Open Government Forum Charter

June 2010

A New Day for the Civil Service

TABLE OF CONTENTS

MISSION

Purpose

The Open Government Memorandum (M-10-06) of December 8, 2009, commonly known as the Open Government Directive, sets an unprecedented standard for a more transparent, participatory, and collaborative form of government. The President's strategy identifies public-sector collaboration and innovation as critical to creating a national environment that is ripe for entrepreneurship and participation by citizens in their government.

OPM is committed to fostering an environment that values openness. Openness is inherent in our organizational values and strategic plan. We will share information, learn, and collaborate with the public and our stakeholders to generate innovative ideas and methods that allow us to make bold changes and improve policies, processes, and procedures.

It is our policy to integrate Open Government into OPM's ongoing mission activities, including, but not limited to, partnering with stakeholders, advising and assisting agencies, working with Congress and other stakeholders on developing policies, promoting effective and efficient human resources policies and practices across government and in leading by example. The Open Government ethos will be integrated into our programs and sustained throughout each of the aforementioned methods for improving Federal service, from hiring through employment to retirement.

Objectives

Transparency

- Improve transparency by sharing high-value data sources, including financial data, information, policies, and processes so the American people understand the work we do and get the services they deserve.

- Provide consistent and accurate information on our mission-related efforts to the public.

- Improve outreach through a redesigned main Web site at opm.gov. The site will include a more intuitive and customer focus, searchable and dynamic Frequently Asked Questions, social networking, and an OPM Blog.

- Consolidate numerous call centers to establish a central inquiry location to improve customer responsiveness.

- Make complex information more user-friendly and accessible, as well as better organized on the website.

Participation

- Encourage participation, including feedback and ideas from employees and the public; new perspectives will provide creative thought and fresh ideas regarding the agency's core mission activities and responsibilities to citizens.

- Employees and managers also participate and are accountable for documenting and submitting processes for all OPM functions, to expand the base of dynamic Frequently Asked Questions (FAQs), and establishing a regular schedule of data submissions.

- Revise or create needed policies including on Web publication, social media, and protocol for employees' interactions with the public.

Collaboration

- Foster an environment that enhances collaboration and cooperation within our agency; with other agencies, other levels of government, and academia; and between the government and private institutions.

- Through collaboration, seek ideas and innovative solutions to solve problems, as well as create new opportunities aligned with a forward-looking government of the 21st Century.

Flagship

- Implement collaboration and knowledge management technologies at OPM. Examples of these technologies include e-libraries, document management tools, collaboration tools, Web 2.0 technologies, and virtual worlds.

- Make knowledge sharing accessible to OPM employees wherever they may be working, as well as by agencies and the public at no cost to them.

- Support a learning culture that continuously builds employee knowledge; enables better management of workforce talent; and provides sustainable knowledge and documentation capture, sharing, and collaboration.

- Empower Federal employees and the public to explore new information to promote a rich dialogue and the generation of diverse, innovative ideas to make a better OPM.

ROLES AND RESPONSIBILITIES

In response to the Directive, OPM has established a governance structure that comprises the Executive Board, their respective representatives on the Core Team and Component Teams. The Teams will develop and implement actions to ensure accountability and the sustainability of transparency, participation, and collaboration at OPM.

Executive Board

The Executive Board has delegated day-to-day procedural authority to the Core Team but must approve all policy-related decisions advanced in the form of recommendations.

The senior leadership of OPM is responsible and accountable for:

- Leading the Open Government Initiative, including communicating openly with employees and demonstrating commitment to being transparent, participatory, and collaborative – Leading by example by becoming a change agent.

- Upholding organizational values and being an advocate for openness.

- Managing and providing human and financial resources to enable Forum members to participate fully and consistently.

- Partnering with the Core Team to implement an open culture at OPM by providing learning opportunities, specifically education about Open Government, and by fostering an environment of trust, open communication, employee engagement, and collaboration.

- Ensuring managers and employees alike demonstrate behaviors that support an open culture – a culture that is valued by the 21st Century workforce and thereby sustainable for years to come.

- Instilling appropriate accountability measures in performance plans throughout the organization.

- Resolving difficult issues that are elevated from the Core Team.

- Approving and implementing policy-related decisions advanced by the Core Team.

Core Team

The Executive Board has empowered the Core Team to develop and implement the OPM Open Government Plan. Core Team responsibilities include to:

- Develop the OPM-wide Open Government Plan; updating as feedback is received.

- Develop and support the Open Government governance structure.

- Assess OPM's culture, customer perceptions, and mission objectives to identify key areas of improvement.

- Assess customer communication problems and identify resolutions.

- Develop OPM's plan for creating an open culture within the agency, as well as to lead by example by being a change agent.

- Partner with the Executive Board to implement an open culture at OPM by providing learning opportunities, specifically education about Open Government, and by fostering an environment of trust, open communication and employee engagement/collaboration.

- Increase, build, and maintain knowledge of the Open Government Directive and requirements through broad dissemination of guidance and solicitation of feedback *(Being smart about Open Government practices and requirements).*

- Lead and execute the Open Government Component Teams through such activities as outreach to various partners, including employees, unions, academia, other agencies, and non-profits.

- Collect, analyze and synthesize information and ideas from Component Teams.

- Document consensual decisions and actions; report (monthly) status to Executive Board and external partners and stakeholders.

Component Teams

All Component Teams will form with internal and external members by June 9, 2010. The Component Teams will also be developed through the Action Learning approach modeled by the Core Team. Each Component Team will have 2 members from the Core Team – one as Component Team "presenter" and the other as an Action Learning facilitator. These members will serve as liaisons between the Core and Component Teams for continuity purposes. The Component Teams will gather information from the individual team members, exchange ideas, and generate innovative options for solving problems.

The Component Teams will share ideas and options for solving problems with the Core Team so the latter can make decisions to modify policy or take actions that support the following objectives:

Management, Policy, and Sustainability

- Revise, formulate and implement Open Government policy and standards across OPM; these policies and standards serve as the backbone for sustainability.

- Highlight, in plain language, policies about which we receive the most inquiries on the Web site and assess commentary.

- Identify, document, and post functional OPM processes including the policy development process; inform the public on how to participate in the process.

Communication, Education, and Collaboration

Develop a robust communication plan to:

- Improve outreach and service to the public.

- Provide consistent information sharing on mission-related efforts.

- Improve OPM's Main Web Site, **www.opm.gov**.

- Establish a central inquiry location and methodology to enhance responsiveness; identify existing functionality used to communicate with stakeholders and centralize those business process efforts to allow OPM to speak in one voice.

- Collaborate with other organizations throughout the government, non-profit organizations and academia, the private sector, and members of the public to improve OPM's policies and processes.

- Share information with stakeholders; solicit feedback and ideas from the public.

- Foster Open Government communication and information sharing among the Open Government Teams and the rest of OPM.

- Drive collaboration and participation with stakeholders (internal and external) to ensure their ideas are integrated in our mission objectives to meet their needs. Our actions and initiatives that follow need to be responsive to customer requirements.

- Work with the Management, Policy, and Sustainability and Flagship teams to identify, document, and post functional OPM processes centrally to be available for the public and for use in the OPM's Knowledge Management system.

Data, Information, and Privacy

- Help develop and implement OPM's strategic plan for transparency.

- Monitor OPM's compliance with existing transparency initiative guidance such as eRulemaking.

- Work with existing Open Government-related programs, e.g., Freedom of Information Act (FOIA) and privacy programs, to ensure we release information the public most desires without jeopardizing security or the privacy of individuals.

- Protect against invasions of individuals' privacy through the aggregation of data sets that separately do not identify individuals but when put together could allow for the identification of individuals.

- Prioritize information, including financial data, for release and proactively scheduling these releases. The group will look for OPM data or information of value to the public, especially where the public is unaware of the existence of the data or information.

- Identify existing and valuable data requested by stakeholders and present that information in a transparent manner for wider public consumption.

Evaluation

- Develop evaluation protocol for Open Government initiatives at OPM.

- Monitor and track milestones and results to ensure outcomes are achieved.

- Provide ongoing feedback to other OPM Open Government teams.

Flagship Initiative

- Collaborate with partner groups (technical, policy, academia, unions, employees, and the public) to research ideas, best practices, and various methodologies that can be used to implement our Flagship – Knowledge Management and Collaborative Technologies.

- Determine and provide options to the Core Team; who will recommend the best path forward to the Executive Board.

- Develop a project plan for implementation.

- Coordinate the implementation of the Flagship with attention to meeting stated milestones and measures.

Core Team Relations

Relationship to Executive Board

The Executive Board is accountable for effective implementation of Open Government requirements. Each Associate Director and Head of Office is required to designate representatives, who are empowered to make decisions on their behalf, to serve on the Core Team. Senior Leadership establishes an Executive Board to support communication, handle policy issues that arise, and provide oversight to ensure effective implementation of OPM's Open Government Plan by the Core Team.

The CIO Champion will provide weekly status reports on the activities of the Core Team and the five Component Teams to the Executive Board.

Relationship to Component Teams

Component Teams will lead their respective cornerstones, ensuring Open Government objectives are met.

The Core Team will work closely with all Component Teams to ensure dependencies between groups are negotiated and followed, guaranteeing successful coordination and implementation of actions items and deliverables.

Relationship to Support Organizations

The Core Team will work with Support Teams (for example, Web team, Communications and Public Liaison, publications team) to provide assistance, services, and tools to advance Open Government initiatives and strategies.

Relationship to Partner Organizations

The Core Team will work closely with all OPM divisions and employees, unions, other agencies, academia, non-profits, and private sector entities to ensure stakeholder interests and ideas are addressed and considered for initiatives and strategies.

Anticipated Core Team Activities

The following list defines anticipated activities the Core Team will perform to accomplish its mission:

- Maintain competent and consistent membership while implementing Open Government ongoing requirements.

- Keep the Executive Board informed.

- Establish an Open Government Governance Structure with related roles and responsibilities.

- Provide Action Learning facilitation and support for Component Teams.

- Develop and update the Open Government Plan, Dashboard and Website.

- Participate in internal and external meetings and forums to increase public knowledge of OPM's Open Government and Knowledge Management initiatives.

- Develop (and implement with the Executive Board) OPM's Open Culture Plan;

- Monitor results and look for opportunities for improvement.

Work Products and Deliverables

The Core Team will review and sign off on work products and deliverables prior to forwarding recommendation to the CIO Champion and/or Executive Board.

Core Team Success Criteria

The following list defines the success criteria used to evaluate progress of the Core Team:

- Satisfactory completion of all the defined Open Government Plan objectives.

- Successful review and approval of defined work products and deliverables by the Executive Board, the Executive Board, Core Team, Component Teams, and Chief Information Officer (CIO)/Open Government Champion.

- Successful completion of goals associated with the Flagship Initiative.

CORE AND COMPONENT TEAM OPERATING PROCEDURES

Action Learning Approach

Action Learning:

- Is a strategic effort to prepare organizations with fresh thinking and to encourage people to explore new ways of solving problems – new learning, not the same old solutions to today's problems.

- Involves a group solving real-time complex problems, while simultaneously focusing on the learning acquired and implementing system-wide actions.

- Enables people to simultaneously learn and resolve very difficult real-life situations or problems; learning and working are done concurrently.

- Builds upon generating new questions to existing knowledge followed by periods of reflection.

- Depends on the consistent commitment of each team member for success.

Facilitator

The Facilitator Acts as the "coach" during meetings to maintain Action Learning environment.

Presenter

- Leads Meetings

- Prepares Agendas

- Distributes Notes

- Designates a Note taker

- Assigns Action Items to Team

- Receives deliverables from Team Members

Meeting Agenda

The Presenter of each team will plan the agenda with input each week.

Meeting Dates and Time Commitment

The teams will meet at least on a weekly basis for 3 hours; more frequent meetings will be held if necessary. Actions will need to be completed by team members outside of the meeting to enable progress.

Meeting Locations

Meeting location will vary depending on room availability. The Presenter or Facilitator will coordinate scheduling meetings and identifying meeting locations.

Meeting Minutes

Table 1: Meeting Minutes

Activity	Execution
Recording	A designated member will take meeting minutes, to include tracking action items.
Distributing	Meeting minutes will be distributed within (2) days after the meeting to all Members for review and approval prior final version.
Filing	A shared folder/directory will be established to store various Team work products and documents.

Decision Making

All decisions reached by the Core Team will be based on learning and reaching a consensus. In cases where the members cannot reach consensus, the issue will be escalated to the CIO/Open Government Champion for resolution.

Consensus

Consensus will be used within the Core Team. Consensus is a decision-making process in which each Core Team member understands decision and impacts and has a chance to express individual concerns and perspectives. Upon reaching a consensus, all Core Team members agree

that they are willing to actively support the decision. Consensus provides an opportunity for all voices to be heard; consistent attendance to meetings is critical.

Ground Rules

- Consistently attend meetings and follow up on actions.

- Ask insightful questions to learn and reflect.

- Statements may only be made to questions.

- Provide and receive feedback in a respectful and constructive manner.

- Demonstrate a commitment to learning.

- Lead by example and be an advocate for Open Government.

MEMBERSHIP AND GROUPS REPRESENTED

Executive Board

- Matthew E. Perry, Chief Information Officer

- Mark Reger, Chief Financial Officer

- Tina McGuire, Facilities, Security, and Contracting

- Nancy Kichak, Employee Services

- Kathleen McGettigan, Retirement and Benefits

- Jeffrey Sumberg, Merit System Audit and Compliance

- Kathy Dillaman, Federal Investigative Services

- Kay Ely, Human Resources Solutions

Core Team Members and Groups Represented

The following table gives information on the Core Team members and the divisions represented:

Table 2: Core Team Membership

Name	Core Team/OPM Group	Phone	E-mail
Mary Volz-Peacock	Core Team Action Learning Facilitator, Chief Information Officer (CIO)	(202) 606-4942	mary.volz-peacock@opm.gov
Bethany Letalien	Core Team Presenter, CIO	(202) 606-2242	bethany.letalien@opm.gov
Reginald Brown	Human Resources Solutions	(202) 606-1332	reginald.brown@opm.gov
"Corky" Conyers	CIO	(202) 606-0125	charles.conyers@opm.gov
Katina Cotton	Chief Financial Officer	(202) 606-4725	katina.cotton@opm.gov
Judith Davis	Merit System Audit & Compliance	(202) 606-2327	judith.davis@opm.gov
Gary Lukowski	Planning & Policy Analysis	(202) 606-1449	gary.lukowski@opm.gov
Michael Orenstein	Federal Investigative Services	(202) 606-2401	michael.orenstein@opm.gov
Willie Powers	Employee Services	(202) 606-2956	willie.powers@opm.gov
Soraya Scaife	Facilities, Security, & Contracting	(202) 606-4225	soraya.scaife@opm.gov
Tenisha Smith	Retirement & Benefits	(202) 606-4840	tenisha.smith@opm.gov

Name	Core Team/OPM Group	Phone	E-mail
Christopher Wallace	Congressional & Legislative Affairs	(202) 606-1300	christopher.wallace@opm.gov
Marilyn Wiley	Union	(202) 606-1851	marilyn.wiley@opm.gov

Component Team Members and Groups Represented

The membership of each Component Team is to be determined. The Component Teams will consist of members from inside and outside OPM and will be drawn from the stakeholder groups mentioned above, including but not limited to different areas of expertise within OPM, unions, academia, and non-profits.

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