

Project Overview

U.S. Department of Commerce National Oceanic and Atmospheric Administration Office of Human Capital Services

Human Resources (HR) Services Assessment



Background: In the Fall of 2015, The Department of Commerce (DOC) transitioned to a shared service delivery model for select Human Resources, Financial Management, Information Technology, and Acquisitions services to create efficiencies and reduce costs. Concurrently, the National Oceanic and Atmospheric Administration (NOAA)'s Office of Human Capital Services (OHCS) adopted a new business model for non-transactional HR services utilizing HR generalists as consultants and Centers of Expertise. The service delivery for HR crosses organizational boundaries and has left customers uncertain about the responsible service provider.

About The Parnin Group

The Parnin Group (TPG) provides business, management, and technology consulting services to leaders in the Government, Non-Profit and Private Sectors, helping them to address their complex problems. TPG is a small disadvantaged, 8(a) certified business that is committed to excellence and providing sustainable results for our clients. Learn more at www.parningroup.com.

About the National Academy of Public Administration

Chartered by Congress to provide non-partisan expert advice, the Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Learn more at www.napawash.org.

Project Description

NOAA contracted the Academy and TPG to assess the organizational and management structure of OHCS.

The assessment will include:

- Evaluation and assessment of the human capital functions across NOAA, including OHCS, and interactions with the Department of Commerce Talent Management Office.
- Benchmark analysis of similar federal agencies' HR service delivery models.
- Examination of the current funding model for HR services at NOAA.
- Development of recommendations to improve human capital service delivery within the organization.

The Academy has appointed a three-member Expert Advisory Group (EAG) to oversee and guide this study. Information on the EAG is on the next page. A final report with findings and recommendations, and executive briefings on the report, will be completed by the end of July 2025.

[Click Here](#) to Learn More About the Study



Expert Advisory Group

Brodi Fontenot*: Brodi Fontenot is an expert in public administration and financial management with a career spanning multiple positions in federal government and consulting. Since 2016, Fontenot has been the CEO of Fontenot Strategic Consulting LLC, where he leverages his experience to provide strategic advice and guidance to organizations. Concurrently, he has been serving as an Adjunct Professor in the Key Executive Leadership Program at American University since 2017. Fontenot's HR-specific experience includes CHCO at Department of Transportation and overseeing HR at Department of Treasury. Fontenot's public service career includes a tenure as Assistant Secretary for Management and Chief Financial Officer at the U.S. Department of the Treasury from 2015 to 2016, where he was nominated to oversee critical financial management functions. Prior to this, he held the role of Assistant Secretary for Administration and Senior Sustainability Officer at the U.S. Department of Transportation from 2010 to 2014, where he was instrumental in advancing administrative and sustainability initiatives. His earlier roles include serving as Deputy Assistant Secretary for Management and Budget and Chief Financial Officer at the same department from 2009 to 2010. Fontenot began his career in budget analysis and management, working as a Budget Analyst for Transportation, Veterans' Affairs, and Commerce and Housing Credit on the U.S. Senate Committee on the Budget from 2006 to 2009. He also served as an Analyst and Senior Analyst at the U.S. Government Accountability Office from 2001 to 2006, where he conducted evaluations of federal programs and policies.

David Mader*: David Mader currently serves as the Chief Strategy Officer for Deloitte Consulting and brings a wealth of experience in strategic planning and organizational leadership. His career in the public sector includes the U.S. Office of Management and Budget, where he held the position of Controller in the Office of Federal Financial Management; the U.S. Department of the Treasury, where he held the positions of Acting Deputy Commissioner for Modernization and Chief Information Officer, Assistant Deputy Commissioner, and Chief of Management and Finance; and the Internal Revenue Service, where he held the positions of Assistant Commissioner for Human Resources and Support, Deputy Assistant Commissioner for Planning and Research, and Assistant District Director in New Jersey, as well as Assistant Director at the Detroit Computing Center. Mader's extensive experience in strategic and organizational roles includes his time as Senior Vice President of Strategy and Organization at Booz Allen Hamilton, where he contributed to shaping the firm's strategic direction. He also served as Managing Director at Sirota Survey Intelligence LLC, applying his expertise in organizational development and management.

Tony Scardino*: Tony Scardino is a Vice President with CGI Federal, where he helps federal agencies solve organizational, financial, and IT challenges. Prior to this role, Tony was a Managing Principal at Grant Thornton, where he led the firm's cadre of former government executives (FGEs) to help government agencies work across the C-suite to improve mission outcomes. Tony had previously served in high-ranking civil service roles in five US Government agencies, culminating in his service as the Chief Financial Officer for the United States Patent and Trademark Office (USPTO). In recognition of his achievements, Tony has been the recipient of numerous awards and distinctions, including the Meritorious Presidential Rank Award (2014), the Frank Greathouse National Leadership Award from AGA (2017), and American University's Roger W Jones Award for Executive Leadership (2018). In November 2017, Tony was inducted as a lifelong Fellow into the National Academy of Public Administration (NAPA).

***Academy Fellow**

