

THE GROWING GOOD IN GOVERNMENT INITIATIVE (G3I) WORKING GROUP CHARTER

Mission Statement

To proactively identify and dismantle shared system blockers within government structures, fostering a collaborative environment where public servants and stakeholders in academia and industry co-create innovative, scalable solutions. We are dedicated to cultivating excellence and integrity in governance, empowering individuals with the skills and knowledge necessary for sustainable public service. By embracing transparency, continuous improvement, and collective problem-solving, we strive to advance solutions that provide the greatest benefits.

Context

The government's ability to deliver value to its citizens is critically dependent on the holistic integration and alignment of its policies, goals, and objectives to its portfolios, programs, and projects. However, in its current state, there appears to be a pervasive misalignment and lack of coordination of roles and responsibilities across the Federal Performance Framework. United States Department of Agriculture (USDA) and other government agencies have faced the challenges of implementing complex legislation such as the Evidence Act, Federal Information Technology Acquisition Reform Act (FITARA), and Program Management Improvement Accountability Act (PMIAA). These laws, often addressed in silos, have integrated effects on the Animal and Plant Health Inspection Service (APHIS) Agency operations. Understanding the complexity and impacts imposed on the governance of the entire APHIS portfolio continues to be the focus of the IVN Team. The IVN is introduced as a central governance model for all portfolio and program level governance requirements stemming from both the Program and Program Support domains. The working group will explore the intersection of these domains to build the data and analytics infrastructure that provides answers to portfolio, program, and project-level business questions. To that end, it will be imperative to leverage new information technology and skill sets to evolve data management towards knowledge management, supporting organizational decisions and capabilities.

Scope

The charter scope encompasses a widely accessible and searchable repository of knowledge, serving as the foundation for a community-driven framework of evidence-based recommendations for enhancing strategic approaches, program operations, performance metrics, policies, and regulations.

G3I encompasses a broad and ambitious scope, reflecting its transformative nature. The initiative involves the following four priorities and their scope:

- I. **Integrated Value Network (IVN)** – Establish the Integrated Value Network as the foundation for how we structure and align the Federal governance artifacts (laws, regulations, policies, strategies, etc.) in our organization. The IVN serves as the roots, aligning and informing



various internal and external stakeholders, ensuring coordinated governance between our portfolios of programs and projects.

- II. **Program/Project Management (P/PM) Data & Analytics Architecture** – Serving as the core of our mission area coordination, this priority involves developing a unified data schema, ontology, and taxonomy, for portfolios, programs, and projects. This will provide the foundation for evidence-based decision-making and continuous improvement for program and project managers.
- III. **P/PM Knowledge Networks** – By far the most important component of G3I, the knowledge networks focus on creating an environment that is driven by self-organization to promote innovation through iterative best practice development, leverage new technologies to share knowledge as broadly as possible, and connect our exceptional P/PM professionals to mentor and coach one another through wisdom sharing.
- IV. **Benefits Realization Management (BRM)** – Develop and implement a BRM Framework to ensure that all initiatives are geared towards producing tangible and sustainable benefits for the American citizens. This involves establishing clear metrics, accountability, and feedback mechanisms.

The G3I will strengthen our capability and capacity to coordinate governance structures, ensuring compliance with relevant legislation, developing appropriate competencies and skills among the workforce, and establishing communication channels for effective stakeholder engagement.

Deliverables

The following deliverables are designed to achieving the objectives by promoting the principles of IVN.

- Needs assessment evaluation and customer feedback process.
- A report on stakeholders’ needs assessment.
- Publish one whitepaper at a minimum, and potentially research papers, academic articles and other resources that contribute to the body of knowledge. Case studies showcasing successful applications of IVN in real-world scenarios, providing practical insights for others.
- Develop promotional materials, including webinars and workshops to educate professionals and organizations about the principles and applications of value integration.

Additional Outcomes

The Working Group commits to delivering a range of tangible outcomes and resources to promote and aid in the adoption of value integration and policy systems analysis, encompassing various forms of knowledge, tools, and initiatives to benefit our members and the broader community. The following are additional focus areas the working group will also incorporate as often as possible:

- **Research and Development:** We aim to conduct research into fundamental principles, methodologies, and best practices. This includes exploring new laws, regulations, orders, guidance, concepts, techniques, and technologies that can enhance the research and application of value integration and policy systems analysis.
- **Knowledge Sharing:** The Working Group is committed to facilitating the exchange of knowledge and expertise among its members. This includes organizing seminars, webinars, workshops, and conferences to disseminate information and their practical applications, including skills development to help organizations build, contribute, and use their own dataset and apply the data to their own analysis products.
- **Collaboration:** We seek to establish partnerships with academic institutions, industry experts, and public and private sector organizations that share our commitment to value integration, develop and share best practices, and mature capability and incentives to share data and promote systems interoperability across organizational boundaries. Collaborative projects and initiatives will be actively pursued to advance our collective understanding and dissemination of IVN skills, tools, and data.
- **Best Practices:** The Working Group is dedicated to developing and promoting best practices in value integration. This includes creating guidelines, frameworks, and toolkits that can be adopted and modified by organizations and professionals to optimize their value integration processes with low initial investment.
- **Partner-Specific Applications:** The Working Group intends to share the IVN dataset, tools, resources and methodologies across the public and private sectors and its partners. We will explore how to meet the unique needs of various partners, including but not limited to state and municipal governments, grantors, grantees, government vendors, budget managers, not-for-profit organizations, and citizens.
- **Policy and Advocacy:** The Working Group will engage in discussions and initiatives related to policy development and advocacy for value integration, especially the advocacy of improved mindfulness and systemic awareness of the intended and unintended systemic effects of policy change. We aim to support decision-makers and promote the adoption of value integration and policy systems analysis at both organizational and governmental levels.
- **Education and Training:** We are committed to developing educational materials and training programs to equip individuals with the resources, knowledge, and skills necessary to effectively implement value integration and policy systems analysis with low initial investment.
- **Metrics and Evaluation:** The Working Group will explore the development of metrics and evaluation frameworks to improve the development of performance metrics and program evaluation, especially the relevance of performance metrics to governance to which those metrics are indirectly related, such as whether a performance metric related indirectly through a strategic objective to a risk is an effective indicator of changes to the likelihood or impact of that risk.
- **Program Development:** Evaluate the results of these objectives and recommend a long-term strategy for value integration and policy systems analysis across the Federal sector and its partners, including a formal description of personnel skills, education, and experience needed to develop and maintain an ongoing value integration and policy systems integration program.

Working Group Membership

Working Group Chairs

Jason Traquair, USDA, Marketing and Regulatory Programs (MRP)/Animal and Plant Health Inspection Service (APHIS), Government Chair
Beth Martin, Office of Personnel Management (OPM), Government Vice-Chair
William Bunce, Broadcom Inc., Industry Chair

Working Group Chairs will:

- Attend and contribute to each Working Group meeting
- Prepare the meeting agenda, solicit topics for discussion, assign members to address discussion topics, and distribute meeting materials
- Share information of relevance; provide an update/introduction at the beginning of each meeting to encourage member engagement
- Define and oversee Working Group initiatives and activities
- Assist in all stages of the deliverable production process
- Advocate for government, academic, and industry involvement in the working group
- Referee requests and suggestions for working group membership regarding agenda, deliverables, and representation

Working Group Members

Group members are strictly voluntary, and we strive for a broad representation across government, private sector, and academia.

Working Group Members will:

- Participate in meetings, including exchanging technical information, experiences, and best practices to develop a shared understanding of the topic(s) discussed
- Gather information and work on group deliverables outside of meetings as needed
- Provide feedback on draft deliverables as requested
- Co-lead or participate in Sub-Working Groups (breakout teams/project teams) as needed
- Provide input on meeting agendas as requested

ATARC Support

Elizabeth Wyckoff, Associate Director, Working Groups
Amy Karpowicz, Working Group Associate
Tim Harvey, Director of Government Engagement

ATARC support will:

- Serve as program management for the Working Group
- Coordinate and drive group projects and deliverables forward
- Schedule Working Group meetings
- Develop Working Group meeting agendas along with the chairs
- Facilitate Working Group meetings along with the chairs
- Assist in distributing relevant documents and materials to Working Group members

- Record meeting minutes, post-meeting decisions, and action items, and distribute them to Working Group members after each meeting
- Assist in preparing final proposals/recommendations
- Provide marketing services for the Working Group (promoting completed deliverables, etc.)
- Develop strategies to improve Working Group engagement, including applicable crossovers with other Working Groups and relevant events
- Coordinate Working Group Labs as applicable

Rules of Engagement

The Working Group rules of engagement are described as below:

- Meet bi-monthly from 2023 to 2024, or until amended by ATARC Support
- Join Working Group meetings prepared and with requested action items completed
- Provide respectful and constructive feedback to yield the best decisions for the Working Group's objectives
- Endeavour to balance time among members so that all may contribute. All members of the Working Group have a voice and will be listened to.
- Final decisions are made by the Working Group Co-Chairs and ATARC Support
- If a Working Group member misses a meeting, decisions will be made in their absence. If the Working Group makes a decision in the absence of a member, and that absent member requests that the Working Group rescind their decision, The Working Group will consider these requests on a case-by-case basis during meetings.

The Working Group will:

- Meet every other month on Thursday from 1:30 PM to 2:30 PM Eastern.
- Form Sub-Working Groups (breakout teams/project teams) as needed
- Follow the group's ground rules ad developed in the charter
- Meet critical deadlines in the creation of deliverables by mutual and balanced effort
- Keep in confidence draft versions of deliverable, off-the-record conversations, and non-public AIDPWG or ATARC plans to the extent disclosure is not required by law, regulation, or valid court order.

File Sharing and Collaboration Tools

Access to the ATARC Box Account is managed by ATARC Support.

Disclaimer: Products and communications by ATARC's Growing Good In Government Working Group do not necessarily represent the plans or preferences of any company or government agency.