

Program Name:	Performance Improvement
Revision Number:	01

CHARTER

For

Strategic Plan Development Project

Strategic Plan 2018-2022

Office of Personnel Management

Revision History

Para.	Date	Summary of Changes
	6-15-2016	First Edition
5	9-1-2016	Integrate Enterprise Risk Management into Strategy Development; Added ERM representative to team structure; update activity timeline for tasks 5 and 9

Role	Name
Executive Sponsors	Kathleen McGettigan (CMO) Jonathan Foley (PIO)
Executive Steering Committee	Alan Spielman (Team Lead), (FEIO) Nick Ashenden, (RS) Veronica Villalobos, (ES) Anne Easton, (PPA) Reginald Brown (HRS) Dan Marella (OCFO) Margaret Pearson (OCFO) Ana Mazzi, (MSAC) Lisa Loss (FIS) Dave Vargas (CIO)
Strategic Planning Development Project Team	Jim Grenier (Team Lead), (PPA) Rina Shah (PPA) Rachel Royster (PPA) Jonathan Soileau (OCFO) Jody Donovan (OCFO) Sam Reed (OCFO) Rebecca Ayers (HRS) Thomas Moschetto (OCFO)
Performance Measurement and Reporting Officials	Tracy Underwood (Detailed) / Sean Hershey (Acting through 9/2016), Goal 1 Shakil Khandoker, Goal 2 Shannon Randall Lewis, Goal 3 Neil Singh, Goal 4 Katina Cotton, Ericka Holmes, Goal 5 Alisa Jeter, Goal 6 Shakil Khandoker, Goal 7 Jack Jibilian, Patti Rodemoyer, Goal 8 Rachel Royster, Rina Shah, Goal 9 Michael Quinto (Military Duty) / Jeremy Leahy (Acting), and Wanda Baez, Goal 10
Subject Matter Experts	Various program and process experts as needed and recommended by Executive Steering Committee

1 PURPOSE

Engage OPM executives and employees in strategic planning activities including researching stakeholder needs and developing goals and strategies for OPM Strategic Plan 2018-2022. The effort will promote strategic thought and action and focus the organization on critical issues and challenges. The effort will form the framework for decision-making and strategic acting during the transition of the next administration. The process will inform the many managerial systems and processes such as goal setting, reporting, budgeting, financial management, contracting, human capital management (workforce planning, training and development), information technology investment, knowledge sharing, product and process design, enterprise risk management, and continuous process improvement.

2 OBJECTIVES

The Strategic Planning Development Project has the following objectives:

Develop Strategic Plan 2018-2022 and facilitate the planning system to implement specific actions to accomplish measureable objectives. The team will produce the following deliverables consistent guidelines and timetables as directed by OMB Circular No. A-11 Section 200—Overview of the Federal Performance Framework:

- Agency Mission Statement
- Draft Strategic Goals
- Draft Strategic Objectives, including a short description of each
- FY 2018-2019 Agency Priority Goal areas

3 ROLES AND RESPONSIBILITIES

The Strategic Planning Development Project will integrate the efforts of the following key role-players:

- Executive Sponsors: The highest level manager or executive responsible for ensuring appropriate activity resources and organizational staffing. Responsibilities: provide legitimacy to the planning process; ensure planning process achieves overarching objectives.
 - The executive sponsors will periodically review strategic plan deliverables and review overall progress. The sponsors will dialogue, as needed, with Executive Steering Committee to ensure critical success attributes of the strategic plan are met.
- Executive Steering Committee: Management representatives from key organizations involved in the oversight and control. The Steering Committee will provide energy and commitment to the planning processes, approve deliverables, help resolve issues and policy decisions approve scope changes, and provide direction and guidance to the Project Team.
 - The Executive Steering Committee Team Leader will oversee task and process dynamics and ensure strategic plan components are delivered on time and in compliance with OMB guidance. The Team Leader will communicate with key internal and external entities and will ensure the Project Team stays focused and on track.

- Responsibilities: Provide direction and oversight to strategic planning activities; offer input for strategic plan in planning during focus group interviews, facilitated sessions, and periodic project review sessions; provide critical feedback and review of strategic issues and associated strategies; review critical planning documents produced by planning team; serve as key informants and communicators for representative group; provide leadership communication of strategic planning activities and outcomes; formally approves plan.
- Steering Committee Executives agree to fully support the working group, but shall retain the flexibility to withdraw participation of members due to operational priorities if needed. Executive Steering Committee shall communicate any reduction in participation to the team as early as possible.
- Strategic Planning Development Project Team: Members responsible for executing tasks and producing deliverables as outlined by the Steering Committee.
 - The Project Team will initiate and promote the strategic planning process; rally and communicate strategic planning activities and outcomes to OPM; manage day-to-day planning effort; may serve as planning facilitators; organize time, space, materials, and participation for the process to succeed; perform organizational analysis; perform initial analyses for identifying mandates, strategic issues, strategies; determine who should come together for key decision points; and draft plan document and prepare finished product.
 - The Project Team shall be comprised of Federal personnel within OPM with the necessary specific programmatic and functional skills. Personnel will be assigned to the Sub-Group full-time, part-time or as a required to accomplish specific improvement tasks. Part-time participation is expected to be 20%-40% (1-2 days per week).
- Performance Measurement and Reporting Officials (PMROs) work closely with Goal Owners, the Performance Improvement Officer (PIO), the Chief Operating Officer (COO) and the Office of the Chief Financial Officer (OCFO) Budget and Performance (B&P) team participate in the entire performance management cycle: planning; evidence, evaluation, analysis, and review; and reporting.
 - PMROs will support the Project Team and participate in data gathering and research as needed to ensure plan components integrate current performance planning processes, events, and historic agency performance results update the agency's strategic plan.
- Subject Matter Experts (SMEs): A person with expert knowledge about particular processes related to OPM Programs (i.e. legal, accounting, project management, information systems, etc.). The SMEs work as part of the Project Team as required.

4 CRITICAL SUCCESS ATTRIBUTES

The Strategic Planning Development Project must meet the following general planning parameters:

Based on recent dialogue with key stakeholders, the project team interpreted the following primary characteristics of a successful OPM Strategic Plan:

- Office of Management and Budget (from recent OMB and OPM Agency Strategic Review Meeting)—the plan should be more strategic than operational; the plan should integrate use of data across human resource life cycle where employees touch processes.
- OPM Director—Know what kind of work will continue regardless of administration (The plan should be administration agnostic) or which work will need to adapt; goals should force OPM to stretch and permit OPM to measurably improve performance.
- OPM Chief Management Officer—Ensure Bread and Butter operations while designing flexibility to adapt to new administration.
- Executive Steering Committee—have a clear audience, engage employees, sponsor involvement, cross-agency representation, limited number of goals, more focused on strategic goals than management goals.

Some additional best practice attributes for effective planning:

- Cover the full range of agency programs and services so that fewer fall under “miscellaneous” goals with no visibility; however, encompassing the scope of mission activities does not mean that the strategic objectives will cover the depth and detail of agency activities.
- Include employees across the organization at appropriate points throughout the planning process; communicate with employees so they understand how their activities will contribute to accomplishment of goals and objectives.
- Develop measureable improvement objectives; understand the impact of alternative strategies and state in terms of benefit or value added to stakeholder and customer.

5 SCHEDULE

The Strategic Planning Development Project Team is chartered from the date of initiation through the publishing of the OPM Strategic Plan for Fiscal Years 2018 – 2022; the plan will be published concurrent with the FY 2019 President’s Budget in February 2018. The working group, will call meetings as necessary during the project.

- The Team will meet weekly (1-2 days) to complete actions required to accomplish the Objectives described above,
- Steering Committee will meet monthly to review project plan and status or more frequently as specific project tasks require review and approval prior to proceeding to next step, and
- Executive Sponsors will meet as major activities are completed to review overall progress towards goals.

Strategic Planning Project Plan--Approach

Activity	Timeline
1. Develop Initial Agreement and Prepare Project Plan	End of July 2016
2. Assess Internal and External Stakeholder Perspectives on Current Strategic Plan:	Early August 2016 September-October
○ Identify target list of key stakeholders	Mid-August
○ Scope stakeholder interviews	Early September
○ Develop stakeholder interview document	Early September
○ Prepare interview team	Mid-September
Develop stakeholder interview document	Early September
Determine approach to engage OPM staff	Early September
Scope review existing documentation on OPM (GAO, published news articles, management evaluations, etc.)	Mid-September
Determine method and conduct congressional interviews (Legislative Affairs)	End September
Check with CHCO council	Mid-Late August
3. Analyze and synthesize data and information	September 2016
Engage OPM staff	
4. Assess External Environment	August – October 2016
○ Forces and trends	
○ Conduct external stakeholder interviews	Late September-Mid-October
○ Conduct congressional interviews (Legislative Affairs)	
○ Determine Mandates	
5. Assess Internal Environment	August – October 2016
○ Conduct internal stakeholder interviews	Mid-September
○ Review existing evidence of results--OPM performance data from dashboards, quarterly APG reviews and Performance Point sessions, Annual Performance Reports etc.	Mid-September
○ Available resources-Human, technological, cultural	Mid-September
○ Present strategies-adequacy of program goals and objectives, efficiency and effectiveness	Mid-September
○ Assess Agency Executive's Risk Appetite and Risk Tolerance Levels	December 2016
6. Analyze and synthesize data and information	November 2016
Integrate Internal and External Assessments into existing analysis	

Activity	Timeline
Engage OPM staff	
7. Check with CHCO council	December 2016
8. Develop Strategic Issues	February 2017
<ul style="list-style-type: none"> ○ Describe Vision of Success and Future State 	
9. Formulate Strategy	March – May 2017
<ul style="list-style-type: none"> ○ Define intended impact and outcomes to customers and stakeholders ○ Define measureable customer-focused objectives to reduce performance gaps ○ Define Risk Profile methodology 	
Submit initial draft Strategic Plan covering FYs 2018-2022	June 2, 2017
<ul style="list-style-type: none"> ○ Agency Mission Statement ○ Draft Strategic Goals ○ Draft Strategic Objectives, including a short description of each ○ FY 2018-2019 Agency Priority Goal areas ○ Develop Initial Agency Risk Profile 	
10. Review Strategy and Plan Implementation and Review	
Full draft of FYs 2018-2022 Strategic Plan that incorporates the detailed content requirements	August 2017
Final draft Strategic Plan submitted to OMB for clearance	September, 2017
Concurrent with the FY 2019 President's Budget, publish: FYs 2018-2022 Agency Strategic Plan	December 22, 2017
Implement Strategy	February, 2018