Open Government Plan

A New Day for the Civil Service

Revision History

Revision Number	Revision Date	Revision Summary
1.0	April 7, 2010	Approved
1.1	April 23, 2010	Document was revised to: • Provide greater details regarding OPM's records management program • Furnish a Web link to the Chief Human Capital Officers (CHCO) Council under Existing Collaborative Efforts

Message from the Director

Thank you all in advance for taking the time to review and provide feedback on the United States Office of Personnel Management's (OPM) Open Government Plan. We are very excited about engaging further with our stakeholders – employees, unions, the public, academia, other agencies, and non-profit organizations – to create a more transparent, participatory, and collaborative Government. Through our OpenOPM portal (http://www.opm.gov/open/), we have already heard some of your ideas about e-learning, webcasting meetings, sharing information, and expanding use of social media. As a result, we have integrated those suggestions into this plan, particularly into OPM's leading Open Government project - Flagship Initiative - to bring collaboration and knowledge management tools to OPM so we can better interact with you on an ongoing basis. We also have forwarded your suggestions on hiring reform, diversity, and inclusion to the appropriate teams. We look forward to collaborating with you on improving this plan and on many initiatives to come.

Through a more Open Government, we will share information, learn, and collaborate with you to generate innovative ideas and methods that will allow us to make bold changes and improve policies, processes, and procedures. Together we will enact OPM's strategic goals – Hire the Best, Respect the Workforce, Expect the Best, and Honor Service. We are determined to live by our core values – service, respect, integrity, diversity, enthusiasm, excellence, and innovation – which clearly support an open and transparent relationship with the American people.

I appreciate your support as we move forward with implementation. Please continue to share your ideas with us and be involved in the conversation. Please interact with us further at www.opm.gov/open/ by posting comments to our blog or sending us an email.

John Berry

DIRECTOR

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Summary

Open Government

An Open Government is one that is transparent, participatory, and collaborative. Sharing data and information, hearing and implementing ideas, and engaging in ongoing conversation with employees and the public not only increase our own accountability but also build trust with the American people. Listening and building upon ideas shared by others enables us to become more innovative, effective, and efficient in the work we do. OPM is committed to fostering an environment that values openness – openness is inherent in our organizational values and strategic plan. As a result, together we will be able to successfully reach our goals – hire the best, respect the workforce, expect the best, and honor service – to fulfill our mission: "Recruit, Retain and Honor a World-Class Workforce to Serve the American People."

OPM's Open Government Plan

The Open Government plan outlines how we will move forward with openness at OPM. We have established a governance structure that includes Senior Leadership and their respective representatives (Core Team) to develop and implement this plan and to insure accountability and the sustainability of transparency, participation, and collaboration at our agency. Five component teams will be developed to support the core team: Management, Policy, and Sustainability; the Flagship Initiative; Data, Information, and Privacy; Communication, Collaboration, and Education; and Evaluation. Aligned with our mission, vision, and values, together these components and all of our employees will guide the culture shift necessary at OPM.

Transparency

OPM seeks to improve transparency by sharing high-value data sources, information, policies, and processes so that the American people can get what they need, understand the work we do, and how we serve the public. We want to be proactive rather than reactive in sharing available information and specifically want to provide consistent, accurate information on our mission-related efforts to the public. We will improve outreach through OPM's (to be) redesigned main Web site including a more intuitive and customer focus, searchable Frequently Asked Questions, social networking, and an OPM Blog. We will also initiate a campaign to reach the public, educate agency users, and consolidate numerous call centers to establish a central inquiry location to enhance responsiveness for those that call OPM.

We currently have a considerable amount of information available electronically for the public on our Web site related to the appeal process, staffing, veterans' preference, the status of our Freedom of Information Act program, pay and leave, classification standards, and retirement. However, we recognize that this information is complex and needs to be made more user-friendly and accessible, as well as better organized. We are also making individual level data available to the public on over 2 million Federal employees, including employment snapshots, entries into government employment, and separations. We also post information about annuitants and Employee Viewpoint survey results. We will continue to seek to release the information that

the public desires without jeopardizing the privacy of individuals. Ongoing efforts will ensure that these data are accurate, timely, and prominently displayed for the citizens.

Participation

OPM will encourage participation including feedback and ideas from employees and the public. These new perspectives will provide creative thought and fresh ideas regarding the Agency's core mission activities. The Open Government Directive states: "participation allows members of the public to contribute ideas and expertise so that their Government can make policies with the benefit of information that is widely dispersed in society." In support of openness, the OPM Strategic Plan, and our organizational values, we will revise or create needed policies on Web publication, social media, and protocol for employees' interactions with the public.

Collaboration

With participation the employees and public contribute ideas but with collaboration, there is a real partnership. OPM wants to foster an environment that appreciates collaboration and cooperation within our agency, with other agencies, with other levels of government, and between the Government and private institutions. We have some existing efforts including (1) collaborating with a local university in designing an approach for developing an integrated OPM Action Learning Team; (2) creating a Team that was encouraged to collaborate, problem solve, and 'learn by doing' to develop this plan; and (3) engaging various interagency forums and councils. We know we can do better in this area so we will seek new methods to collaborate such as through communities of practice, videoconferences, webcasts, and collaborative technologies. Our Flagship Initiative described below will enable OPM to be more transparent, encourage more participation, and most of all enable us to invite more collaboration.

Flagship Initiative

The Flagship Initiative – our leading Open Government project – is to 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. The tools will be accessible virtually by OPM employees wherever they may be working as well as by agencies and the public. These technologies will support a learning culture that will continuously build employee knowledge; enable better management of workforce talent; and provide sustainable knowledge documentation, sharing, and collaboration. Thus, the tools will empower Federal employees and the public to explore new information that promotes rich dialogue and the generation of diverse, innovative ideas to make a better OPM.

OPM is excited about working with you on our openness journey. We look forward to hearing from you regarding further ideas on our plan including the Flagship Initiative. Please know that we appreciate your thoughts as we move ahead with implementation – let's continue the conversation so we can together provide better service for the American people.

Introduction

About Open Government

> "My Administration is committed to creating an unprecedented level of openness
> in Government. We will work together to ensure the public trust and establish a
> system of transparency, public participation, and collaboration. Openness will
> strengthen our democracy and promote efficiency and effectiveness in
> Government.
>
> > - Government should be transparent.
> >
> > - Government should be participatory.
> >
> > - Government should be collaborative."

President Barack Obama, 1/21/09

The Open Government Memorandum (M-10-06) of December 8, 2009, cited above and
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 this type of public-sector innovation as critical to creating a national environment that
is ripe for entrepreneurship and participation of citizens in their Government.

The U.S. Office of Personnel Management's Commitment to Open Government Principles

We at the U.S. Office of Personnel Management are committed to providing information that
increases opportunities for the public to participate in and give feedback on our core mission
activities. In the OPM Strategic Plan for 2010-2015, our values are clearly stated:

Service: We pledge through our oath to encourage and support those who serve the wider public
or community through their work as Federal employees.

Respect: We extend consideration and appreciation to employees, customers and stakeholders
fostering a fair, open and honest workplace environment. We listen to the ideas and opinions
expressed by others. We treat others as we would wish to be treated.

*Integrity***:** We uphold a standard of transparency, accountability, and reliability. We
conscientiously perform our operations to promote a Federal workforce that is worthy of the
public trust.

Diversity: We honor our employees and customers through inclusiveness and respect for the
various perspectives and backgrounds that each brings to the workforce.

Enthusiasm: We embrace our work and the challenges of the future with excitement, energy,
and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of
"yes we can."

Excellence: We fulfill our mission by providing relevant and timely products and superior customer service that reflects our commitment to collaboration and the highest standards of quality.

Innovation: We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

All of these values implicitly incorporate openness.

OPM's Policy on Open Government and Participation

Our Mission at OPM is to "Recruit, Retain and Honor a World-Class Workforce to Serve the American People," and we realize the importance of the proper tools, training, and development needed to equip the workforce for this mission. Of these values, our commitment to "Integrity" is already embraced in the spirit of the Open Government Directive. This commitment is further evidenced in the strategic goal "Expect the Best," which aims to provide the necessary tools and resources for employees to engage and perform at the highest levels, while holding them accountable to the American people.

In our Strategic Plan for 2010-2015, we explain how "OPM will help agencies hire the best, respect the workforce, expect the best, and honor service." Some of these methods include:

- Partnering with our stakeholders – Congress, unions and management groups, agencies, and the public – to develop and implement effective and relevant human resources policies and solutions to build a high-performing workforce;

- Advising and assisting agencies on strategic human resources management;

- Working with Congress and other stakeholders on developing effective compensation, work/life, and benefits policies and packages;

- Promoting effective and efficient human resources policies, programs, and practices across Government through reform, interaction with stakeholders, and other forums; and

- Leading by example by becoming the change we want to see.

It is our policy to integrate an Open Government ethos into each of the abovementioned methods for improving Federal service, from hiring through employment to retirement.

Open Government: An Ongoing Process at OPM

This plan and its development are only the first steps in an Open Government process that will be woven into the fabric of OPM. We will accomplish this by formalizing and standardizing Open Government policy across the agency and maintaining the governance structure described later in this document.

As we experiment with new tools for providing information to stakeholders, collecting ideas from employees and the public, and working with stakeholders, we will institutionalize those methods and tools we find to be the most efficient and effective. One tool we used during the

initial development phase of this Plan was the IdeaScale tool, which we found to be effective in gathering initial suggestions from the public for our plan. Now, we will test a Searchable Frequently Asked Questions (FAQ) engine to give us additional opportunities to respond to public inquiries or complaints, and that will allow us to accept ideas from the public.

Governance and Sustainability

Matthew Perry is OPM's Chief Information Officer (CIO) and champion for Open Government in our Agency. All of the OPM Senior Leadership and their designated representatives in the Core Team are also accountable for the success of this effort. The Core Team comprises senior level staff from operations, finance, compliance, policy, retirement and benefits, information technology, investigations, and legislative affairs. Names of the Senior Leadership and respective Core Team members are found in Addendum A.

We have formed the Core Team to develop and implement this Plan, including the governance structure, and we are forming five component groups that will support the Core Team. The Core Team will manage the governance process as well as coordinate the efforts of these five component groups:

Management, Policy, and Sustainability will revise policies, wherever necessary, to reflect our commitment to Open Government. These policies will form the backbone of our sustainability efforts, but this group also will monitor changes at OPM that may jeopardize the sustainability of our Open Government efforts. We will sustain Open Government at OPM by "baking" it into our daily work, not just in this group, but throughout OPM.

The **Flagship Initiative** group will research specific ideas for implementing our Flagship Initiative (described below), reach out to technical and policy experts, and coordinate the implementation of the Flagship. The Flagship requires the participation of all OPM employees to be successful. Once the Flagship is well underway, this group will research and recommend future initiatives.

The **Data, Information, and Privacy** group will be tasked with facilitating the delivery of information to the public while recognizing the sensitive nature of some Government information. This group will be responsible for developing and implementing our Strategic Plan for -Transparency, monitoring OPM's compliance with existing transparency initiative guidance such as eRulemaking, and working with existing Open Government-related programs. For example, it will work closely with our Freedom of Information Act (FOIA) and privacy personnel to ensure we release information the public most desires without jeopardizing the privacy of individuals. The Data, Information, and Privacy group protect against invasions of individuals' privacy through the aggregation of data sets that separately do not identify individuals but that when put together would allow for the identification of individuals. The group will prioritize information for release. The group will also look for OPM data or information of value to the public but of which the public would be unaware and therefore unable to request. All of the other groups will be asked to bring ideas for information that OPM should consider releasing that come up in their discussions to Core Team meetings to help the Data, Information, and Privacy group do its job.

The **Communication, Collaboration, and Education** group will reach out to stakeholders to educate them on OPM's work, through the use of Web sites, seminars, workshops, social media,

and the other methods for transparency, participation, and collaboration discussed throughout this Plan. This group will, as appropriate, 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. This group will solicit feedback and ideas from the public and will likely have many ideas for the Data, Information, and Privacy group. The Communication, Collaboration, and Education group will, in turn, need to rely heavily on the Data, Information, and Privacy group's work for information to share with stakeholders.

The **Evaluation** group will develop and use specific measures of efficiency and effectiveness on both the Flagship Initiative and our overall Open Government efforts. This group will serve as an early warning system, and its evaluations will help the Core Team stay on track.

Finally, the **Core Team** will coordinate the efforts of the groups and develop a plan for creating an open culture within OPM. They will work with Senior Leadership and their respective organizations to develop their internal Open Government plans and procedures.

These groups will be Action Learning teams, comprising eight to ten members each; the facilitator and one member will be from the Core Team. Each group will have members from the different stakeholder groups mentioned in the description of the Collaboration, Communication, and Education group. Furthermore, we will include not only employees who work for OPM in Washington, but also employees who work in field offices. This diversity of backgrounds and expertise will aid the learning and creative processes.

Whenever a member of the public sends in an idea to OpenOPM, if the idea is appropriate for an Open Government group to consider, that group will review the ideas and determine whether they are able to incorporate into policy. If, instead, the idea is specific to an organization, that unit's representative on the Core Team will be responsible for providing such feedback as modeled during the launch of OpenOPM in February 2010. Every respondent who provides contact information will be notified by the Open Government group or OPM organization in question regardless of the decision to use their idea.

OpenOPM is designed to accept ideas rather than inquiries or complaints from the public. Our process is to route any inquiries or complaints to the appropriate Divisions or Directorates through their representatives on the Core Team. The representatives are held responsible to ensure a proper response in a timely fashion.

As noted in the following graphic, the OPM Open Government structure is based on a principle of Open Culture aligned with Agency Mission, Vision, and Values (particularly Integrity). Together these components produce a collaborative environment enabling the work of the Core Team, the five groups, and all of our employees to develop and guide a culture shift that will sustain openness.

"Open Culture"
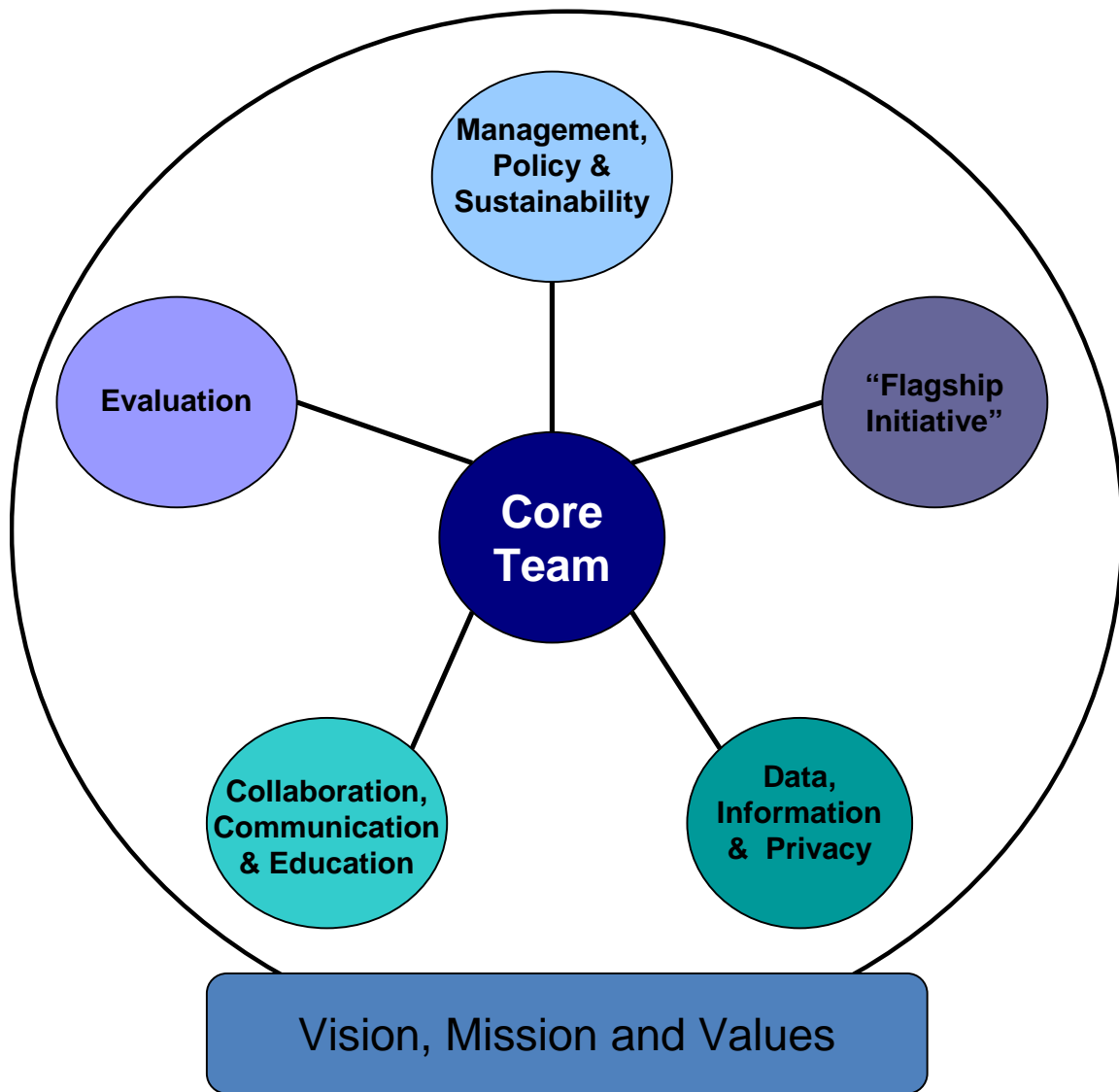
OPM's Approach to Developing This Plan and Ways for the Public to Get Involved

Not only have we removed the silo barriers to assemble representatives from each Division and Directorate to participate and communicate expectations across the Agency, but we have also employed an innovative learning technique to deploy this Initiative: Action Learning. We collaborated with Dr. Michael Marquardt, a Professor of Human Resource Development and International Affairs at The George Washington University and author of "Using Action Learning with Multicultural Groups" (1998) and *Action Learning in Action* (1999), plus many other books and publications. Dr. Marquardt is a well-known expert on Action Learning.

By fully engaging participants in learning-by-doing and in creative problem solving, Action Learning promotes transparent, participatory, and collaborative relationships among participants. Solutions result from internal and external inputs that form the basis for deliberations.

OPM's Open Government Action Learning Team

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. It involves a group solving real-time, complex problems, while at the same time focusing on the learning acquired, and then implementing system-wide actions. It enables people to simultaneously learn and resolve very difficult real-life problems or situations; learning and working are done concurrently. This learning approach builds upon generating new questions to existing knowledge followed by periods of reflection and action.

Thus, we concluded an Action Learning approach would meet our learning and planning needs. We knew there was a: (1) significant amount of Open Government, cross-functional, and cultural knowledge needed by the Team; (2) need for collaboration internally and externally to achieve success in developing the plan; (3) requirement for innovative thinking and fresh points of view; (4) sense of urgency to develop a plan by April 7, 2010 and, (5) need for system-wide learning across the agency concerning Open Government. The Team is responsible for creating the plan and seeing it through to fruition.

During meetings the Team shared stories about: (1) the 'regulatory' nature of the OPM culture and the potential difficulties of moving toward a more transparent Agency, (2) challenges about being responsive to stakeholders when knowledge is so dispersed and hard to find, and (3) positive comments regarding the energy and desire of OPM employees who want to provide exemplary service, share ideas, and collaboratively build solutions with others. The Team taught themselves through examples, questioning, and deep reflection, and members reinforced the learning by taking actions after every meeting. This approach enables reflection on actions taken, the development of learning points as a guide for future action, and improvement of the performance of each team member and the group as a whole.

As a result, the Core Team learned about Open Government, while at the same time planning ways in which OPM could become more transparent, participatory and collaborative. We found many benefits in using this approach, members: (1) increased their confidence and awareness through new insights; (2) enhanced their ability to ask better questions and be more reflective; (3) shared learning and collaboration throughout the team and their respective organizations; (4)

improved communication and teamwork; (5) prepared to respond to changes rapidly; and (6) learned in a powerful way; the application of the learned material is immediate. Given these demonstrated gains, we will continue to use Action Learning by incorporating it in the framework to educate the component core groups as they learn about Open Government and develop respective plans.

The OpenOPM Web Portal

The OpenOPM Web portal (http://www.opm.gov/open/) was launched on January 6, 2010, in accordance with the timetable established by the Open Government Directive. The portal provides contact information, news, a timeline of Open Government activities at OPM, and links to data sources, records and reports, and most requested items. Users can also bookmark or share the page through any one of several hundred social media sites via an "AddThis" toolbar. Currently, it is one of the main ways members of the public can use to find OPM's high-value information, but our Flagship Initiative will radically alter www.opm.gov and eventually make that function redundant. Once this occurs, we will use the OpenOPM pages to display information only about our openness initiatives and to receive public feedback on the general direction of those initiatives; www.opm.gov, and especially through the use of Searchable FAQs, will serve the purpose of getting high-value information to members of the public who visit our Web site.

We used the OpenOPM Web site to solicit and receive public suggestions for our Open Government Plan. We also received inquiries and complaints via OpenOPM. To date, we have received and processed more than 300 emails from the public via our Open Government email address. Through the IdeaScale Web tool, we received 58 unique ideas. The majority commented on the Agency's operations in recruitment, staffing, retirement, and benefits. The Director's goal "Expect the Best" was echoed in these comments, as was the Vision that "The Federal Government will Become America's Model Employer for the 21st Century." The IdeaScale tool was decommissioned on March 19, 2010 and will be replaced by the Searchable FAQs tool.

Going forward, when someone with a question or idea visits our site, that person will be able to search our Frequently Asked Questions for related questions. The person will also have the option of typing in a question or idea. The system will then automatically search for related questions. For any given keyword or key phrase, the most frequently used questions will "float to the top" and may provide an immediate answer to the visitor or may help him or her refine the question or idea so that OPM employees will be able to give more complete, timely, accurate, and useful answers. Finally, the visitor will be invited to submit the question or idea, and the system, monitored by a human, will refer the question or idea to the appropriate Division, Directorate, or Open Government group.

The Searchable FAQs tool will also serve as an administrative tracking tool that will allow for the centralization of responses, enabling all OPM program areas to align their Customer Service functions with the Open Government Initiative and OPM to "speak in one voice." Furthermore, where several functional areas of the Agency need to answer different parts of a complex question, we will collate these answers into a single, easy-to-understand response with a single avenue for asking follow-on questions, thereby reducing the likelihood of confusion.

Sources of Input from the Public

The current sources of input from the public to OPM include various Agency Outreach activities conducted at job fairs, conferences, trade shows, colleges and universities across the nation. Additionally, there are eight separate call centers manned by the various program offices within the Agency. Consolidation of these call centers will produce more efficiency in problem solving and improve citizen engagement with the Agency.

On the abovementioned OpenOPM, besides the IdeaScale tool and email address, we also provided an easy way to link to the OpenOPM Portal from a variety of social media tools, such as Facebook, Delicious, and Twitter.

Going forward, we will use Searchable FAQs to share stakeholder concerns throughout the Agency more effectively and efficiently and to route proper responses.

OPM Will Improve Transparency

OPM Will Improve Outreach and Service to the Public

At OPM, we seek to improve the transparency of our information, data sources, and processes so that American citizens can obtain needed information, have a better understanding of the work we do, and see how we serve the public. Some OPM organizations already provide outreach to share valuable information with various components of the public. However, we plan to expand and standardize our ongoing engagement with the American people - including local and state governments, other agencies, private sector businesses, non-profit organizations, academia and employees within our own Agency.

Consistent Information Sharing on Mission-Related Efforts

Specifically, we want to be proactive rather than reactive in sharing available information. We aim to provide consistent, accurate information on our mission-related efforts to the public on our Web site. We already make available complex material currently on our Web site, including various laws, regulations, policies, processes, procedures, and data sources. We need to simplify the content into a user-friendly and accessible format that is easy to access and understand. For example, we will highlight popular areas of interest to make sure they are easy to find on our site.

Improvement of OPM's Main Web Site, www.opm.gov

We will continue our efforts to improve our Web presence, starting with publishing more Government data in an engaging and effective way. For example, to improve our Web publishing processes and gain efficiency, we are implementing Content Management Solutions to publish content in repeatable format, daily, monthly, and annually.

We will further improve transparency and availability of our high-visibility Web content and data by:

- Using a Content Delivery Network (CDN) to ensure timely and reliable delivery of content under even the heaviest loads;

- Constructing an OPM-specific portal for our Data.gov data to ensure that our data collection and submission methods for Data.gov evolve as that site evolves. Future iterations of Data.gov will allow for automated submissions of data, and management of our data through a single interface will allow for more seamless integration with Data.gov;

- Centralizing our Searchable FAQs to provide responses to users' inquiries in a more effective manner, as noted above; and

- Re-designing opm.gov to improve navigation and search capability. The redesign will provide an intuitive, customer-focused, and coherent visual design across OPM's Web pages.

We will use more distributed technologies, social networking, and new media to create a convenient and user-friendly communication package through a combination of small and

common applications, with new technologies. Examples include text alerts, social bookmarking, and new widgets.

We will improve public interaction through online collaboration and communication (Web 2.0) tools. Also, we will introduce an OPM Blog and chat engine.

Establish a Central Inquiry Location and Methodology to Enhance Responsiveness

Responsiveness and consistently meeting our customer's needs is most important to us. If the public cannot find the desired information on our Web site or does not have access to the Internet, we want to ensure we have other vehicles in place – including telephone and email – so they can get what they need. That is why we recommend consolidating our eight call centers and numerous email entry points to establish a central point of contact for both online and telephone inquiries. We know the public needs timely answers to various program-related questions and concerns, and we expect that if we have one point of entry with highly trained employees and a common knowledge database, the public will receive the correct information the first time they contact us.

OPM's Campaign to Reach All of the Agency's Users

As part of our campaign to reach the public, we plan to explore a variety of media options that will enable us to share information and engage others with their Government. These options include proactive networking, newspaper and magazine articles, blogs to generate dialogue, radio spots, new and revised Web sites, social media, and virtual tours of OPM. For example, one suggestion that we received via our IdeaScale tool was to announce "hot jobs" through social media, and we will experiment with this kind of announcement. We want the public to get to know us better, be a part of the important work we do, and collaborate with us to solve difficult problems; we need creative thinking so together we can improve the service we provide the American people. Please let us know your thoughts on how we can engage the public more.

Internally, we plan to educate users about Open Government through various means, including Town Hall meetings, television clips, peer-to-peer discussions, sharing information on Open Government and best business practices in office meetings, displays, posters, our Intranet, competitions for ideas, recognition and celebration for success. Such recognition might include prizes such as lunch with Director Berry. Beyond these tried and true ways of engaging employees, we will experiment with tools for collaboration. We will also foster cross-agency communities of practice and establish Action Learning teams to support cross training to break down stovepipes and solve complex problems. We hope to receive suggestions from OPM employees for yet more ways to engage them.

Strategic Plan for Transparency: High-Value Information

The Open Government Directive requires a Strategic Plan for Transparency with three components: an inventory of high-value information that we already make available for download; an inventory of high-value information that we do not yet make available online and a timeline for making that information available in open formats; and ways in which we will

"foster the public's use" of information that we have made available online "to increase public knowledge and promote public scrutiny of agency services."

Access to High-Value Information

In this section, we provide inventories of different kinds of high-value data where we were able to produce an inventory and a plan where no such inventory was possible by April 7, 2010.

We have identified six areas in which our information is of particularly high value to the public: data on Federal employment, employees, benefits, and retirement; OPM's communications with Congress; those OPM policies that affect the public; those OPM processes that affect the public; appellate and claims adjudication documents; and certain publications.

We have a considerable amount of information available electronically for the public on the OPM Web site and via links, such as Fedscope (http://www.fedscope.opm.gov/). Available documentation includes policies related to the appeal process, staffing information, veterans' preference information, Freedom of Information Act Reports, pay and leave information, classification standards, and retirement information. We recognize that this information is complex and needs to be more accessible and user-friendly, and it needs to be better organized.

We will continuously leverage the feedback provided by the American people to identify new policies, develop procedures, and improve processes. We also will make the public notice option more visible so that people can provide comments or input via email on proposed regulations via Regulations.gov.

By our sharing this high value information with the public, we believe they will be innovative in creating possible economic opportunities. A couple of examples come to mind but we know that there are many more: (1) the ability to link hard-to-fill jobs or high-demand jobs to the OpenOPM site (more jobs for economic growth) and (2) analysis of the data that may lead to new technological applications (economic business opportunity) that will improve the service we provide the public.

Data

Our biggest challenge regarding transparency at OPM is providing data at a level of granularity that is useful to the public while protecting individuals' privacy. In order to make data sets available, we have to remove information that would identify individuals, but we have to do so without making the data set useless to researchers, watchdog organizations, or the general public. This process is both time-consuming and intellectually challenging, and we are always seeking new ways to achieve the goal of transparency without invading anyone's privacy.

Nonetheless, we are making a great deal of raw data available to the public to increase the expediency with which the data can be accessed and used. We are providing data in files that contains information on over 2 million Federal civilian employees. We scrub these files of personally identifiable information before releasing them. Current data provide the public with information on the Federal civilian workforce for the past five years including employment snapshots, entries into government employment, and separations from government employment, as well as information about annuitants and data from the Employee Viewpoint Survey. Future

plans call for publishing an employment trends file to accompany the vast amount of data we are already providing.

In response to the Open Government Directive, we made data sets for employee and survivor annuitants for fiscal years 2006 and 2007 available on Data.gov. These data sets are called Employee & Survivor Annuitants by Geographic Distribution. The data are aggregate retirement data of annuitants on the retirement roll and include former employees on both the Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS), the two Federal retirement systems. We presented the data by geographic distribution by state and territory. The National Active and Retired Federal Employees Association (NARFE) finds these data useful and has been publishing them in their monthly newsletter. Our hope is that other entities will likewise find value in these data. At present, the extraction processes are partially automated; our goal is to achieve 100% automation in the near term.

Since we submitted those data sets, we have added Employee & Survivor Annuitants by Geographic Distribution data for fiscal year 2008. We are working on making four other kinds of retirement data available on July 31, 2010:

- Employee Annuitants Added to the Retirement Roll for the fiscal years 2006-2008 (three data sets)

- Employee Annuitants on the Retirement Roll, three data sets for the same years

- Survivor Annuitants Added to the Retirement Roll, also for fiscal years 2006-2008; and

- Survivor Annuitants on the Retirement Roll, again for those three years.

For each of the five kinds of data, we plan to make the fiscal year 2009 data available on September 30, 2010, and we will post new data sets every year thereafter. Retirement and benefits information and statistics are of interest not only to NARFE, but also to other agencies and the general public.

Besides Data.gov, you can find OPM data at http://www.opm.gov/feddata/ (Federal Employment Statistics) and http://www.opm.gov/data/ (Data Sets Available from OPM).

Congressional Communications

We make many written reports to Congress, as well as testimony before Congress, publicly available on opm.gov and will continue doing so when we submit such documents or when an OPM employee testifies before Congress on matters pertaining to OPM. Our Testimony page (http://www.opm.gov/news_events/congress/testimony/index.asp) presents testimony dating back to the 109th Congress (2005-2006). For the current Congress, the 111th, as of April 5, 2010, the text of testimony from fifteen different dates could be found on that site. Finally, our Reports to Congress site (http://www.opm.gov/news_events/congress/reports/index.asp) provide access to a wide array of reports. For example, the Congressional Budget Justifications and Annual Performance Plan that we make available via that Web site are as follows:

- Fiscal Year 2011 (http://www.opm.gov/budget/2011/2011budget.pdf)

- Fiscal Year 2010 (http://www.opm.gov/budget/2010/2010budget.pdf)

- Fiscal Year 2009 (http://www.opm.gov/budget/2009/2009budget.pdf) and Errata (http://www.opm.gov/budget/2009/Errata_2009_CBJ.pdf)

- Fiscal Year 2008 (http://www.opm.gov/budget/2008budget.pdf)

- Fiscal Year 2007 (http://www.opm.gov/budget/2007budget.pdf)

- Fiscal Year 2006 (http://www.opm.gov/budget/2006budget.pdf)

- Fiscal Year 2005 (http://www.opm.gov/budget/2005/2005budget.pdf)

- Fiscal Year 2003 (http://www.opm.gov/budget/2003/execsummary.htm)

- Fiscal Year 2002 (http://www.opm.gov/budget/2002/index.htm)

- Fiscal Year 2000 (http://www.opm.gov/budget/2000/00budget.pdf)

- Fiscal Year 1999 (http://www.opm.gov/budget/fy99bjap.pdf)

Reports to other entities, such as the Office of Management and Budget (OMB), can be found at http://www.opm.gov/about_opm/reports/.

Policies

OPM develops human resources policies for the Federal government. Many policies can be found in the archives of the Chief Human Capital Officers (CHCO) Council (http://www.chcoc.gov/), dating back to 1996. Other policies are available through our publications portal (http://apps.opm.gov/publications/). As we implement our Flagship Initiative, we will pay particularly close attention to highlighting the policies about which we receive the most inquiries. The timeline for doing so follows the timeline for the Flagship Initiative, described below.

We received hundreds of inquiries and complaints in our Open Government email inbox. Keeping in mind that the February 2010 snowstorms in the Washington, DC area influenced the interests of those who wrote us, the policies that were of greatest interest to the public were:

- Leave policies (http://www.opm.gov/oca/leave/index.asp)

- Qualification Requirements for Federal Jobs (http://www.usajobs.gov/EI/qualificationrequirements.asp#icc)

- Veterans' Preference (http://www.fedshirevets.gov/job/vetpref/index.aspx)

Processes

OPM does not have an inventory of all functional processes. We know that there are some that are documented within pockets of the organization, but this is not the case across the board. Inventorying our functional processes will be a huge challenge for OPM because many processes are not documented, and such documentation will be necessary for the success of Open Government at OPM and, in particular, our Flagship Initiative.

We propose the following milestones and deliverables to start this effort so we can begin to share information with the public to help them understand how we do our work and increase levels of accountability. Over the longer term, we will build these processes into our knowledge management system so that information is available to the public on an ongoing basis and for employees who need to understand and learn a consistent methodology in approaching their work:

1. We will do an assessment of each organization to identify which processes are completely documented and which are not. We will complete this assessment by the end of the Fiscal Year 2010;

2. We will then post processes that are documented to OpenOPM for the public to view by the end of the fiscal year; and

3. By November 1, 2010, two component core teams – Collaboration, Communication, and Education and Data, Information, and Privacy – will develop a timeline for documenting and delivering the remaining processes.

Appellate and Claims Adjudication

Documents pertaining to appellate and claims adjudication give the public a view of decision making at OPM. We routinely post online those documents that we can post under current law. Of particularly high value are the following:

- Classification Appeals (http://www.opm.gov/classapp/main.asp), Classification Appeal Decision Table (http://www.opm.gov/classapp/decision/table.asp), and Digests of Significant Classification Decisions and Opinions (http://www.opm.gov/classapp/digests/digests.asp)

- Compensation and Leave Decisions (http://www.opm.gov/payclaims/) and Compensation and Leave Decision Table (http://www.opm.gov/payclaims/decision.asp)

- Federal Employees and the Fair Labor Standards Act (http://www.opm.gov/flsa/index.asp) and Federal Employees and the Fair Labor Standards Act Decision Table (http://www.opm.gov/flsa/table.asp)

Publications

We provide a wide variety of publication of interest to the public. The following are particularly important for improving public knowledge of OPM and our operations:

- Employment of Veterans in the Federal Executive Branch (http://www.fedshirevets.gov/hire/hrp/reports/)

- Federal Classification and Job Grading Systems (http://www.opm.gov/fedclass/html/guidance.asp)

- Federal Equal Opportunity Recruitment Program annual reports (http://www.opm.gov/About_OPM/Reports/FEORP/index.asp)

- Online Forms (https://www.opm.gov/forms/index.asp)

- Qualifications information (http://www.opm.gov/qualifications/index.asp)

- Retirement and Insurance Publications
  (http://www.opm.gov/retire/pubs/pamphlets/list.asp)

- Salary Tables (http://www.opm.gov/oca/10tables/index.asp)

- Strategic Plan (http://www.opm.gov/strategicplan/)

Our Publications Database (http://apps.opm.gov/publications/) and Reports Portal
(http://www.opm.gov/about_opm/reports/) provide access to yet more records. Much of the work
of our Flagship Initiative will involve learning more about the types of information and
documents our stakeholders seek to obtain from OPM. As we do so, to further improve public
knowledge of our work, we will highlight documents that might seem to be buried in our
Publications Database, our Reports Portal, or elsewhere.

Awareness: Promoting the Use of OPM's High-Value Information

While we already make a great deal of information available online, this trend will only
accelerate, and much of our information is difficult to locate. The Collaboration,
Communication, and Education and Data, Information, and Privacy groups will take the lead in
ensuring the public and other stakeholders are made aware of the information and data OPM has
available. By the end of FY 2010, the groups will review OPM's current Web site and make
recommendations in the following areas:

1. Highlighting policy information and data that are of the highest value to the public and other
   stakeholders;

2. Increasing the prominence of the location of these data on the Web site to ensure they is
   easily found;

3. Identifying data that are not available or readily accessible and determining how to post data
   on the Web site; and

4. Producing viable processes for performing a quarterly review of the OPM Web site to ensure
   the most valuable and important information is available and readily accessible.

Accuracy of Information and Timely Publication of Supporting Data

Accurate information is paramount. While we have long sought to make sure that the
information we provide to the public is accurate, we must remain vigilant – especially as we
increase the volume of such information. To ensure that our information is of high quality, each
program office will be responsible for validating any pertinent data, as well as supporting data
and information, before posting documents or other resources to the Web site.

Where we provide information online in the form of analysis or decisions, we will proactively
publish the supporting data. In other words, we will make quantitative source data as well as
qualitative or mixed data available to justify or substantiate the analysis and decisions made by

OPM. Where we provide aggregate information to protect the privacy of individuals, we will not always be able to make underlying data publicly available, but we will provide data at as close to the individual level as is feasible given our need to respect people's privacy.

OPM's Compliance with Transparency Initiative Guidance

Data.gov

We are committed to participating fully in Data.gov efforts. Members of our staff have completed Data.gov training, and we have published several data sets, some with a tool for data manipulation. All data sets go through rigorous Information Quality, Security, and Privacy reviews prior to publication to Data.gov. We review public feedback to evaluate the availability of data to respond to new data set requests and will publish them to Data.gov if data sets are available or can be built from raw data. As noted above, we are developing a portal to support the process of making data available on Data.gov.

We have published annual employment snapshots dating back to 1998, as well as quarterly snapshots for the last two fiscal years (2008 and 2009). We are working on providing files for the last five years regarding accessions (entries into government service, e.g., when someone is hired or transferred) and separations (exits from the government, e.g., when someone retires). These data are not summaries; they are at the individual level. We will continue to provide the quarterly employment snapshots and, by November 2010, begin to provide annual accession and separation files. OPM also posts data about annuitants (retirees and their survivors) by state.

eRulemaking

Regulations.gov, eRulemaking's public interfacing Web site, is providing citizens, small businesses, educators, multi-national corporations, civic organizations, and all levels of Government one-stop Internet access to Federal Register publications. Stakeholders can view and download Federal Register notices, rules, proposed rules, and supporting materials. They can also submit comments on Federal Register publications at any time. Regulations.gov is a result of agencies' collaborating to establish an online rule-making system to support the Federal regulatory process. Since January 2007, at OPM we have posted 721 Federal Register notices, rules, and proposed rules on the Web site.

One idea we received was to better communicate how the public can participate in the rulemaking process. We will keep this interest in mind while we implement our Flagship Initiative and in the meantime post a link to www.regulations.gov/ on OpenOPM.

IT Dashboard

We post regularly to the Governmentwide Federal IT Dashboard. For example, information about the status of our major information technology (IT) investments can be found on the Dashboard at http://it.usaspending.gov/?q=node%2F359&calctype=sa&agency_id=027&Submit=Go&calctype=sa .We fully meet Federal requirements to publish status and other information about each investment monthly on the Dashboard. As part of the monthly process, our CIO performs and publishes his own assessment of each investment's status with narrative comments on the

Dashboard. In addition, OPM officials work with the Office of Management and Budget (OMB) and other Government officials in recommending potential upgrades to the Dashboard and planning future expanded use. As a result, we continue to examine our internal processes and keep pace with ongoing upgrades in use of the IT Dashboard for management of IT investments.

Recovery.gov

The Recovery Act was signed into law by President Obama on February 17, 2009. Data on our Recovery Act spending are posted at www.opm.gov/recovery/, and the Web site also allows for the reporting of potential fraud, waste and abuse.

The Act is an extraordinary response to a financial crisis unlike any since the Great Depression. It will modernize our nation's infrastructure, expand educational opportunities, preserve and improve affordable health care, and protect those in greatest need. To date, we have received payments of Recovery Act funds from other agencies to conduct background checks for them but have not received any Recovery Act funds directly. As we partner with agencies on their Recovery Act plans, we will publish relevant information about human resources programs on our Recovery Act web page each week.

USAspending.gov

We provide financial data to be published on 2 segments of USAspending.gov, the IT Dashboard and Federal Funding Accountability and Transparency Act (FFATA). The IT Dashboard, discussed above, consists of cost and schedule information of Major IT Investments, and FFATA shows all contracts and purchases made by the Agency. We do not have grants or loans, which must also be reported on under FFATA.

For USAspending.gov, our forthcoming Data Quality Plan will describe the process for compiling, reviewing, and monitoring the data posted to the IT Dashboard and FFATA. The plan will focus on Internal Controls within the processes to illustrate our methods of ensuring the quality of data being made available to the public. An appendix of documents will also be referenced and provided to underscore the current Data Quality Certification and Validation metrics in place.

Existing Open Government-Related Programs

Records Management

We are in the process of revitalizing our records management (RM) program. To further this effort, our Records Management team will identify and train Records Coordinators (RCs) for all OPM offices. The RCs will be responsible for conducting an agency-wide records inventory. Among other benefits, the inventory will give us sound information on what types of records we are storing in-house, the volume of those records, and how many are in need of *scheduling*. Scheduling is the act of assigning an appropriate amount of time after which records are destroyed or given to the National Archives and Records Administration (NARA). We have already begun to inventory paper records; electronic systems will also be identified and inventoried, as will electronic records and email generally.

While inventorying activities are underway, Records Management will update OPM's Records Management Handbook. The current Handbook will be expanded to include the complete records life-cycle of record creation, maintenance, and destruction or archiving. A complete section on records management-related statutes and regulations will also be included.

Our records schedules are included in the Records Management Handbook. The schedules will be reviewed and updated as necessary as part of the process of updating the Handbook. Once we have finalized the document, we will place a a link to the Handbook on our Records Management Web site (http://www.opm.gov/recordsmanagement/).

Records Management is also engaged in the timely destruction of temporary records and transfer to NARA of permanent records. An example of the archiving of electronic records is the recent transfer to NARA of four years of data from the Federal Human Capital Survey.

Please visit our new Records Management Web site for more information on our records-related efforts: http://www.opm.gov/recordsmanagement/.

Freedom of Information Act (FOIA)

Our Web site, http://www.opm.gov/efoia/, provides extensive information on submitting a FOIA or Privacy Act request to OPM or obtaining personnel records. We have recently added a new page, "Open Government," where we posted the information required by the Open Government Directive, for example, details on ways in which we are seeking to improve the FOIA process at OPM. Below is a little additional information that you might find of interest.

The CIO and Office of the General Counsel (OGC) work closely in preparing our annual FOIA report for the Department of Justice. OGC provides input for all matters related to administrative appeals and litigation in response to denials under the FOIA. OGC also processes all administrative appeals for OPM throughout the fiscal year and offers legal counsel to the FOIA office and its program office points of contact when there are questions about disclosure or procedure related to the FOIA.

Many of our records are subject to the Privacy Act, and our FOIA office handles many Privacy Act requests. Our most frequently requested records under the FOIA and Privacy Act are:

- Records related to background investigations;

- Personnel files;

- Benefits records;

- The Central Personnel Data File (CPDF), which contains information on Federal employees;

- Records regarding contracts; and

- Administrative Law Judge Records.

Our FOIA program is committed to disclosing records with only the minimum necessary omissions (redactions) and is looking to improve proactive disclosure by asking our program offices to identify frequently requested material, which would be posted to our electronic reading

room without disrespecting the privacy of individuals. We have begun to give public access to our "purchase card holders" and are looking to do the same with contracts. Once these materials have been identified, we will post them on an ongoing basis.

Congressional Requests for Information

Within OPM, Congressional and Legislative Affairs (CLA) is the focal point for all congressional and legislative activities. CLA educates, responds to, interacts with, and advises Congress on Federal human resources management policy. CLA also counsels and advise the Director and other OPM officials on policy and congressional and legislative matters.

CLA has three subgroups that work collaboratively to carry out its mission: Legislative Analysis (LA), Congressional Relations (CR), and Constituent Services (CS).

Legislative Affairs reviews and prepares legislative documents and Congressional testimony. LA works closely with OMB, other agencies, and Congress. LA's primary functions are to draft legislation and testimony and provide technical comments and analysis.

Congressional Relations serves as the principal liaison with Members of Congress, Congressional Committees, and the White House. Working with CLA's other groups and the OPM program offices, CR designs and employs legislative strategies to implement OPM's legislative agenda.

Constituent Services responds to inquiries from Congress and active and retired Federal employees on issues ranging from retirement and health care to OPM programs and policies. Working with other CLA components and with OPM program offices, CS monitors and responds to all constituent and Federal employee communications in a timely, professional, and confidential manner. CS also develops educational and other outreach programs that are aimed at better serving all Federal employees.

CLA accomplishes its mission by keeping abreast of issues related to Federal personnel policy. CLA staff attends meetings, briefings, mark-ups, and hearings to better educate and advise OPM officials, Congress, and the Administration.

The public-facing CLA Web site is located at: www.opm.gov/news_events/congress/index.asp.

Declassification of Government Information

At OPM, we do not have authority to classify or declassify national security information. Classified information in the Agency's possession will be declassified upon proper notification and authorization from the original classification authority. A list of original classification authorities can be found on the White House Web site at www.whitehouse.gov/the-press-office/executive-order-original-classification-authority. In order to meet the requirements of the Open Government Directive, we have posted a statement regarding our lack of classification authority at http://www.opm.gov/open/declassification.aspx .

Public Notification for Proposed Actions

In accordance with the Federal Register notification process, we notify Federal agencies, employees, managers, and other stakeholders each time new proposed, interim, and final

regulations are available for public comment. The notice briefly explains the change(s) and tells stakeholders where the full text is available for review and comment. The notice may also provide a Web link for easy access to the document(s).

OPM Will Encourage Participation Regarding OPM's Core Mission Activities

The goal of our Flagship Initiative is to provide the infrastructure and tools for us to increase transparency and widen participation and collaboration.

Proposed Changes to OPM Policies to Enable Participation

The Open Government Directive states: "participation allows members of the public to contribute ideas and expertise so that their Government can make policies with the benefit of information that is widely dispersed in society." Our commitment to participation is embedded in our recently released Strategic Plan for 2010-2015, in particular in our value of respect:

> We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.

In accordance with both our Strategic Plan and our commitment to openness, we will revise or create our policies on Web publication, social media, and protocol for employees' interactions with the public.

Continuous Solicitation of Feedback and Fresh Ideas from the Public and Employees

Our goal in seeking ever greater and more varied participation is to integrate feedback and fresh ideas into our policies and business processes to improve service and efficiency in a continuous process of self-improvement.

Existing Feedback Mechanisms

We have been using the same points of entry to receive both questions and ideas from the public: the variety of email addresses, telephone numbers, and Web pages mentioned throughout this Plan.

For our Open Government Initiative, we created the OpenOPM Portal described above. There we provided a link to a tool for receiving ideas for our Open Government Plan from the public (openopm.ideascale.com/). We received 58 unique suggestions via that tool between February 6 and March 19, 2010.

We also created a new email address, open@opm.gov. In a February 26, 2010, Town Hall meeting, Director Berry invited OPM employees to speak with members of the Core Team or send their own suggestions to that email box. We received hundreds of emailed inquiries and about a dozen suggestions for this plan, including several suggestions from employees.

New Feedback Mechanisms

Depending on how they are used, some of the same methods and tools can be used for transparency, participation, or collaboration. Nonetheless, some of the methods and tools that we will implement are primarily about participation. These include:

- Seeking feedback and fresh ideas from stakeholder groups through renewed networking efforts;

- Using customer feedback and questions to make our FAQ engine more robust and responsive;

- Incorporating ideas expressed by members of the public in response to news articles, agency blogs, and other media; and

- Exploring social media tools and sites, such as Facebook, for their potential to bring new and varied stakeholders to the table.

Competitions

Participation by employees via the open@opm.gov email address was less robust than we had hoped. For future versions of this plan, we will hold contests to encourage employees to share their ideas for a more open OPM. Prizes will represent a modest use of funds but be meaningful enough to encourage employees to participate. These prizes may include, for example, lunch with Director Berry or a day off from work.

OPM Will Foster Collaboration

With participation, the public contributes ideas and expertise to our efforts; with collaboration, we move to partnership. The Open Government Directive says of collaboration that it "improves the effectiveness of Government by encouraging partnerships and cooperation within the Federal Government, across levels of Government, and between the Government and private institutions." As we roll out our Flagship Initiative, we will move from being able to provide greater transparency to having the tools to encourage greater participation to being empowered to invite greater collaboration.

Existing Collaborative Efforts

Our Open Government Action Learning Team worked together intensely to create this plan. By attending many meetings and external workshops, the team also worked with other agencies and the public to understand the meaning of Open Government.

Currently, we hold periodic interagency policy forums covering specific functional areas. The Classification Policy Forum covers topics of interest to all agency classification chiefs or persons with classification authority over major department components. The Performance Management Forum covers topics of interest to all agency personnel responsible for managing performance in their agencies.

Director Berry leads the Chief Human Capital Officers (CHCO) Council (http://www.chcoc.gov/). Through this group, we work closely with other agencies on all matters related to human resources.

New Methods of Increasing Collaboration

While we see great value in receiving ideas from the public, we are particularly excited to work more closely with people outside of OPM to generate ideas and together build solutions; as a result, we will move from participation to collaboration wherever possible to establish a democratic Open Government.

As we use some of the new methods and tools described below, we may find they contribute more to our transparency or participation efforts than to our collaboration efforts, or we may find that some are not an effective use of resources. We will continuously assess the effectiveness through feedback received from our stakeholders.

Establishment of Communities of Practice

Upon implementation of our Flagship Initiative, we will have the knowledge and collaborative technologies available to bring stakeholders together to form networks of experts, practitioners, and customers. The Flagship will provide an opportunity for stakeholders to access the needed information and then to engage in dialogue with others who have a similar interest. As a result, we can openly share information, learn from one another, and together improve the practices of our Agency. The Collaboration, Communication, and Education group will hold primary responsibility for these efforts, but we will invite members of these networks to participate in

each of the groups, and employees throughout OPM will be expected to help form and foster these relationships.

Collaboration with Other Agencies to Establish an Open.Gov Channel

We are proposing to collaborate with other Federal agencies to design and develop a Web-based channel, located at www.open.gov/ or a similar Web address, that all agencies could use to share videos and documents with the public in one location that would be easy to find and easy to use. The purpose of this channel would be to share current public communications (agency status, open Government, new policies, and the like) from various agencies. Agencies would, for example, be able to stream or post videos of meetings or speeches. Administrators of the site would need to work closely with related efforts, such as Data.gov, Regulations.gov, and USA.gov to ensure the channel adds substance rather than confusion to the Federal Web presence. This channel would be advantageous to Agencies because it would draw on the Federal Government's growing capacity to pool its resources, particularly to make use of cloud computing, and it would be advantageous to members of the public because it would reduce the burden on the public to know which agency has the information they are seeking. If other agencies agree that such a channel would be worthwhile, the details of this idea will be fleshed out in collaboration with agencies and those who have expertise in the field.

National Town Hall Meetings

Director Berry holds periodic town hall meetings with employees. These meetings are an effective way for him to provide information to employees, hear concerns, and answer their questions. We envision a similar experience for the public by expanding on this idea by holding quarterly town hall meetings throughout the United States or using Webcasting technology in conjunction with social media tools to make these meetings accessible from afar. In these meetings, Director Berry can share progress on OPM initiatives, hear suggestions and concerns, and engage in public dialogue. This will provide another avenue for us to improve transparency, participation, and collaboration by informing the public, answering questions and taking comments, and also brainstorming with stakeholders.

Videoconferences and Webcasts

To complement our national town hall meetings, we will host focused videoconferences and Webcasts in conjunction with social media tools. We will hold these videoconferences and Webcasts with stakeholder groups to address issues more closely than will be possible in town hall meetings. Similarly, we will identify opportunities of interest for the public to view decision making meetings that involve development of policy, processes, and procedures related to the functional areas of OPM.

Collaborative Technologies

We will experiment with a variety of collaborative technologies to determine which ones are both cost-effective and the most useful to stakeholders and to us. Some of these technologies are further explained in the Flagship Initiative and may include:

- Social networking tools, such as Facebook and Twitter, and virtual worlds, such as Second Life, to collaborate with the public but also to enable members of the public to work together;

- Streaming video accompanied by tools that enable conversation and collaboration;

- Cell phone applications;

- Knowledge management tools; and

- Cloud computing.

OPM's Flagship Initiative: Implement Collaboration and Knowledge Management (KM) Technologies at OPM

Overview of the Initiative

Our Office of the Chief Information Officer will introduce innovative technologies to enable employees, the public and other agencies to access centralized documentation (including information regarding functional processes, policies, and procedures) and to collaborate with one another.

These technologies will empower Federal employees and the public to explore information that promotes the creation of rich dialogue and diverse ideas. Through this collaboration, parties will learn from each other, share information, and generate creative thinking to help make a better OPM by increasing morale, improving customer service and internal processes, and enhancing the image of the agency. OPM will be seen as a more transparent, participatory, and collaborative agency.

Overall, these tools will support OPM in creating a learning culture that enables: (1) our employees to continuously enhance the knowledge necessary to be competitive and perform at high levels, (2) better management of workforce talent so the Agency can plan for the future, and (3) sustainable knowledge documentation, sharing, and collaboration with various partners for many Flagship initiatives to come. Also, these tools will better support employees who telework, since much of the information they will need to do their jobs well will be right at hand.

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

Improvement of Agency Operations

This initiative is strongly linked to our strategic goals "Expect the Best" and "Respect the Workforce." We know that respected, highly trained employees who are armed with the right tools can do their jobs well. They confidently provide exemplary customer service including giving consistent, accurate, and timely information the first time a citizen contacts us. Thus, having the right tools and the opportunity for employees to continually learn and collaborate will enable high performance and increase our responsiveness to the public. When content is fully loaded in the Knowledge Management (KM) tool, all employees will have a centralized ready reference to help them when answering questions and concerns from the public.

The collaboration tools will also help employees learn from each other just in time to assist customers. Additionally, if all the knowledge – policies, processes, and procedures – is documented and stored in a central location, then everyone in OPM can be empowered to learn about various functions within our agency as the information becomes available. To facilitate this learning, we will draw on technologies such as the Searchable FAQs to highlight particularly valuable resources, and we will work with other agencies to ensure that their human resources Web sites and documents link or refer to the proper resources on opm.gov.

Since information will be documented and transparent, employees will no longer have to search long and hard for information. A couple of stories come to mind. The first one to recall is an

employee reported that she had to "root" through the desk of a former employee following her departure from OPM. "She was the only one that knew this information inside and out." The second story is related and even more common: although the expert still works for OPM, the person answering a phone call has to run to another person to find answers as the caller waits on the line. The full implementation of the Flagship will enable employees to obtain information from a central database; the correct answers will be right at their fingertips. This effort will also be instrumental in breaking down functional silos within the agency.

We want to make sure our field offices, other agencies, and the public have appropriate access to the knowledge management database – e-Library – and related collaborative tools so they can also gather the information they need. We envision collaborative discussions within various communities of practice whereby we can learn together and from one another to build upon ideas for improvement. This Flagship Initiative engages all divisions within OPM and provides the platform for ongoing openness and collaboration. The divisions will continuously need to provide high-quality and easy-to-understand content to the system so the desired outcome can be achieved; this content is a dependency for the success of this Flagship Initiative. For example, a division will submit accurately documented processes to be loaded in the KM system so that OPM employees, the public and other agencies can gain an understanding of how we do things or so we and others can make use of new training opportunities based on our information.

Implementing innovative knowledge management technologies will improve agency operations by fostering an environment of continual learning that will enable OPM and other agencies to provide better service to the public. Members of the public will also be able to easily search for the information they need to answer questions, inform ideas, and better understand OPM.

Solicitation of Ideas for Implementing and Improving the Flagship Initiative

Beginning with this Plan, we will solicit ideas for implementing the OPM Flagship Initiative. We would like to hear from readers of this Plan regarding how, from your perspective, we can increase and improve our interactions with you. We will also highlight the initiative on the Web site and encourage members of the public and OPM employees to comment on our efforts. The public will be invited to send ideas, suggestions, and innovative thoughts to us through OpenOPM. We also will let the public know of this initiative and encourage participation regarding knowledge management and collaboration technologies via other media, such as through press releases, highlighting it on the main OPM webpage, posters, networking events, social networking, and the like. Additionally, we will continuously look at data that we already gather through various surveys for potential suggestions.

Partners

OPM is committed to partnering with various stakeholders on this initiative, including our employees in Washington and in our field offices, unions, and management groups; other agencies; academia; non-profit institutions; and the public. We know that by working together we can tap many innovative ideas, as well as identify and leverage technologies that will enable us to implement the most effective and relevant solution for the Flagship Initiative.

Consistent with the approach used with the Core Team we will utilize Action Learning in developing the group responsible for the Flagship Initiative. As illustrated in the governance structure graphic, the Flagship is a component flowing from the Core Team. We will establish a team within the Flagship that will include a member (with expertise in KM and collaborative systems) from each partner group – academia, other agencies, non-profit, the public and the union – that will work with OPM staff on an ongoing basis. The team will be challenged to collaboratively solve problems, learn, share ideas, think creatively, take actions, recommend the best approach for design, and implement this initiative.

Measuring Success of OPM's Flagship Initiative

In conjunction with the goals outlined in the OPM Open Government Plan, we will develop criteria, establish a baseline, and track the success of the Flagship Initiative on a dashboard. We envision aligning these measures to the indicators and agency measurements in our Strategic Plan. We will use:

- Web analytics on usage;

- Percentage of high quality content developed to be loaded to the KM tool;

- Feedback on employee satisfaction;

- Phone usage;

- Cycle time from policy idea and development to policy implementation;

- Number of policies developed;

- Proportion of policies written for exception; and

Milestones and Timeline

Improve customer service and interaction (CS) and track internal processes (IP) (year 1):

- Form the Flagship Team by 5/2010

- Receive and analyze initial internal and external feedback from our OpenOPM blog by 6/2010

- Receive and analyze initial internal and external feedback via social networks by 6/2010

- Identify internal call center redundancy by 8/2010

- Document IP for data collection and policy formulation. Establish a baseline by 10/2010; post findings online by 11/2010.

- Centralize internal data and policy content. Establish a baseline by 6/2010.

Establish metric baselines that capture current performance and measure improved customer satisfaction (year 1):

- Obtain feedback on employee satisfaction in 10/2010

- Analyze telephone usage with outside stakeholders in 10/2010

- Establish a baseline cycle time from policy idea and development to policy implementation by 10/2010

- Establish a baseline number of policies developed by 10/2010

- Establish a baseline for the proportion of policies written for an exception by 10/2010

Explore knowledge management (KM) technologies (year 1):

- Gather ideas and innovations from the public by 6/2010

- Analyze and build requirements based on stakeholder input by 10/2010

- Determine sourcing approach, estimated cost, schedule, and scope by 4/2011

- Begin to Implement the decision by 10/2011

Perform ongoing efforts for KM system and collaboration technology (year 2):

- Perform first round of Web analytics on usage in 1/2012

- Measure amount of high quality information content loaded into KM system (increase 50% by 2012; 75% by 2013, and 90% by 2014)

- Receive internal and external feedback via surveys for baseline by 1/2012

- Receive internal and external feedback via the OpenOPM blog 6/2010 (ongoing)

- Receive internal and external feedback via social networks by 6/2010 (ongoing)

Measure improved customer satisfaction overall improvement by at least 5% (year 4):

- Perform second round of Web analytics on usage in 10/2014 (increase CS by at least 10%)

- Obtain feedback on employee satisfaction in 10/2014 (increase satisfaction by at least 5%)

- Analyze telephone usage with outside stakeholders in 10/2014 (decrease calls by at least 10%)

- Measure cycle time from policy idea and development to policy implementation in 10/2014 (decrease by at least 10 days)

- Measure the number of policies developed in 10/2014 (increase by at least 10%)

- Measure the proportion of policies written for an exception in 10/2014 (decrease by at least 5%)

We will identify additional measures as we move forward with the design and implementation of this initiative. As indicated above, the success of this initiative will depend, in part, on the OPM

units' providing high-quality content data; therefore, measures will need to be integrated into performance plans.

Prizes and Recognition

We will establish a competition – "a race to the top" – to challenge OPM divisions to submit high-quality content so we can build the KM database. This competition will also generate interest, creative thoughts, and buy-in. The prize for the first division that meets the established goals will be to have lunch with the OPM Director and the Chief Information Officer.

We will establish an OPM recognition award for the most innovative idea from the public and a Director's award for the best idea from an employee.

We welcome ideas from employees and the public on other competitions we might hold and other ways to recognize the work of our employees and other stakeholders in making our Open Government efforts a success.

Upon full implementation of the Flagship Initiative we will host a celebration to recognize all who made the effort successful.

Sustaining OPM's Flagship Initiative

There are several ways that the OPM Flagship Initiative can be sustained over time. Four methods are discussed below and more ideas will emerge as the team develops the approach and implementation plan.

First, the consolidation of all content to a centralized KM database will enable organizations to decommission their respective databases and portals that currently house program and policy information. Thus, the centralization of the information in one location promotes sustainability as there would be no other database or portal to return to if the Flagship were terminated.

Second, the centralization of content – policies, processes, and procedures – in one location will enable various OPM divisions to more easily define requirements for various modernization projects. Definition of requirements has been problematic in prior efforts; therefore the centralization of content will virtually eliminate this risk.

Third, the KM tool will be valued by employees, agencies, and the public because they will have easy access to information necessary to do their job or answer citizen questions or concerns. Our culture here at OPM will embrace this learning tool because it will enable all involved to perform at a higher level.

Fourth, the development of the KM system and associated technologies initially will be costly. However, over time the investment will be cost-effective by saving time and funding resources previously needed to support other databases and portals within OPM.

Continual Improvement

The KM system and collaboration technologies will need to be well managed so that they remain current, do not grow out of control, and are continuously enhanced based on user feedback.

Leveraging user feedback from various internal and external sources on an ongoing basis is critical to ensuring that the system and technologies continue to meet our users' needs.

Creation of an Open Culture at OPM

In support of OPM's mission to recruit, retain and honor a world-class workforce to serve the American people, we are responsible for (1) developing Federal Human Resources policies and regulations, (2) insuring agencies comply with policies, regulations, and laws, and (3) helping agencies develop overall processes to support these requirements. Therefore, we know the HR business well; we live in a "regulatory-type" culture that tends to foster a role of oversight and accountability, not necessarily one that fully values collaboration with the public. However, we are facing a "New Day for Federal Service."

The OPM vision, mission and values demonstrate the importance of openness and, it is supported by each of our organizational values. Values create meaning in our culture. Our organizational values emphasize the importance of (1) the wider community, (2) listening to others' ideas, (3) enabling transparency, (4) accountability, (5) inclusiveness, (6) respect, (7) embracing challenges, (8) being open to possibilities of change, (9) superior customer service, (10) collaboration, and (11) innovation. OPM plans to reinforce these values through Open Government by engaging employees and the public to seek innovative new ways of doing our work that will enable us to generate extraordinary results. Openness provides us with a unique opportunity to collaborate with one another, learn together and be creative in building forward looking solutions so OPM can lead the way in the 21st Century.

We know that shifting an organizational culture from one that tends to be closed to one that is open will be a challenge; it may be especially so for OPM given our regulatory nature. Some people in our agency will actively embrace the opportunity to share information, gather ideas from the public and collaborate with other agencies and the public; others will not. The demonstrated commitment of Senior Leadership and the Core Team, coupled with the appropriate accountability measures instilled in performance plans throughout the organization, is vital. Senior-level commitment and accountability, the established governance structure, ongoing open communication, and continual learning will enable OPM to make this shift to openness successfully.

We would like to know from the public how else we can change our culture when it comes to our interactions with them.

OPM's Open Government Goals and Measures

The objective is simple: to create an environment within the Agency where citizen input is valued and expected. This change in attitude should be measurable by year 5 based on improvements noted in the number of citizen ideas incorporated into OPM Policy. Below is a table briefly outlining the goals for the Initiative over the next 5 years.

YEAR	GOAL(S)	MEASURES
1	Implement the plan to include measures of successful public involvement in creation of OPM Policy. The Core Team will develop Policy Justification Standards to create fair access to decision making. The baseline will be created during this year with the tracking tool and responses to citizen's ideas.	Implementation of Tracking Tool and creation of Ideas Baseline: May 2010 Development of Standard Operating Procedures for Open Government: June 2010 Posting of data to Web site monthly: July 2010
3 and 4	Recognize the successes of the current Flagship Initiative, then determine new goal (Flagship) by using results from citizen based survey on the effectiveness of OPM Programs.	Creation of an online survey posted to Web site on initial effectiveness: January 2012 Analysis of Ideas data to determine new Flagship and post results: April 2014
5	Measure the effectiveness of the Directive using citizen based surveys to determine if in fact the public sees OPM's openness as part of Agency Culture.	Creation of an online survey posted to Web site on the existence of OPM "Open Culture": April 2014 through April 2015

Addendum A: OPM's Open Government Leadership and Core Team

How to Contact the Open Government Team

You can visit our Web site at http://www.opm.gov/open/ or send an email to the group at open@opm.gov.

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Jeffrey Sumberg, Merit System Audit and Compliance

Kathy Dillaman, Federal Investigative Services

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Core Team Members

The Core Team Members are representatives of above senior leadership members and authors of this Plan.

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