



THE PRESIDENT'S MANAGEMENT ADVISORY BOARD

Administration Officials

Senior Executive Service (SES) Session

Scott Gould, Deputy Secretary, Department of Veterans Affairs

Seth Harris, Deputy Secretary, Department of Labor

Christine Klueh, Deputy Assistant Secretary, Department of Veterans Affairs

David Lebryk, Commissioner of the Financial Management Service, Department of the Treasury

Katie Malague, Performance Manager, White House Office of Management and Budget

Catherine Murphy, Regional Solicitor, Department of Labor

**Stephen Shih, Deputy Associate Director for Executive Resources and Employee Development,
Office of Personnel Management**

**Denise Wells, Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer,
Department of Health and Human Services**



W. SCOTT GOULD, DEPUTY SECRETARY DEPARTMENT OF VETERANS AFFAIRS

W. Scott Gould was nominated by President Obama to serve as Deputy Secretary of the Department of Veterans Affairs (VA) and subsequently confirmed by the Senate Veterans Affairs Committee on April 2, 2009.

As Deputy Secretary of Veterans Affairs, Gould serves as the chief operating officer of the federal government's second largest department, responsible for a nationwide system of health care services, benefits programs and national cemeteries for America's veterans and their dependents.

Prior to his appointment to the VA, Gould was Vice President for public sector strategy at IBM Global Business Services where he focused on strategy and innovation. Previously, he was Chief Executive Officer of The O'Gara Company, a strategic advisory and investment services firm, and Chief Operating Officer of Exolve, a technology services company.

The former Chief Financial Officer and Assistant Secretary for Administration at the Department of Commerce, Gould has also served as Deputy Assistant Secretary for Finance and Management at the Treasury Department. As a White House Fellow, he served in the Export-Import Bank of the United States and in the Office of the White House Chief of Staff. Gould was also appointed by the Governor of Massachusetts to conduct a financial and operational work out of the city of Chelsea, the first municipality in the state to be placed in receivership by the general court.

Gould is a veteran of the U.S. Navy, having served at sea aboard the guided missile destroyer Richard E. Byrd. As a Naval Intelligence reservist, Capt. Gould was recalled to active duty for Operation Noble Eagle and Enduring Freedom. After President Obama's election, he served as co-chair of the VA Agency Review Team for the Presidential Transition Team.

A fellow of the National Academy of Public Administration and former member of the National Security Agency Technical Advisory Group and the Malcolm Baldrige National Quality Award Board of Overseers, Gould has been awarded the U.S. Department of Commerce Medal, the U.S. Department of Treasury Medal and the Navy Meritorious Service Medal. He is coauthor of "The People Factor: Strengthening America by Investing in the Public Service," published by Brookings Institution Press in 2009. He holds an AB degree from Cornell University and MBA and Ed.D. degrees from the University of Rochester. Gould is married to Michèle A. Flournoy. They have three children and reside in the Washington, D.C. area.



**SETH D. HARRIS, DEPUTY SECRETARY
DEPARTMENT OF LABOR**

Seth Harris was nominated to be the Deputy Secretary of Labor on February 23, 2009. Prior to joining the Department, Mr. Harris served as a Professor of Law at New York Law School and Director of its Labor & Employment Law Programs. While teaching at the New York Law School, Mr. Harris was also a Senior Fellow at the Life Without Limits Project of the United Cerebral Palsy Association and a member of the National Advisory Commission on Workplace Flexibility.

Prior to his work at the New York Law School, Mr. Harris served for seven years at the Department of Labor during the Clinton Administration, spanning the tenures of Secretaries Robert Reich and Alexis Herman. During this time, Mr. Harris served as Counselor to the Secretary of Labor and as Acting Assistant Secretary of Labor for Policy, among other policy-advising positions.

Mr. Harris is a graduate of the New York University School of Law where he was Editor-in-Chief of the Review of Law and Social Change. Mr. Harris served as a law clerk to Judge William Canby of the U.S. Court of Appeals for the Ninth Circuit and to Judge Gene Carter of the U.S. District Court for the District of Maine. He received his Bachelor of Arts degree from the School of Industrial and Labor Relations at Cornell University.

On May 26, 2009, Seth Harris was sworn in as the eleventh Deputy Secretary of Labor since the position's creation in 1986.



**CHRISTINE L. KLUH, DEPUTY ASSISTANT SECRETARY
CORPORATE SENIOR EXECUTIVE MANAGEMENT OFFICE, VETERANS AFFAIRS**

Christine Klugh was appointed to the Senior Executive Service in the Department of Veterans Affairs on January 17, 2010. She is responsible for supporting the Secretary in accomplishing VA's broad strategic goals by ensuring that the Department's senior leaders are prepared to lead the Veterans Affairs into the 21st Century and improve services to Veterans and their families and management in the Department. To this end she is responsible for the full life cycle management of VA's Executives and Senior Professionals, to include Senior Executive Service members and Political Appointees. The Corporate Senior Executive Management Office (CSEMO) is a full service personnel office responsible for policy and operational issues to support VA's leadership.

Prior to this, from 2006 to 2009, she served as the Director of Army's Civilian Senior Leader Management Office (CSLMO), where she transformed executive management and helped lead not only the Army but the Department of Defense to enterprise management of the Senior Executive Service. She was able to successfully transform the culture to a corporate leader focus.

Ms. Klugh was the Deputy Assistant (Civilian Personnel Policy), Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), from 2002 to 2006. In this capacity, she directly supported the Deputy Secretary of Defense in the design and implementation of DOD's cutting edge personnel system as well as a myriad of other significant initiatives, to include the Defense Business Board Report on Human Capital Transformation, the Quadrennial Defense Review, and the Business Initiatives Counsel (BIC). Other Army initiatives included the Army Headquarters' realignment, the Human Resources Integrated Process Team initiative, The Culture of Innovation Initiative to support Army Transformation, and OSD's Incentives for Transformation.

As Chief of the Program Support Division, Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy), Ms. Klugh led a staff responsible for managing and defending a \$170M budget, operational control over the Defense Civilian Personnel Data System, overseeing the Army's forecasting and analysis model for the civilian workforce, and formulating Army-wide civilian workforce policies and programs.

Ms. Klugh started her Army career as Civilian Personnel intern at Fort McCoy, Wisconsin. In addition to those in Army, Ms. Klugh has held various positions at the Defense Logistics Agency and the Office of Personnel Management. She is a graduate of the Federal Executive Institute. She holds a degree in Business Administration from the University of Maryland and completed graduate work at George Washington University. She is a member of the International Personnel Management Association, the Senior Executive Association, and served as Executive Vice President of the Classification and Compensation Society.



**DAVID A. LEBRYK, COMMISSIONER
FINANCIAL MANAGEMENT SERVICE, DEPARTMENT OF THE TREASURY**

David A. Lebryk was selected as Commissioner of the U.S. Department of the Treasury's Financial Management Service (FMS) on June 26, 2009. As Commissioner, Mr. Lebryk provides leadership, policy direction and guidance for FMS' financial management programs, including payments, collections, debt collection, and government-wide accounting and financial reporting. He also oversees a daily cash flow of more than \$67 billion and government-wide program responsibilities for credit and cash management. A bureau of the U.S. Department of the Treasury, FMS issues nearly one billion federal payments annually to more than 100 million people and collects nearly \$3.2 trillion in federal revenues each year.

Prior to being named as FMS' Commissioner, Mr. Lebryk was appointed as FMS' Deputy Commissioner in January 2008. As Deputy Commissioner, he carried out Chief Operating Officer responsibilities including leadership, policy direction and guidance over all areas of FMS' mission.

Prior to his appointment at FMS, Mr. Lebryk served as the senior career executive at the U.S. Mint. From October 2002 to December 2007, he served in the capacity of Deputy Director, and from August 2005 through September 2006, he was the Acting Director of the U.S. Mint. There he had responsibility for the day-to-day operations of the world's largest manufacturer of coins, medals and coin products with operations in San Francisco, Denver, Philadelphia, West Point, Fort Knox, and the District of Columbia. Mr. Lebryk was a 2005 recipient of a Presidential Rank Award reserved for career senior executives who have "a sustained record of extraordinary leadership and achievement."

Before joining the U.S. Mint, Mr. Lebryk held the position of Deputy Assistant Secretary for Fiscal Operations and Policy at the U.S. Department of the Treasury, where he oversaw the development and implementation of policies and programs relating to the government's cash management, debt financing, investment and administration of trust funds, payments and collections.

Mr. Lebryk also has served as Acting Deputy Assistant Secretary for Human Resources for the Treasury Department. He has served as an advisor to the Deputy Secretary of the Treasury and to three Under Secretaries for Domestic Finance.

Mr. Lebryk joined the Treasury Department in 1989 as a Presidential Management Intern in the Office of the Assistant Secretary for Policy Management and Counselor to the Secretary.

He graduated from Harvard College with an A.B. in Economics. Additionally, Mr. Lebryk holds a master's degree in Public Administration from Harvard University's John F. Kennedy School of Government.



KATIE MALAGUE, PERFORMANCE MANAGER WHITE HOUSE OFFICE OF MANAGEMENT AND BUDGET

Katie Malague is a performance manager in the Office of Management and Budget (OMB), a component of the Executive Office of the U.S. President. In this capacity, she coordinates interagency efforts to improve federal program performance, management, and efficiency. Working with the President's Management Council, Katie oversees a project focused on enhancing recruiting, performance management, and career development for the federal government's Senior Executive Service. She also manages OMB's government-wide customer service initiatives.

Before joining OMB, Katie was a senior program manager with the Partnership for Public Service, a nonpartisan nonprofit organization that aims to inspire a new generation to serve in government and transform the way government works. In this role, Katie led the *Presidential Management Initiative*, which addressed federal government reform issues and management priorities for the administration and Congress. She also coordinated research and consulting projects with federal agencies on issues including strategic planning, workforce management, employee engagement, recruitment, and hiring.

Following the 2008 presidential election, Katie served on the Obama-Biden transition team at the U.S. Office of Personnel Management, providing incoming administration officials and key advisors with information needed to make policy and personnel decisions prior to the inauguration. She has also served as a manager in Accenture's federal government practice, a regional director for a presidential campaign, and a staff member for a U.S. Senator. Her government experience includes a brief stint as a letter carrier for the U.S. Postal Service.

Katie is a graduate of Bucknell University, where she serves on the Alumni Association Board of Directors, and Harvard University.



**CATHERINE O. MURPHY, REGIONAL SOLICITOR
DEPARTMENT OF LABOR**

Catherine Murphy currently serves as the Regional Solicitor in Region III (Philadelphia/Arlington) and was appointed to this position in June 2000. She began her career in DOL as staff attorney in the Region III SOL in January 1980. Prior to June 2000, Ms. Murphy served as Deputy Regional Solicitor and Regional Counsel for MSHA/Black Lung Benefits in Philadelphia. As a staff attorney, she litigated cases in several DOL programs including MSHA, Black Lung, Labor Relations, OSHA, FLSA/government contracts.

Ms. Murphy was the 2006 recipient of the Department's Philip Arnow Award for superior accomplishments and distinguished service in DOL. Ms. Murphy recently received the Secretary's Exceptional Service Impact Award in recognition of her impact as a leader of regional legal staff engaged in DOL enforcement litigation on behalf of the Secretary. Ms. Murphy is currently a member of the Department's Executive Resources Board (ERB) and she has served on the Performance Review Board (PRB) in the past. Ms. Murphy also serves on the Solicitor's Office Training Committee and the Strategic Advisory Committee on IT matters.

Ms. Murphy received her law degree from Boston College Law School in 1979 and she is a magna cum laude graduate of the University of Michigan, Class of 1976. She married a law school classmate in 1983 and they have two sons: Matt, a 2009 graduate of Boston College Law School who currently serves as an Assistant District Attorney for New York (Manhattan) and Mark, a 2010 graduate of Boston University who will begin law school in 2011.



**STEPHEN T. SHIH, DEPUTY ASSOCIATE DIRECTOR FOR EXECUTIVE RESOURCES AND EMPLOYEE DEVELOPMENT
OFFICE OF PERSONNEL MANAGEMENT**

Steve Shih serves as Deputy Associate Director for Executive Resources and Employee Development. In this capacity, Mr. Shih leads the office responsible for managing the overall Federal personnel program relating to the Senior Executive Service (SES) and other senior professionals (i.e., Senior Level (SL) and Scientific and Professional (ST)). Mr. Shih is responsible for the development and implementation of regulations and policies, as well as providing day-to-day oversight and assistance to agencies on the selection, development, performance management, and recognition of Federal executives and senior professionals. Mr. Shih is also responsible for providing Government-wide leadership to agencies for all other Federal employees with respect to performance management, awards, and employee development. Mr. Shih's responsibilities include leading the following operational activities supporting the SES: biennial allocations; Qualifications Review Board (QRB) review of new SES appointments; SES Candidate Development Program certification; SES performance management appraisal system approval and certification; processing of Presidential Rank Awards; and the publishing of Government-wide SES reports (including an Annual Report and the Federal Plum Book).

Prior to serving in his current position, Mr. Shih was employed with the U.S. Department of Homeland Security (DHS), beginning in August 2008, where he served as the Deputy Civil Rights and Civil Liberties Officer, and Director for Equal Employment Opportunity (EEO) and Diversity Programs, in the Office for Civil Rights and Civil Liberties (CRCL). In this position, Mr. Shih reported to the Officer for Civil Rights and Civil Liberties ("Officer"), and provided executive leadership on all Departmental civil rights and civil liberties issues. As Deputy Officer, Mr. Shih was responsible for leading the Department's EEO and diversity management programs, and advised the Secretary, the Officer, and senior department officials on EEO and diversity issues. Mr. Shih's operational responsibilities included the development of EEO and diversity management policy, leading the Departmental EEO program, and issuing final decisions on all discrimination complaints filed by DHS employees and applicants. Mr. Shih also led the Department's diversity management and special emphasis programs, and developed Department-wide training on EEO and diversity management. Additionally, Mr. Shih was responsible for leading the Department's EEO Council, comprised of the EEO officers at each DHS Component. Furthermore, Mr. Shih represented DHS before the public and Congress on EEO and Diversity issues.

From August 2009 through January 2010, Mr. Shih also served in an acting capacity as the DHS Officer for CRCL. During this transition period, Mr. Shih served as the DHS Secretary's principle advisor on civil rights and civil liberties, and was responsible for leading CRCL in supporting the Department's mission to secure the nation while preserving freedoms and equalities in numerous ways, including: helping the Department shape policies consistent with civil rights and civil liberties; investigating and resolving complaints filed by the public regarding Departmental policies or actions; providing leadership to the Department's Equal Employment Opportunity and Diversity Management programs; and engaging the public regarding civil rights and civil liberties issues.

From August 2004 to August 2008, Mr. Shih served as the Chief of the Center for EEO at OPM. As the EEO Director for OPM, Mr. Shih served as the principle EEO advisor to the Director of OPM and represented the Director in all EEO matters within the agency. Mr. Shih was responsible for promoting EEO at OPM by providing guidance on all agency planning, policies and decisions, as well as administering programs and policies that helped the agency identify and eliminate systemic barriers to EEO. Additionally, Mr. Shih managed the EEO complaints program at OPM, with responsibility for providing EEO counseling for employees and applicants, administering the Agency's Alternative Dispute Resolution (ADR) program, processing formal complaints, conducting investigations, and issuing final agency actions.

Prior to Mr. Shih's employment at OPM, Mr. Shih occupied the position of Supervisory Administrative Judge with the U.S. Equal Employment Opportunity Commission's (EEOC) Washington Field Office, beginning in February 2001, where Mr. Shih supervised a staff of administrative judges responsible for adjudicating federal sector EEO cases arising out of Washington, DC, Northern Virginia, and Europe. Mr. Shih initially entered on duty with the EEOC as an Administrative Judge in November 1993, and Mr. Shih began his legal career serving on a U.S. Congressional Subcommittee and in the contracts department of the U.S. Mint.



**DENISE L. WELLS, DEPUTY ASSISTANT SECRETARY FOR HUMAN RESOURCES AND
CHIEF HUMAN CAPITAL OFFICER
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

Denise L. Wells was appointed the Deputy Assistant Secretary for Human Resources (DASHR) and Chief Human Capital Officer (CHCO) for the US Department of Health and Human Services, Washington, D.C., on December 1, 2009.

Denise is responsible for the strategic leadership of all policy, planning, operational, and oversight activities associated with HHS' human resources programs and policies. She is also responsible for supporting and facilitating the Department's mission and promoting the effective management of its human capital. Denise provides oversight to the Department's Headquarters human resources office as well as the Human Resource Centers that provide daily operational services to its 12 major operating divisions within HHS. She is also responsible for the Department's corporate learning organization, HHS University, providing common needs training and development opportunities.

Over the previous four years, Ms. Wells also served as the Executive Officer for the Office of the Secretary Executive Office (OSEO), the Associate Deputy Assistant Secretary for Human Resources in the Office of the Assistant Secretary for Administration and Management, and as the Management Operations Director for the Department's Office of Medicare Hearings and Appeals (OMHA). In her OMHA position, Ms. Wells was one of the senior leaders responsible for the successful transition of the Medicare Appeals function from the Social Security Administration to the Department of Health and Human Services. Subsequent to establishing the organization, Ms. Wells provided leadership and oversight of the organization's budget and financial management, acquisitions, travel, internal controls, and information technology operations.

Prior to joining the Department, Ms. Wells served as the Director of Administration at the Department of Commerce and was responsible for managing real and personal property, travel, energy and environmental programs, and other information management services. She specializes in business process reengineering and organizational development and has led major reorganization efforts over the past ten years. Most recently, she garnered Office of Management and Budget and Congressional support in FY 2007 to increase the Office of Medicare Hearings and Appeals staffing by 50 percent over the initial 2005 staffing allocations to assist the organization in processing its increasing Medicare appeals workload.

A strong advocate for employee development and mentoring, Ms. Wells has coached more than 100 employees from various agencies and private industry, assisting them in achieving their professional goals. She continues paving the way for future HHS senior leaders while serving on the Senior Executive Service Candidate Development Program Executive Review Board, providing leadership and oversight for the program.