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What Government Does; Contents; Acknowledgments; Chapter One: Introduction; What This Book Is About; What We Would Like the Office of Presidential Personnel to Know About Different Types of Jobs; Chapter Two: The Job of the Political Executive: Running an Agency; Assessing the Organization; Strengthening the Organization; Obtaining Mission Alignment; Developing Strong Processes; Mastering Metrics and Measuring Progress; Building Relationships; Enhancing Credibility and Visibility; Fostering Innovation; Innovation in Action; Innovation Initiative: The Department of Veterans Affairs
The Know Your Farmer, Know Your Food Program: The Department of Agriculture
The Race To The Top Program: The Department of Education; The Every Day Counts Program: The Department of Transportation; Chapter Three: The Deputy Secretaries; Understanding the Job of the Deputy Secretary; Key Components of the Job of the Deputy Secretary; Serving as an Alter Ego for the Secretary; Serving as the Chief Operating Officer (COO) of the Department; Serving as a Convener; Serving as a Policy Advisor; Serving as a Leader of Departmental Initiatives; Serving as Crisis Manager
Serving as Liaison to Stakeholders
Deputy Secretaries in Action; Rafael Borrás at the Department of Homeland Security; William V. Corr at the Department of Health and Human Services; W. Scott Gould at the Department of Veterans Affairs; Seth D. Harris at the Department of Labor; David J. Hayes at the Department of the Interior; Dennis F. Hightower at the Department of Commerce; Maurice Jones at the Department of Housing and Urban Development; Kathleen A. Merrigan at the Department of Agriculture; Anthony W. Miller at the Department of Education; Thomas R. Nides at the Department of State
Daniel B. Poneman at the Department of Energy
Appendix to Chapter 3: Profiles of Deputy Secretaries Interviewed; Chapter Four: The Producers; Understanding the Job of the Producer; Key Components of the Job of the Producer; Delivering the Output; Getting the Metrics Right; Focusing on Customers; Working Style of Producers; Producers in Action; Allison A. Hickey at the Veterans Benefits Administration, Department of Veterans Affairs; David J. Kappos at the United States Patent and Trademark Office, Department of Commerce; Alejandro Mayorkas at the U.S. Citizenship and Immigration Services
John T. Morton at the United States Immigration and Customs Enforcement, Department of Homeland Security
Robert A. Petzel at the Veterans Health Administration, Department of Veterans Affairs; John S. Pistole at the Transportation Security Administration, Department of Homeland Security; David H. Stevens at the Federal Housing Administration, Department of Housing and Urban Development; William J. Taggart and James W. Runcie at the Office of Federal Student Aid, Department of Education; Appendix to Chapter 4: Profiles of Producers Interviewed; Chapter Five: The Regulators
Understanding the Job of the Regulator

In this book, Paul Lawrence and Mark Abramson build on their extensive interviews with 42 Obama Administration political executives over the past four years. Political executives from numerous federal agencies were interviewed about the challenge of managing in government and the activities undertaken by their agencies.