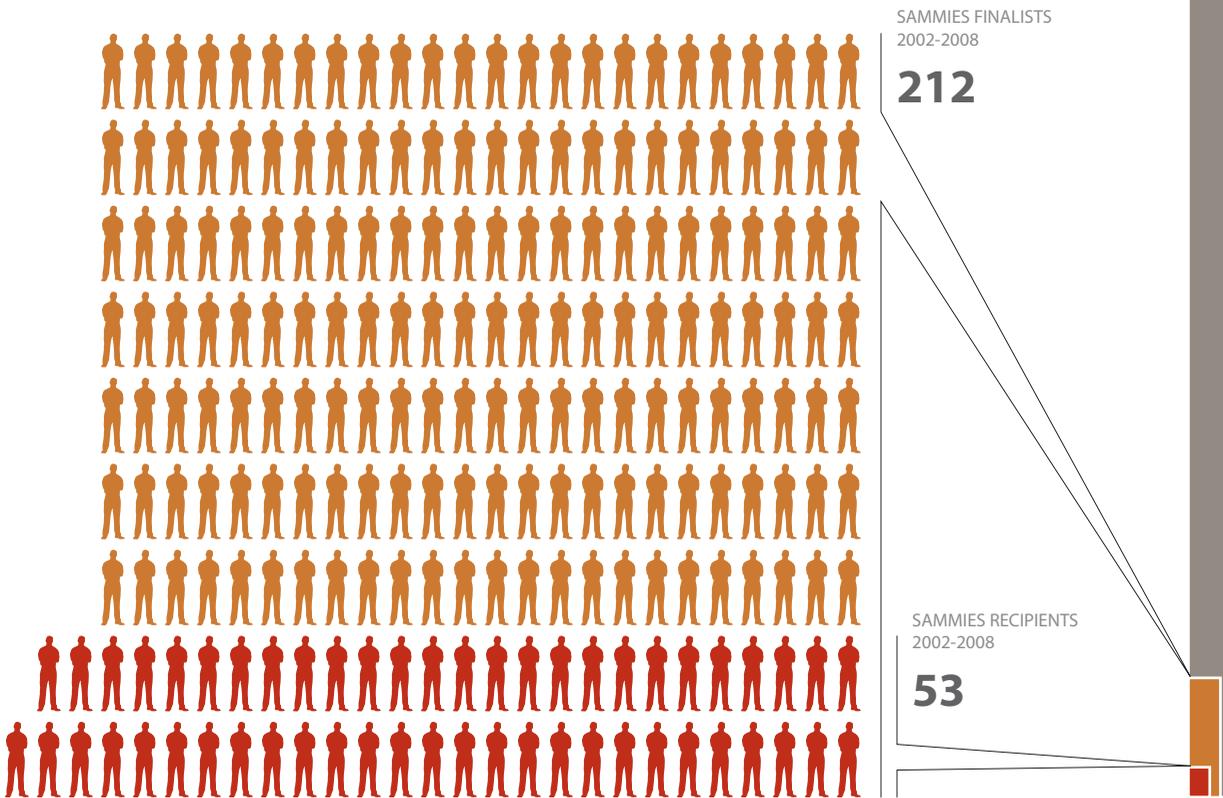
The *Service to America Medals (Sammies)* have been awarded annually since 2002 at a black tie ceremony to honor and celebrate the outstanding accomplishments of our federal workers. By paying tribute to their excellence, the *Sammies* send a powerful message to the American people about the importance of a strong federal career workforce and offer inspiration for a new generation of Americans to pursue public service.

The winners are chosen by a prestigious selection committee that includes leaders from government, business, the foundation and nonprofit communities, academia, entertainment and the media. The awards fall into eight categories spanning a variety of issue areas, and honor innovation, dedication to public service and contributions to the public good.

There were nearly 500 nominations in 2008 from agencies across the federal government and the nation. The following pages present the accomplishments of the 2008 medal recipients.

456.5 million

AUDIENCE REACHED BY SAMMIES STORIES SINCE 2002

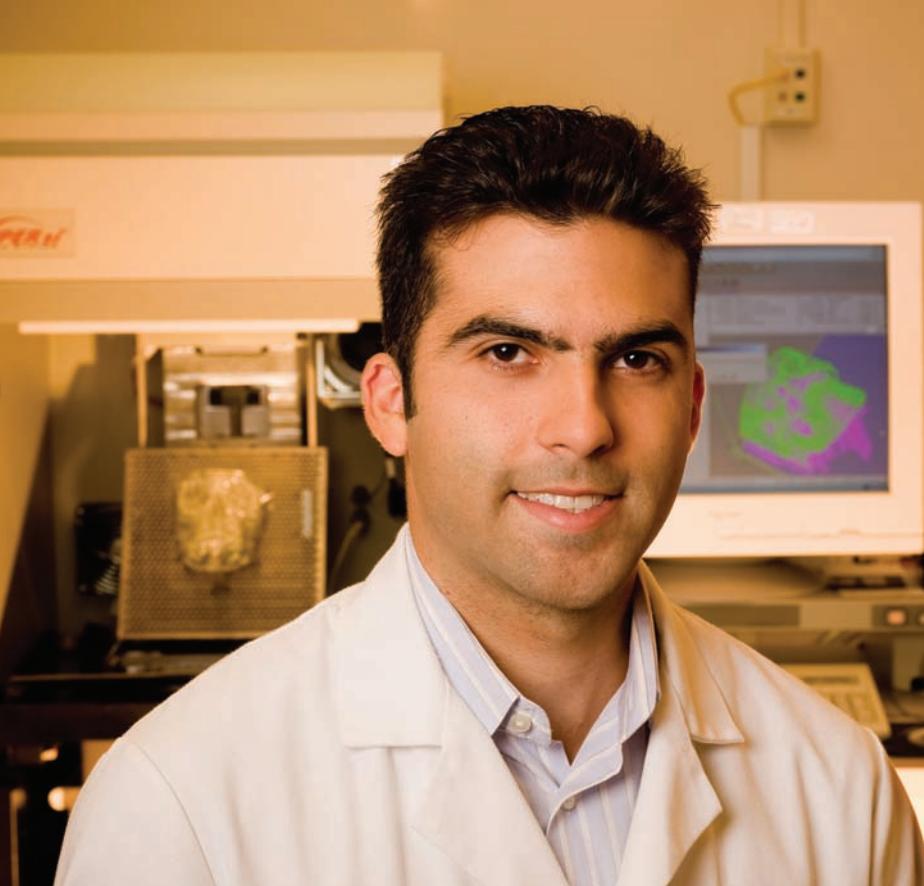


DR. STEPHEN O. ANDERSEN, 2008 CAREER ACHIEVEMENT MEDALIST
Director, Strategic Climate Projects, U.S. Environmental Protection Agency



HOLE IN NONE

Dr. Stephen Andersen was one of the key implementers of the 1987 Montreal Protocol, a landmark treaty that has put us on a path to restoring the ozone layer by phasing out 95 percent of the world's ozone-depleting substances. Today, he continues to lead the effort to save the planet as one of the Environmental Protection Agency's top officials working to combat climate change.



ADDING A DIMENSION TO VETERANS' CARE

Twenty-five-year-old Dave Carballeyra helps surgeons rebuild the bodies of wounded soldiers so they can rebuild their lives. He is using three-dimensional modeling technologies to more accurately shape and fit facial prostheses and to create guides for surgeries. Carballeyra has improved medical care for our recovering heroes by making complex surgical procedures safer, simpler and faster.

ALAIN DAVID CARBALLEYRA, 2008 CALL TO SERVICE MEDALIST
Director of Stereolithography, U.S. Department of the Air Force, 59th Medical Wing

RICHARD S. GREENE, 2008 FEDERAL EMPLOYEE OF THE YEAR
U.S. Agency for International Development, Bureau of Global Health

**BEATING BACK
MALARIA**

Richard Greene designed and manages President Bush's Malaria Initiative, which was launched to reduce malaria deaths by 50 percent in 15 countries. Through indoor spraying, providing treated nets, and distributing anti-malarial drugs, this effort has provided potentially life-saving services to more than 25 million people in Africa.



**BOUNDLESS
ENERGY**

Steve Chalk currently leads many of our federal government's most significant efforts to expand the development and use of renewable energy. These programs have brought energy sources like solar, geothermal and wind into the mainstream, and helped make them some of the fastest growing new energy sources in the United States.



STEVEN G. CHALK, 2008 SCIENCE AND ENVIRONMENT MEDALIST
Deputy Assistant Secretary of Renewable Energy, U.S. Department of Energy



ENDING INJUSTICE, EMPOWERING WOMEN

The State Department's Kate Friedrich leads the U.S.-Afghan Women's Council, a major public/private effort to enhance the economic, social and political status of Afghan women. Among its many activities, this initiative has created a microfinance program that has served 30,000 Afghan women, helping them start businesses and improving their financial literacy.



AHEAD OF THE STORM

Dr. Eddie Bernard created a system that has improved the accuracy of tsunami detection by 90 percent. Together with a tsunami safety program, which Dr. Bernard developed in cooperation with coastal communities, his forecast technologies are being used in the United States to decrease the risk of catastrophic loss of life should a tsunami strike.

DR. RAJIV JAIN, 2008 CITIZEN SERVICES MEDALIST
Chief of Staff and MRSA Program Director, U.S. Department of Veterans Affairs, Pittsburgh Healthcare System

AN INFECTIOUS SOLUTION

Dr. Rajiv Jain and his team at the V.A.'s Pittsburgh Healthcare System launched an initiative to fight the most common cause of lethal infections that are acquired at hospitals — a pathogen called MRSA. They have succeeded in reducing the number of infections at their hospital by 60 percent, and Dr. Jain's initiative has now been implemented at all 153 of V.A.'s hospitals and at other hospitals across America and overseas.



HONORING OUR CONTRACTS

Justice Department Attorney Mark Pletcher is leading the effort to stop bribery, fraud and bid-rigging in Iraq and Afghanistan. He has secured indictments in more than a dozen cases of war profiteering, including the high-profile case of an Army major who accepted more than \$10 million in bribes. His work has ensured that criminal acts are punished and has created a powerful deterrent against future crimes.



MARK W. PLETCHER, 2008 JUSTICE AND LAW ENFORCEMENT MEDALIST
Trial Attorney, U.S. Department of Justice, Antitrust Division, National Criminal Enforcement Section

SUSTAINING OUR MISSION

Thanks to the generous support of our corporate and foundation partners, individual donors and in-kind contributions, 2008 was a strong year, enabling us to grow our programming designed to revitalize the federal government. Among the highlights for funds committed this year:

- The Robertson Foundation awarded the Partnership a three-year, \$3 million grant to advance our goal of steering talented young people to federal jobs.
- The Atlantic Philanthropies contributed almost \$3 million for our *FedExperience* program to meet government’s critical hiring needs with the talents of experienced, older workers.
- The Young Associates of Public Service, led by Co-chairs Kim and Larry Heyman, Jennifer and David Millstone, Eleanor and Rodney Propp, and Elizabeth and David Winter, hosted *Go Public!*, a reception to promote the Partnership and federal service. Newark Mayor Cory Booker addressed the crowd of more than 350 young philanthropists, noting that there is no greater stage for making a difference and creating change than through government service. The event raised nearly \$60,000 on behalf of the Partnership.
- The Partnership held its fifth New York City gala at Manhattan landmark Cipriani’s 42nd Street, raising \$2.3 million. The event brought together more than 700 government leaders, business executives and stakeholders from the entertainment and nonprofit sectors. Stephen Colbert, host of *The Colbert Report*, was the master of ceremonies and offered a memorable recap of the 2008 presidential primaries. The evening was highlighted by the presentation of the *Theodore Roosevelt Award for the Advancement of Public Service* to New York City Police Commissioner Raymond Kelly.

We acknowledge with grateful appreciation all of the following who make our work possible.

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Every effort has been made to ensure the accuracy of this annual report for contributions received from January 1, 2008, to December 31, 2008. Please inform the development office at 202-775-9111 of any inaccuracies.

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Paul A. Volcker

Former Chairman, U.S. Federal Reserve

U.S. Representative Henry Waxman

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Partner, Wilmer Cutler Pickering and Dorr LLP

Llewellyn Wells

President, GreenFit, LLC

John C. Whitehead

Chairman, The Goldman Sachs Foundation

Christine Todd Whitman

*President, Whitman Strategy Group
Former Governor of New Jersey and EPA
Administrator*

Neal Wolin

*President and Chief Operating Officer,
Property and Casualty Operations, The Hartford*

Judy Woodruff

Broadcast Journalist

FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION — FOR THE YEARS ENDED DECEMBER 31,

| | 2008 | 2007 |
|---|----------------------|----------------------|
| ASSETS | | |
| CURRENT ASSETS: | | |
| Cash | \$ 1,753,327 | \$ 1,577,756 |
| Accounts receivable | 242,737 | 56,356 |
| Pledges receivable | 9,782,294* | 5,907,941 |
| Prepaid expenses | 22,911 | 63,711 |
| TOTAL CURRENT ASSETS | \$ 11,801,269 | \$ 7,605,764 |
| | | |
| INVESTMENTS | \$ 9,669,898 | \$ 13,792,840 |
| PLEDGES RECEIVABLE, NON CURRENT | 3,765,051 | 2,108,595 |
| PROPERTY, EQUIPMENT, SOFTWARE, NET | 218,084 | 210,906 |
| OTHER ASSETS: | | |
| Deposits | 115,162 | 115,162 |
| | | |
| TOTAL ASSETS | \$ 25,569,464 | \$ 23,833,267 |
| | | |
| LIABILITIES AND NET ASSETS | | |
| CURRENT LIABILITIES: | | |
| Accounts payable and accrued expenses | \$ 236,207 | \$ 177,751 |
| Deferred Revenue | 20,450 | 137,925 |
| TOTAL LIABILITIES | \$ 256,657 | \$ 315,676 |
| | | |
| NET ASSETS: | | |
| Unrestricted: | | |
| Undesignated | \$ 2,095,564 | \$ 1,708,215 |
| Board-designated endowment | 9,669,898 | 13,792,840 |
| | 11,765,462 | 15,501,055 |
| Temporarily restricted | 13,547,345 | 8,016,536 |
| | | |
| TOTAL NET ASSETS | \$ 25,312,807 | \$ 23,517,591 |
| TOTAL LIABILITIES AND NET ASSETS | \$ 25,569,464 | \$ 23,833,267 |

* \$4 million of this amount represents a pledge to be used for 2009 operating expenses. \$2.5 million of this amount represents an endowment pledge. \$3 million of this amount represents foundation pledges for 2009 programs.

Unaudited financial statements

FINANCIAL STATEMENTS
STATEMENT OF ACTIVITIES — FOR THE YEARS ENDED DECEMBER 31,

| | 2008 | | 2007 | |
|--------------------------------------|-----------|-------------------|-----------|-------------------|
| SUPPORT AND REVENUE: | | | | |
| Contributions | \$ | 4,152,923* | \$ | 5,030,851 |
| Special Event | | 2,290,031 | | 330,730 |
| Membership revenue | | 56,667 | | 158,333 |
| In-kind contributions | | 28,455 | | 282,740 |
| Sponsorship revenue | | 936,512 | | 794,890 |
| Grant revenue | | 5,981,000** | | 4,525,351 |
| Contract and publications revenue | | 12,355 | | 52,579 |
| Investment income | | (4,075,708) | | 847,705 |
| Miscellaneous income | | 32,267 | | 127,825 |
| TOTAL SUPPORT AND REVENUE | \$ | 9,414,502 | \$ | 12,151,004 |
| EXPENSES: | | | | |
| Program services: | | | | |
| Education and outreach | \$ | 1,549,467 | \$ | 1,463,742 |
| Government transformation | | 1,110,742 | | 1,310,383 |
| Policy and research | | 1,273,611 | | 1,163,085 |
| Communications | | 1,819,321 | | 1,485,390 |
| Government Affairs | | 374,488 | | 287,384 |
| TOTAL PROGRAM SERVICES | \$ | 6,127,629 | \$ | 5,709,984 |
| Supporting services: | | | | |
| Management and general | \$ | 601,280 | \$ | 535,213 |
| Fundraising | | 890,378 | | 444,963 |
| Total supporting services | | 1,491,657 | | 980,176 |
| TOTAL EXPENSES | \$ | 7,619,286 | \$ | 6,690,160 |
| CHANGE IN NET ASSETS | \$ | 1,795,216 | \$ | 5,460,844 |
| NET ASSETS, BEGINNING OF YEAR | | 23,517,591 | | 18,056,747 |
| NET ASSETS, END OF YEAR | \$ | 25,312,807 | \$ | 23,517,591 |

* \$4 million of this amount represents a pledge to be used for 2009 operating expenses.

** \$4.7 million of this amount represents revenue from various foundation pledges that will be received in 2009 through 2011.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS — FOR THE YEARS ENDED DECEMBER 31,

| | 2008 | 2007 |
|--|---------------------|-----------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Cash received from contributions, special events and special activities | \$ 7,034,659 | \$ 3,427,673 |
| Dividends and interest received | 681,460 | 1,079,563 |
| Cash paid to suppliers and employees | (7,212,480) | (6,298,385) |
| NET CASH (USED IN) OPERATING ACTIVITIES | \$ 503,639 | \$ (1,791,149) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Purchases of investments | \$ (3,029,686) | \$ (5,733,842) |
| Proceeds from the sale of investments | 2,783,685 | 5,087,994 |
| Purchases of property, equipment, and software | (82,067) | (208,584) |
| NET CASH PROVIDED (USED IN) INVESTING ACTIVITIES | \$ (328,068) | \$ (854,432) |
| NET INCREASE (DECREASE) IN CASH | \$ 175,571 | \$ (2,645,581) |
| | | |
| CASH, BEGINNING OF YEAR | 1,577,756 | 4,223,337 |
| CASH, END OF YEAR | \$ 1,753,327 | \$ 1,577,756 |
| | | |
| RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH (USED IN) OPERATING ACTIVITIES | | |
| Change in net assets | \$ 1,795,216 | \$ 5,460,844 |
| Reconciliation adjustments: | | |
| Depreciation | 64,590 | 80,352 |
| Net realized and unrealized gains on investments | 4,376,505 | 231,858 |
| (Gain) Loss on disposal of equipment | 2,737 | (84,450) |
| Changes in assets and liabilities: | | |
| Accounts receivable | (186,381) | 103,644 |
| Pledges receivable | (5,530,809) | (7,692,486) |
| Prepaid expenses | 40,800 | 8,973 |
| Other assets | - | - |
| Accounts payable and accrued expenses | 58,456 | 20,526 |
| Deferred revenue | (117,475) | 79,590 |
| NET CASH (USED IN) OPERATING ACTIVITIES | \$ 503,639 | \$ (1,791,149) |

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EVP and General Counsel

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Janelle Callahan
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Jonathan Kappler
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Source notes: Statistics are from the Partnership for Public Service unless otherwise noted. PAGE 4: "Federal Workforce Age Distribution" from Office of Personnel Management, Fedscope, 2008. Fulltime Nonseasonal, Permanent. "Private Sector Age Distribution" from Bureau of Labor Statistics, Current Population Survey, December 2008. Private, for profit, fulltime. "Enrolled in College or Graduate School" from Bureau of Labor Statistics, Current Population Survey, December 2008. PAGE 6: "Educational Loans" and "Debt per Borrower" from The College Board, Trends in Student Aid, 2008. "Average Starting Salary" from NACE Fall 2008 Salary Survey. PAGE 9: "Shortage of Registered Nurses" from Peter I. Buerhaus, "The Future of the Nursing Workforce in the United States: Data, Trends and Implications." "Increase in Contract Spending" from usaspending.gov. "Increase in Federal Contract Specialists" from Office of Personnel Management, Fedscope, 2008. "Federal Information Technology Hiring" from Office of Personnel Management, Fedscope, 2008. "Private Sector Education Level" from Bureau of Labor Statistics, Current Population Survey, December 2008. Private, for profit, fulltime. "Federal Workforce Education Level" from Bureau of Labor Statistics, Current Population Survey, December 2008. Fulltime, excluding Postal Service. "Full-time Federal Hires" from Office of Personnel Management, Fedscope, 2008. Fulltime Nonseasonal, Permanent. PAGE 10: "U.S. Voter Turnout" from the United States Elections Project. "Favorable Public Opinion Rating" from The Pew Research Center for the People & the Press, "Bush and Public Opinion," 2008. "Visitors to USAJOBS" from quantcast.com. PAGE 12: "Average Tenure" from Office of Personnel Management, OPM Fact Book, 2006. "Federal Workforce Engagement" from U.S. Merit Systems Protection Board. *The Power of Employee Engagement*. September 2008. PAGE 15: "U.S. Population" from Census Bureau. Through 1999 www.census.gov/popest/archives/1990s/popclocktest.txt. 2000-2008 www.census.gov/popest/states/NST-ann-est.htm. "Federal Workforce" from Bureau of Labor Statistics, Current Employment Statistics. "Federal Spending on Contracts" from the Federal Procurement Data System.





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