

NANCY KINGSBURY
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SUPERIOR LEADERSHIP

Dr. Kingsbury provides outstanding leadership to a highly specialized, in many ways unique, function within the federal government. As Managing Director of GAO's Applied Research and Methodology (ARM) team, Dr. Kingsbury brings to her job consistency, intellectual rigor, and an unwavering commitment to excellence, ensuring that GAO analysts have access to advanced methodologies in preparing reports for Congress. She is known for her efforts to tackle conceptually difficult issues, for working with others to flesh out ideas, and for getting those ideas accepted within the organization.

"ARM" was created in 2000, with Dr. Kingsbury as its first leader. The goal was to develop a centralized office composed of highly specialized staff that could bring cutting-edge technical and methodological support to GAO studies.

Dr. Kingsbury is known for her pioneering efforts to build up this capability within GAO. Over the years, through the thoughtful hiring of outstanding candidates, she has assembled a first-rate staff representing 14 different professional occupations. Today's ARM employees have backgrounds in economics; computer engineering; statistics; social science analysis; program evaluation; and scientific fields, including physics, microbiology, and industrial and chemical engineering. Housed within ARM are the offices of GAO's chief accountant, chief actuary, chief economist, chief scientist, and chief technologist.

Dr. Kingsbury also helped establish GAO's Center for Science, Technology, and Engineering in ARM. The Center, which undertakes the technology assessment function once carried out by the Office of Technology Assessment, issues reports examining the impact of technological innovations on American society.

ARM's design and execution of high-quality methodologies lend authority and credibility to GAO's efforts to improve government operations and hold agencies accountable for results. Around 80 percent of all GAO reports now have some level of input from ARM. ARM's contributions can be seen in various types of GAO products, including the cost estimating and assessment guide and schedule assessment guide, reports on high-containment laboratories and anthrax, and technology assessments relating to climate engineering and the use of helium-3 in neutron detectors. ARM has also helped develop methodologies on sensitive issues, such as estimating numbers of undocumented workers.

In no small measure, Dr. Kingsbury's efforts have established GAO's reputation among policymakers as a source of sophisticated analysis grounded in quality research and design. In addition to assembling an impressive staff, Dr. Kingsbury has succeeded in implementing cultural change within GAO that has led to widespread acceptance of and

appreciation for ARM's diverse knowledge, skills, and abilities. Today, analysts across GAO routinely seek out ARM's counsel on research and design matters.

At GAO, she led the effort to develop the agency's "Dimensions of Quality." These internal policy standards spell out the values central to GAO's work—objectivity, accuracy, and fairness—and emphasize the need to maintain quality work while positioned in a political environment. Her leadership in gaining wide acceptance at all levels for the concepts in the Dimensions has provided GAO managers and employees with a language to discuss quality that has stood the tests of time, spanning three Comptrollers General. GAO's "Dimensions of Quality," which were first developed in 1994 and are about to be updated, remain vital to educating staff about the importance of quality in GAO reports.

Dr. Kingsbury has had a long and distinguished career in public service. In fact, she celebrates 44 years of federal service in October 2013.

Her tenure as Director of Resource Management at the Peace Corps underscores her ability to get results. Dr. Kingsbury's Peace Corps service came just as the Corps became an independent agency within ACTION. The "independent agency within" construct presented unusual implementation challenges, with two independent agencies negotiating with a single union for a new collective bargaining agreement and weighing how best to operate within a new paradigm. Under Dr. Kingsbury's leadership, the practical changes necessary for the Peace Corps to make its own personnel and budget decisions, and work with the Congress, were completed within nine months.

Dr. Kingsbury also headed efforts to found the Evaluation Research Society, a professional organization for program evaluators, in 1974. Dr. Kingsbury drafted the constitution and by-laws and arranged for the organization's incorporation in Maryland. She served as the organization's Secretary-Treasurer from the early 1980s through 1993, during which time she worked to help merge the group with another evaluation organization to create the American Evaluation Association, which is thriving today. The field of program evaluation is truly richer today for Dr. Kingsbury's efforts to establish this forum in which professionals can freely discuss their work and exchange ideas.