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>> Good afternoon everyone and welcome to our webinar today. If you are having technical difficulties, please call go to webinar at 18002636317. Take option two, option one and then option one. I would know it introduce Sheila Campbell who is the director for the Center of excellence in digital government at GSA.

>> Thank you Alicia. Afternoon or good morning depending on what you're joining us from the graduated that some of you folks could joined us for the webinar today. We are very lucky to have three fantastic speakers a join us to talk about the governance a guided that was recently issued as part of the digital government a strategy.

>> We have Adam Hughes, supervisor to the CIO Council, Haley Van Dyck who has worked earnestly at OMB at so many aspects of the digital strategy, we have Jeffrey Levy who's the director of Web vacations and EPA. Adam, Haley and Jeffrey has been determined is whether time over the last several months working with folks across government to highlight best practices and governance and pull together a guided that was recently published on the White House website and many of you folks are familiar with.

>> We're really happy to have the opportunity to have the chief architects of the guided join us today. The plan, the purpose here is for them to walk through the guided, help everyone become familiar with it, give us a sense of the thinking that went behind the guidance and then spend a lot of time answering your questions on how, on what it means it has you may be implementing it or started to implement at your agency.

>> We're really looking forward to having an attractive webinar this afternoon. You will see in the go to webinar chat area that you can put your questions in there. We encourage you to put questions at any point during the webinar and then will be taking them after Adam, Haley and Jeffrey Ford to the guidance with us.

>> I was just a that, this is certainly a topic that many of us have been struggling with for a long time. Governance is indeed hard and the intent behind the guidance is to show some of principles and provide some general guidance to help agencies down this path I think every agency looks at her and as a fundamental piece of what they do and is really critical to us being able to successfully implement all of the other aspects of the digital strategy.

>> This is one of the big first things out of the gate in this is where we wanted to start in terms of a series of the workers to help agencies implement the digital strategy.

>> Haley, I'm going to have enough to produce much for joining us today.

>> Into a Sheila and thank you to everyone for taking the time to talk about our governance. We are going to do the best on our and the the short as a Sheila said to ask questions, what is one to make sure that opens up as much as possible. To your questions on the phone.

>> The subject of the governance is very core principle and very important for the digital governance a strategy, across the board. The digital governance a strategy is really focused on describing a broader approach for how we can improve it management, deliver [Indiscernible] across the government.

>> The goal of providing better services to citizens is [Indiscernible] tie to governance and how were able to do that internally within our agency as well.

>> Providing and improving services in the digital stage in particular is hard for several reasons. Including one that technology moves incredibly fast and that makes it very difficult to keep up from a management side inside agencies.

>> Also digital services I think is something that is almost impossible to separate, or it leads you into all the areas of what agencies do and how we deliver against our mission.

>> These two challenges actually were very [Indiscernible] of the government strategy itself. These two challenges came to a very strongly and the collaborative model that we try to use while developing a strategy itself became indicative of these challenges.

>> For example, recognize that the digital services can no longer be put into a consigned box and it is no longer just the Web is no longer just mobile come is no longer just a data. Part of the we struggled with as a government is when we look to build a specific service, usually falls into one of those categories or at others if you will but there is room at the venues or avenues to look across those categories.

>> The dynamic will do we are functioning in today and the services that our service -- citizens expect from us in many was expected to be intertwined. The challenge multiple been a strategy was how can we start building those structures and even to get input from agencies on that we ended up having to speak with Web managers, CIOs, [Indiscernible] officers across the board and I think [Indiscernible] a lot of the core challenges that we're facing is a government.

>> Especially to move it is is, we really need to find ways to set up effective management of solutions inside our agencies that more effectively enable us to look left, right across our agency across government at large so we can move out of problematic silos and start figuring out how we can deliver the services with -- was in an efficient and cost effective way that looks at -- and integrate all of these different points into the development process.

>> That was really the goal of adding the governance action items that we had in the strategy. The first action item was to actually have a very collaborative process to develop potential governance structures that could solve these problems well. I think a lot of people on the phone are familiar with the [Indiscernible] because they were probably involved with it but I do not want to step on what Jeffrey is going to speak too soon, but do want to say how great the eternal much of this guidance was.

>> [Indiscernible] at the innovation Center spent a ton of time working on a new innovative work for gathering this guidance. It was very much meant to be -- we actually did policy sprint which was fantastic about in five different agencies, want them in a room for a week and started hashing out the best practices that were both other agencies and how they could develop models to scale into change.

>> That was meant to inform the next agency item which is the agency started to develop their own digital governance that looks across these silos and hopefully will increase efficiency and guide your agencies.

>> We're excited about the process, very excited also to be able to offer a product in the best practices as we start looking at these other agencies.

>> On that, want to pass off to Adam. You talk a little more about the moment of the guidance itself.

>> Hello everybody. My name is Adam Hughes I am the senior advisor to the CIO Council. I'm going to talk little bit about some of the structure of the strategy in terms of the governance and operations.

>> First one to start with the digital service advisory groups. This is the group that was created to try to alleviate some of those thoughts crushers that Haley was referring to it having to coordinate these types of initiatives across a wide variety of communities within the federal government.

>> We played around with models at the beginning, the CIO Council can just govern the strategy and a standup to structures that are needed but it did not really fit because there were too many other committees that touched on these deliverables and on these high level point that the strategy makes.

>> We really wanted to -- a separate party will bring all of these people together in one place protect is the goal of it the advisory group, to be able to have that Central high level coronation across the deliverables within the strategy.

>> I think it works really well particularly because as we move forward and lots of the deliverables overlap on each other and need to be coordinate and we need a place where we can run that management of the strategy.

>> Once you move past the advisory there's a variety of players, the federal Web measures Council honestly was a major player in the development of the governance and recommendations. The CIO Council also was involved in that and had the number of other deliverables under this strategy.

>> To run to them, what with the governance that is the came out in three months there was a group that worked on developing bring your own device toolkit to be able to leverage the work that had gone

on at agencies that are or to implement in pilots another [Indiscernible] programs to be able to share that best practice for other agencies who are interested in moving down that path.

>> We also have three more coming up at the six and 12 month marks. One is report on Excel rating a secure option of mobile technologies and the CIO Council identity security information management committee is working on that. Another deliverable is on digital privacy control guidelines and the privacy committee that our own souls hoping to take the lead in court anything with [Indiscernible] and the last is a developing models that deliver enough commercial apps delivery bottles within the federal government being able to take private sector industry created apps and use them within the federal space.

>> The [Indiscernible] Council is one player in the larger picture for the strategy and we really enjoyed working with Haley and Jeffrey and others across the digital services advisory group and trying to put these sorts of things in place.

>> To talk more specifics, Jeffrey is really the content expert of the two of us on the governance guidelines so we are going to have him checked a little bit about what is in there and then open it up for questions.

>> Jeffrey, are you out there? I think Jeffrey looks like were looking or looks like Jeffrey had a few issues with the mute, so I Haley or Adam do you guys want to add anything row quickly get the Jeffrey squared away?

>> While we're waiting for Jeffrey to dive into Samarra the specifics, we can go into a little bit more of the process piece which I touched on a little bit. What I said it was one of what I thought was one of us and today -- interesting pieces of the new do not much model that we are trying to take while building documents like this together.

>> With the strategy we really been trying to [Indiscernible] and walk the walk if you well. We have been very which focus on how we can come up with more iteratively solutions for how we can come up with the -- provide solutions early on that will -- that we can build on down the future or down the road.

>> As I've mentioned before, the idea of agile development -- that I hear Jeffrey?

>> Yes. I do not know was happening. I was having a lot of trouble getting my phone on mute it. I was hearing everybody saying Jeffrey are you out there.

>> I will not take up any more for time than.

>> [Laughter].

>> Thank you. Sir but that -- sorry about that. I want to walk people through the strategy, I'm sorry to the recommendations starting with the digital government strategy page so you can [Indiscernible] yourself pretty good to [Whitehouse.gov/digital](https://www.whitehouse.gov/digital) -- [Indiscernible] and this is the overall digital strategy page.

>> You will see here, you've got different options, you can go to deliverables and then, scroll down a bit and we have got your the digital service is governance recommendation.

>> You follow that link and you get to put down as PDF or HTML. The instruction of this argument is really to be a manual for how you set up the governance at your agency. You mind that the visual services are not as websites we're talking about mobile apps, we are talking about [Indiscernible] maybe putting out applications that may be part of a widget, various data stores. There's a lot of stuff here is not just websites.

>> [Indiscernible] is based on [Indiscernible] and the [Indiscernible] is your father is agencies but we came upon the six steps and I'm not going to go into this in a huge amount of detail is give you an overview to help you understand the equivalent of the referenced document which is how to use this book that is what I want to give you now, and then open it up for questions.

>> The success are together a core team is of course that is just what it sounds like. You have to collect people, I'm going to go down to it. The first thing you have to really come up with is a champion. A lot of times this is going to be your [Indiscernible] Web manager, head of public affairs -- affairs, might be the CIO, customer service officer. Somebody come you got to find somebody to really push the idea of visual services government through. Really supported so that when the team is going to put this together comes up with the recommendations you have that somebody who can actually prove it and make it self -- itself.

>> You to assess what you have. There's a lots of agencies or there is some governance but not everything you need. This document is comprehensive and shows the things you need to do. The first up is just to figure out what you have got, any kind of change management process you have got to figure what you have.

>> In some cases agencies have nothing and some cases agencies have most of it start of the figuring out where you are.

>> Three is pretty obvious. Determine what you want there are some very specific pieces to this is especially were vetted through the Sprint process that they could be very successful for an agency.

>> One very important thing right at the beginning is that this clearly define the scope of authority. You are going to run into groups that own or think they own various pieces of this and it is good to be very important to bring them all together and be very clear about what each it groups all is.

>> You should think about and [Indiscernible] whether there are approaches, the strategy talks about. He to establish your roles and responsibilities and this is a little different from the early define [Indiscernible] authority. The indexes -- of what is what is being governed prefer not to recommend how we are being governed yet but you just want to identify which services are available in your agency.

>> The come into element a C. and this is where you would start identifying actual organizations or groups or people, key leaders so you need to the -- so you do need to be talking with there's a long list here for this is not intend to be exhaustive, it is representative of the kinds of things that you need to be

doing, the kind -- the kind of people need to be talking to pick you may well identify other people in your agency.

>> Also try to specifically be descriptive here. Vacation of public affairs is made -- may not be what it is called Burkett different offices about were management team may be very -- increase places so we're not trying to name a specific set up at the kinds of roles that people have.

>> You need to think about where the strategic tactical production decisions are being made. Depending on your agency, you're going to hear me say this repeatedly, your governance, you're going to set this up within your agency is going to be specific to your agency's culture, history, management approach, etc.

>> What works in one agency might be a good model for you to follow if the cloture of management [Indiscernible]. You have to identify these different types of decisions and you've been making each one and then how those decisions were made is going to be a single person, is it going to be a group, a committee, Harlequin to choose that person, how are you going to choose that committee?

>> Ltd. these are getting all of your stakeholders involved. Really the group mentioned her odyssey are going to be sticklers which were going to have other people also the people that have [Indiscernible] resources for example for people who own the data particular setting the governance structure for the data come the data [Indiscernible] themselves are going to be someone who are stakeholders but you also going to have external stakeholders. Citizens. You see perils between citizens or employees trying to do various things.

>> Again depending on the nature of your agency and what kind of services you are providing, your own employees might be some of your customers.

>> Element E. is critically important for do not mistake -- do not mistake the length of the section document for importance. You're going to have to be doing significant communications to all of your stakeholders depending on the complexity of your organization. Maybe all of your agencies, employees, that sort of thing. This is a very important step.

>> Then you need to identify what is a you're trying to accomplish and how are you going to measure that? When you defined for your try to accomplish, hear your in the section you're going to measure how you're going to [Indiscernible] perfect and there's no one answer that fits across all agencies. It is more try to figure out for your agency which metrics [Indiscernible] elements for different managers have different tolerance levels for of the turkey, how much -- uncertainty, how much [Indiscernible] they, planning documents and that sort of thing.

>> You are going to have to be sensitive to those leaders that you're going to be working with.

>> Finally after all of that setup, but you know all of the people in the responsibilities that you are try to do notice them to pick a structure. I think that the section is just came straight out of one's experience with [Indiscernible] think is a -- I think it is a very important section is very well done on and then the coin came up with some good examples of the types of structures you might need to.

>> I can do for example here at EPA we have gone on a census-based structure with our history and our culture recognize that a lot of decisions that we have been bringing to consensus type discussion in fact he to be made more as permit, there is a discussion that happens on then someone makes a decision.

>> Exactly what structure makes sense in there may be different structures within your organization depending on the type of visual service, the way you cover your website may be different as to how you govern your native mobile apps or how you control what kinds of APIs are going to be created. They often fall under one structure for the may fall under different structures, and then there are certain points made that there is a timeline, will talk about your single versus hopeful structure's.

>> There many different time frames. He could tell you for simply or at EPA, our Web governance structure is somewhat different from the native mobile app structure. [Indiscernible] different from a governing API or something like challenges for example.

>> Within the Web governance, there is one structure that works for the well-planned out, well-thought-out, plenty of time to build that kind of a website and we really recognize there is a need for an emerging or an emergency situation, wherein hurricane Katrina hit, [Indiscernible] radiation you're not going to go to the same exact us as to establish the need for building or recruiting a website.

>> You should be thinking about that. Of course once you created a structure then you need to share it, get people to take a look at it, you may share with colleagues outside of your agency, you may share with your agency. A lot of those people have different responsibilities who are listed above that you are going to be paying attention and almost improving through comments.

>> Finally, step six is take it and put it in place. You're going to do to make sure that you are paying attention to a couple of these major Pulitzer about particular goals that you are try to shoot for and this is not a precise -- this is not a here is the weighted mechanism by which we will be [Indiscernible] projects, it is more that you have established a process through which a some prioritization will be her about.

>> Down below in the appendix okay to that in a moment. If that allow more thinking on what these things are. It is important to understand the broad content before start worrying about implementing.

>> In the just a patch. This is now appendix A. we talk about this business of establishing the specific goals and setting agencywide policies for the one thing I want to put out is that the were policy gets used in a different way by different people. Here at EPA we have a very formal information governance structure where we have policies that are defined -- designed to be very high level [Indiscernible] for example of social media, we have a policy that says that EPA will use social media as appropriate to meet its mission and we will make it very is federal requirements with regard to privacy and security and that sort of thing.

>> That is all the policy says. That we have a procedure which talks of out exactly how you start a social media project. Then we have a standards that support the procedure like this is the standard way that

you do your social media accounts, [Indiscernible]. It is a step-by-step thing, a procedure is [Indiscernible] piece of that.

>> All of that will really be called by people who are not in the governance of structure, it is called the [Indiscernible] policy. You need to be a little flexible in your thinking and your language but recognizing that not everybody uses exactly the same language. The thinking goes your productive of started including policy [Indiscernible]. We do have something that is called a policy agency, we're not saying just that we're saying the entire structure of how you layout governance.

>> Again if you go down to appendix A., you're going to see that we have had quite a lot of thinking here about how to establish measurable goals, track example, what type of thing you need to be worrying about. Then we get down to sitting agencywide policy.

>> Here we break it up into the five specific categories and these categories aren't necessarily complete. Summary other additional services, but this is a good place to start to think about what your definition of what your services you are including.

>> The content lifecycle management applies to permit any kind of jewel service but then other types, the types of visual services are going to be much like third-party online tools which I think of things like social media accounts, which it's, [Indiscernible] mobile apps, how you're going to share information with the public and across her agency in and how you're going to manage the databases and how are you going to provide them to make sure that they are up, secure, the integrity is high and all of that stuff.

>> We walk through this but the content management, content lifecycle management really starts with concepts, goes all the way through preview, to creation and very important regularly reviewing that content to make sure that it is still relevant and useful for the public.

>> Again, content here can be anything, can be a webpage, can be a map, can be a movie, it could VA widget or an app, or a particular content delivered through an apathetic of the content that [Indiscernible]. I really -- it is very important of not think of this is just Web [Indiscernible].

>> The last thing, what Web cycle management. When it is appropriate to take something down. Taking something down, it has its own risks. We have seen many times where we put something up even accidentally, we put up something that is not quite ready for [Indiscernible] or is the wrong person and if you take it down almost immediately someone has seen it and you will have people asking where it went. It is not just take everything off willy-nilly, or a certain random date, but it is carefully considering whether this is an actual end of a document to life.

>> Of course, all the records management [Indiscernible] that sort of thing. It is a very important things that we tend to forget a lot. The other section of this our considerations that apply in particular to particular types of a services purchase content management, content lifecycle management really applies to any kind of visual service number get it to some specific additional considerations of setting

policies around these particular services, so third-party online tools, mobile application, sharing, data management.

>> In appendix B. what we have got, as we were writing this thing and putting it out for common to the federal Web manager's counsel, to couple of committees of the CIO Council, then finally to the individual services advisory group, we had invited all the agencies within the federal agency Council and actually on the entire Web [Indiscernible] form to write a case study about whether governance was at that point earlier in the summer.

>> They are quick as summaries of what has been going on at a couple of these agencies. They do not reflect the thinking [Indiscernible] point in the document is the document did not exist. It is very important to keep in mind that you are reading it. You are not good to find someone who has watched to this document and read everything. There are useful case studies to see the kind of thinking and also case of these help us as we were writing and editing of this document, we try to reflect what people have already large and show the case studies.

>> These are the recommendations. I'm going to turn back over to Alicia, Gwen, to take questions.

>> Thank you Jeffrey. This is a Sheila. Thank you so much Jeffrey, Haley and Adam. That was a helpful overview. We're that good to take some questions. We encourage you all to post your questions into the chat box in the console if you have not already so feel free to put your questions in there.

>> We have one question that has come in, is asking, what is the actual to Liverpool for this item? What is it that the agencies have to do here? Haley do want to take that?

>> Yes. The action item in the strategy here again, there is the two parts of it. The first was on GSA to come up and advise the visor group to come off the recommendation guidance. The second action item which is for agencies is to develop digital governance structure at your agency.

>> We are going to be, the goal here is to take the recommendations of that Jeffrey has just walked us through and use that as a guide to developing your own digital government structure at your agency.

>> The innovation Center which is also set up as part of the strategy with Gwen and she the are doing tons of work with offering workshops for interested agencies to go through and participate in as they are interested in developing -- or to help meet the deliverables so they can walk through it together, different case that is that have worked well with for his agencies and start coming up with models that will work well at their agency specifically.

>> Thank you Hayley. The next question we have is one of the biggest challenges that our agency has faced around the governance is effectively including the program owners as part of the process. Particularly when we are trying to move so fast. Generally they do not have the urgency that CIO and what the managers have right now. It is compounded what would look at the content that goes across agencies and were consensus is hard to obtain. Perhaps more of -- this is perhaps more of a comment than a question.

>> Jeffrey, would you like to take a stab at responding to that comment?

>> How to get program management? But you have to prepare the stakeholders. The most important stakeholders that you are talking about here. I guess the first thing is, how to involve them?

>> I have said this in many forms, conferences, phone calls, as you are starting to this road I think you need to first need to Thursday quarter and then include your program managers. You tell them what you are doing and why. Explain to them the importance of this.

>> Yes, it is true that this is coming from OMB and from [Indiscernible] and from the president but I will be honest with all of you, when I am talking about this I start with the reasons everyone from the president down is pushing this because the reasons have been around for years and we come is one of the reasons why [Indiscernible] Council was [Indiscernible] this is coming out with we were going to get really senior support for a lot of things without we have been doing all along.

>> I think it is important to emphasize the reasons behind it in addition to the fact that it is a mandate now.

>> A lot of the indication and you should tell them what they're going to try to be doing come you should let them know your process and how they can participate. Then when they take the time to actually give you feedback you need to listen to it. Maybe I am missing some or public a part of the question.

>> I think there is a push poll and natural friction often happens between programs and then try to create for centralized government structure and that is something that we don't across the board and government whether it is the digital services or not.

>> I think it is important piece of the puzzle to figure out and wherever possible looking at it from the program side of things am a wherever you can possibly provide a service internally to programs the better. For example, program you do not have to build your own website, help us to with us in the content it will get it up for you as part of our integrated -- integrated agencywide service. I think it is important thing to emphasize income research are and how we can start providing those services inside agencies as well so it makes it easier to work with programs particularly as those numbers continue to expand into many cases of the infrastructure stays the same.

>> Is a very important part of the conversation to think about.

>> Thank you Hayley and Jeffrey. We have a question has I think maybe part of a number -- being address is another milestone but he the maybe like to take is really quick the question as we provide recommendations are guidance on managing PDF files? As a little bit more granular we have been talking about but I do think that is probably going to be addressed in that the milestone 6.1. Which is going to be coming out, this is a guidance on improving digital services and customer experience and a GSA and the advisory group and the federal Web manager's Council will be working on developing those I would imagine that some guidance on PDF files may be incorporated as part of that, do what you had to that daily or Jeffrey or Adam?

>> Absolutely. We do not at that level of granularity in the governments document themselves but that is also something a think you could address to governance and [Indiscernible] lifecycle -- lifecycle and meaning attaining -- maintaining 40. There was they [Indiscernible] on self practices and packaging a lot to these more granular or more focused best practices. Putting them online for the community to be able to access and build off of them and work with each other and actually think that at this point in time, the PDF on the website does not necessarily the best practice and we should find tools and ways to help get around that.

>> You also this wonderful tool called how to.gov. I think that one of the mechanisms that could help with the specifics is for people to send in requests or questions like this one and then to the [Indiscernible] guidance office but a lot of the agencies have done a lot of thinking on these issues already. Did you ask, I am sitting here reading a [Indiscernible] called PDF, would use document data and [Indiscernible] required for various [Indiscernible] are clearly standard here and I'm more than willing to show if anyone wants to look at it for do think the how to -- the how to.gov is the greatest mechanism by which different agencies can show that kind of answer with each other. We have to look into OMB and mandate everything.

>> Thank you Jeffrey. That is an excellent point out is that what you said in that if you go onto how to.gov you will see that there is a whole series of best practices and guidance and if you search on PDF files there is some guidance on PDF files. This is an opportunity for us to look at all of the content that we have there and upgraded and add to it because there are so many best practices around web and digital services and we know we haven't heard the marketer and there's a lot of work to be done to upgrade what is there.

>> We're looking for contributions from folks across the community to help us with that effort and that is going to be the big focus of we're going to be working on in the coming months. There is a lot of already signed Reggie to check it out.

>> -- I encourage you to check it out.

>> I think those are all the questions in the chat box. We're going to wrap up now provider people have a busy day in other things to get to but we hope that this was informative in terms of getting you all greater familiarity with the guidance, what is out there, the kinds of challenges that we have in this space in this is just the beginning.

>> We're going to be doing additional webinars related to governance. Are going to be some more agency spends -- Sprint that Hayley was mentioning in terms of getting agencies, locking them in the room and sharing what each agency is doing in this area because going to be lots of other opportunity to learn and collaborate and learn from each other.

>> As wanted to shout out, you can make a call out to an additional webinars that we're going to offer next Thursday, such of the 20th from 11 -- 1:00 AM to noon. That is on the metrics guidance. It is a similar approach there were we will walk you through the guidance that was issued at the end of August around the common metrics that agencies need to be implementing all of their.gov the website.

>> The registration link is on how to.gov and I encourage all of you to join us and send your colleagues come especially anyone who is responsible for implementing Web the Turks at your agency, it is critical that they listen in on that webinar.

>> Thank you all very much for joining us. We have recorded the webinar today and again the recording will be also available on how to.gov. Thanks very much everyone. Talk to you soon. Bye. -- Goodbye.

>> [Event Concluded]