

FEDERAL EXECUTIVE BOARD NATIONAL NETWORK

Strategic and Operational Plan 2018 - 2022



A National Network with Local Connections

FEDERAL EXECUTIVE BOARD NETWORK

Strategic and Operational Plan

FY2018-2022

INTRODUCTION

The first 10 Federal Executive Boards (FEB) were established by Presidential Directive (Appendix A) in 1961 to increase the effectiveness and economy of Federal agencies by coordinating Government activities outside of Washington, DC. Currently, 28 FEBs are located nationwide in areas with a high concentration of Federal agencies and Federal employees (Appendix B). Each FEB represents an average of 140 agency components, depending upon its geographic area of responsibility, and is comprised of the highest ranking local Federal leaders.

Today, given that approximately 85% of Federal employees are located outside of the Washington, DC area, the Boards are more critical than ever. In continuing times of personnel reductions, budget cutbacks and reorganization, interagency collaboration is critical to achieving results. As the local Federal ambassadors, the Boards identify opportunities for partnerships with intergovernmental and community organizations. Interagency collaboration is no longer just a wise choice; it is the effective and efficient approach to meet agency mission goals.

The FEBs are models for partnership-based government. The Boards make intergovernmental and interagency coordination possible by identifying common ground and building cooperative relationships. FEBs also have a long history of establishing and maintaining valuable communication links among Federal agencies, greatly increasing their abilities to prepare for and respond to local and national emergencies. In their work to promote issues related to Administration initiatives, FEBs provide targeted training programs, employee development, shared resources, and local community outreach and participation. The Boards' role as a conduit of information and a meeting point for a variety of agencies—each with a different mission—is critical to a more effective Government. FEBs promote awareness of the Federal Government's involvement in, and contribution to, communities across the country.

The U.S. Office of Personnel Management (OPM) is responsible for the organization and functions of FEBs (5 CFR Part 960; Appendix C). Under the direction and guidance of the OPM Director, the Boards function in four general areas:

- (1) Coordinating local approaches to national programs and shared management needs;
- (2) Providing a forum for the exchange of information between Washington, DC, and the field about programs, management methods and administrative issues;
- (3) Communicating from Washington, DC, to the field about management initiatives and other concerns for the improvement of coordination; and
- (4) Raising awareness at the national level of local issues with potential far reaching impacts.

The OPM National Program Office staff supports the Director to ensure effective program operations across the FEB Network. As interagency organizations, FEBs do not receive direct appropriations for their operations, relying on voluntary funding and staffing by departments and agencies.

VISION

To be catalysts for better Government.

MISSION STATEMENT

Increase the effectiveness of Federal Government by strengthening coordination of Government activities.

GUIDING PRINCIPLES

1. Integrity
2. Service
3. Excellence

STRATEGIC GOALS

The Federal Executive Boards will –

1. Promote and deliver programs and services related to Emergency Preparedness, Employee Safety and Security.
2. Promote and deliver programs and services related to Workforce Development and Support.
3. Promote and deliver programs and services related to Strategic Partnerships.
4. Support the FEB Network by building the capacity of all FEBs and improving commonalities within the network's administrative functions.

Strategic & Operational Objectives

Strategic Goal #1: Emergency Preparedness, Employee Safety and Security

The Federal Government is the Nation's largest employer (and the first or second largest in many metropolitan areas). In times of emergency, we have a responsibility to collaborate in our communities. To that end, FEBs play a vital role. This Strategic Goal produces interagency communication, shared resources and workforce education. The goal is to create effective collaboration on emergency readiness and recovery, and to educate our Federal workforce on issues in emergency situations.

FEB Network Emergency Preparedness Council

The FEB Network Emergency Preparedness Council identifies, evaluates and distributes relevant information pertaining to this line of business for use by all FEBs. The FEB Network Emergency Preparedness Council supports Federal agencies throughout the country by sharing the resources, lessons learned and best practices of individual FEBs amongst the FEB Network. The FEB Network Emergency Preparedness Council also serves as a liaison with OPM, the Federal Emergency Management Agency (FEMA), and other principals, and acts in an advisory capacity in the areas of FEB involvement in emergency readiness and response. The FEB Network Emergency Preparedness Council is comprised of up to seven FEB Executive Directors, affirmed by OPM, who each serve up to a three-year term. Upon completing the term on the FEB Network Emergency Preparedness Council, the FEB Executive Director will rotate to another FEB Network Council. FEB Executive Directors will serve on one FEB Network Council at a time.

The FEB Network Emergency Preparedness Council will:

1. Identify the FEB role during a local emergency or incident of national significance.
2. Research and advise on potential improvements and standardized methods to maintain communications across the FEB Network.
3. Maintain an FEB backup system for on-demand communications that is uniform across the network at the regional and cross-network levels and provide standardized requirements for sharing of information.

Each Board will:

- 1.1 Facilitate or engage, at a minimum, a quarterly Emergency Preparedness/Continuity Working Group per the Memorandum of Understanding between OPM, FEMA and the FEBs.
- 1.2 Operate an All Hazards Emergency Notification and Advisory Plan that includes:
 - A protocol for emergency actions.
 - An on demand database of contacts for agencies updated at least once annually.
 - An on demand communications system tested at least once annually.
- 1.3 Facilitate an interagency emergency planning event and/or one educational/training program annually.
- 1.4 Provide guidance and assistance to members as appropriate.
- 1.5 Disseminate information to/from headquarters establishments.
- 1.6 Liaise with Federal, Tribal, State and local Government officials on emergency preparedness issues.

Strategic Goal #2: Workforce Development and Support

This strategic goal facilitates strategies and approaches for recruiting, training, and retaining Federal employees, as well as sharing best practices and workforce education. The goal is to provide accurate, timely and useful information throughout the FEB Network.

FEB Network Workforce Development and Support Council

The FEB Workforce Development and Support Council identifies and distributes information on Federal workforce programs for use by all FEBs. The Council supports Federal agencies throughout the country by sharing the best practices of individual Boards amongst the FEB Network. This information will be shared through FEB websites, monthly reports, and national meetings of FEB representatives. The Council is comprised of up to seven FEB Executive Directors, affirmed by OPM, who each serve up to a three-year term. Upon completing the term on the FEB Network Workforce Development and Support Council, the FEB Executive Director will rotate to another FEB Network Council. FEB Executive Directors will serve on one FEB Network Council at a time.

The FEB Network Workforce Development and Support Council will:

1. Review and update, as appropriate the FEB Executive Director resource manual annually.
2. Advise on current cost-avoidance metrics for the training activities sponsored by the FEB Network.
3. Identify and share member (or Federal) Agencies best practices for recruitment, retention, and outplacement programs.
4. Develop and maintain an FEB resource training guide.
5. Increase awareness and access to virtual learning opportunities for the FEB Network.

Each Board will:

- 2.1 Sponsor at least two Workforce Development Best Practice Forums annually (in person, virtually, or on-demand). A forum is defined as a singular meeting, training, or recognition event.

Examples include, but are not limited to:

- Employee Recognition
- Diversity/Veterans
- Leadership
- Employee Recruitment/Workforce Planning
- Work-Life Balance
- Job Fairs/Federal Career Days

- 2.2 Sponsor at least two Education/Training Programs based on local needs annually in person, virtually, or on-demand. A program is defined as a planned series of recurring trainings.

Examples include, but are not limited to:

- Rotation Programs
- Leadership Development Program (entry, mid-level, or Executive)
- Mentoring Programs
- Management Training
- Skill Development
- Retirement Planning

- 2.3 Monitor Alternative Dispute Resolution (ADR)/Shared Neutral Program and complete an assessment to determine relative value of ADR services to member agencies annually, if applicable.

- 2.4 Provide guidance and respond to member agencies' needs for recruitment, retention, and succession planning assistance, as appropriate.

- 2.5 Disseminate information to/from headquarters establishments.

- 2.6 Liaise with Federal, Tribal, State, and local Government officials on workforce development and support issues, as appropriate.

Strategic Goal #3: Strategic Partnerships

This strategic goal advances local and national initiatives through interagency collaboration and community outreach. FEBs serve as Federal ambassadors to represent agencies and their missions to State and local government, Congressional offices, and community organizations. The goal is to engage with local communities and to improve implementation of Governmentwide and agency initiatives through effective communication and collaboration.

FEB Network Strategic Partnerships Council

The FEB Strategic Partnerships Council serves as the primary resource for the FEB Network in matters related to collaboration and outreach. The Council will collaborate with other Federal entities, including the White House, to identify resources in the form of support, assistance, communication mechanisms, and partnerships to enhance the network's ability to strengthen communication and collaboration among Federal field offices. The Council is comprised of up to seven FEB Executive Directors, affirmed by OPM, who each serve up to a three-year term. Upon completing the term on the FEB Network Strategic Partnerships Council, the Executive Director will rotate to another FEB Network Council. FEB Executive Directors will serve on one FEB Network Council at a time.

The FEB Network Strategic Partnerships Council will:

1. Develop and maintain a template informational welcome packet to introduce new agency leaders to the FEB.
2. Share best practices relevant to FEBs maintaining a handbook to liaise with Congressional offices.
3. Evaluate various communication tools and recommend appropriate use of such tools to FEB Network members for the purpose of promoting collaboration and community outreach.
4. Facilitate FEB role for the annual Combined Federal Campaign (CFC).

Each Board will:

- 3.1 Support interagency collaboration and community outreach, including White House initiatives, local priorities, and volunteer opportunities.
- 3.2 Communicate information to Federal agencies regarding the CFC and help the Local Federal Coordinating Committee (LFCC) recruit membership. To the extent that resources are available, the FEB staff may serve on the LFCC.
- 3.3 Host full Board meetings, at least on an annual basis.
- 3.4 Maintain an agency welcome packet and marketing materials to share with Federal leaders.
- 3.5 Provide guidance and assistance to members as appropriate.
- 3.6 Disseminate information to/from headquarters establishments.
- 3.7 Liaise with Federal, Tribal, State and local Government officials on collaboration and outreach issues as appropriate.

FEB Network Program Support: *Performance Improvement*

This strategic objective builds the capacity of the FEB Network and improves the Network's operational functions through continuous assessment of FEB processes and best practices.

FEB Network Performance Improvement Council

The FEB Performance Improvement Council identifies, evaluates, and distributes information on processes and systems to improve FEB operations. The Performance Improvement Council supports all FEBs by identifying best practices and sharing worthwhile efforts with all the members of the FEB Network. The Performance Improvement Council is comprised of up to seven FEB Executive Directors, affirmed by OPM, who each serve up to a three-year term. Upon completing the term on the FEB Network Performance Improvement Council, the Executive Director will rotate to another FEB Network Council. FEB Executive Directors will serve on one FEB Network Council at a time.

The FEB Network Performance Improvement Council will:

1. Identify and highlight FEB efforts to reduce costs and maximize efficiencies while continuing to provide important services.
2. Identify and highlight best practices with FEB partnerships (e.g., website support, registration systems, interagency agreements).
3. Address areas of commonality among most FEBs and identify ways to improve efficiency and effectiveness across the Network.

Each Board will:

1. Submit a local Operating Plan and Annual Report to OPM.
2. Support the OPM FEB Operations Office with feedback regarding impact of White House and Department/Agency initiatives/pilots in FEB areas.
3. Work to implement processes recommended by the Performance Improvement Council.
4. Generate recommendations and best practices for consideration by the Performance Improvement Council.

Appendices

- A. Presidential Directive Establishing FEBs (November 10, 1961)
- B. List of FEBs/Geographic Coverage
- C. Rules and Regulations - 5 CFR Part 960

Appendix A: Presidential Directive Establishing FEBs (November 10, 1961)

John F. Kennedy
November 14, 1961

465 Memorandum on the Need for Greater Coordination of Regional and Field Activities of the Government.

[Released November 14, 1961. Dated 13, 1961]

Memorandum for Heads of Department and Agencies

As an integral part of present steps to increase the effectiveness and economy of Federal agencies, I want coordination of government activities outside of Washington significantly strengthened. That is to include improvement of the management and direction of Federal offices throughout the country by the chief departmental officials in Washington, and provision for an interagency working group for closer coordination across department and agency lines in important centers of Federal activity outside of the National Capital area.

More than ninety percent of all Federal employees work outside of the Washington area. Decisions affecting the expenditure of tens of billions of dollars are made in the field. Federal programs have their impact on State and local governments largely through the actions of regional and local representatives of our departments and agencies. Most important, Federal officials outside of Washington provide the principal day-to-day contact of the Government with the citizens of this country and generally constitute the actual point of contact for Federal programs with the economy and other phases of our national life.

In the international assistance programs, previously separate U.S. efforts are being brought together in order to provide a common focus on the needs and problems of individual countries. Here at home we must similarly bring more closely together the many activities of the Federal Government in individual states and communities throughout the nation.

Although each Executive agency and its field organization have a special mission, there are many matters on which the work of the departments converge. Among them are management and budgetary procedures, personnel policies, recruitment efforts, office space uses, procurement activities, public information duties, and similar matters. There are opportunities to pool experience and resources, and to accomplish savings. In substantive programs, there are also opportunities for a more closely coordinated approach in many activities, as on economic problems, natural resources development, protection of equal rights, and urban development efforts.

As a first step in bringing Federal officials outside of Washington closer together, I have directed the Chairman of the Civil Service Commission to arrange for the establishment of a Board of Federal Executives in each of the Commission's administrative regions. Where associations of Federal regional officials exist in other regional centers they will be continued. Each Executive department and agency is directed to arrange for personal participation by the heads of its field offices and installations in the work of these Federal Executive Boards. These activities are not to require additional personnel but provide means for closer coordination of Federal activities at the regional level.

The cooperative activities of Federal Executive Boards must be undertaken primarily through the initiative of the head of our field activities. The Chairman of the Civil Service Commission and the Director of the Bureau of the Budget will furnish the Boards from time to time with guides on official goals and objectives

in the management field and will arrange for periodic briefings by national executives of the government. Each of the Boards will consider management matters and interdepartmental cooperation and establish liaison with State and local government officials in their regions. A clearinghouse will be provided in the office of the Chairman of the Civil Service Commission on problems and recommendations submitted by the regional Boards.

Following a reasonable period for evaluation on these initial steps, recommendations are to be prepared by the Chairman of the Civil Service Commission and the Director of the Bureau of the Budget for continuing improvement of the management and coordination of Federal activities.

Within each department, I want the chief officers of each agency, particularly the chief operating officials for administrative matters, to make critical appraisal of pending field management procedures with the principal regional officers of that agency. The Director of the Bureau of the Budget shall provide guidance to department and agency heads on their internal appraisals of field management. Over all, new emphasis shall be placed on management skills in support of improved economy, efficiency, and the substantive effectiveness of the Executive Branch of the Government.

JOHN F. KENNEDY

Appendix B: List of FEBs/Geographic Coverage



Federal Executive Board Location and Geographic Coverage

Albuquerque–Santa Fe, NM

Entire State

Atlanta, GA

Bartow, Banks, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fannin, Fayette, Floyd, Forsyth, Fulton, Gilmer, Gwinnett, Habersham, Hall, Haralson, Heard, Henry, Jasper, Lamar, Lumpkin, Meriwether, Newton, Paulding, Pickens, Pike, Polk, Rabun, Rockdale, Spaulding, Stephens, Towns, Troup, Union, Upson, Walton and White

Baltimore, MD

Anne Arundel, Baltimore, Baltimore City, Carroll, Cecil, Frederick, Harford, Howard and Queen Anne's

Boston, MA

Bristol, Essex, Middlesex, Norfolk, Plymouth and Suffolk

Buffalo, NY

Erie, Cattaraugus, Chautauqua, Genesee, Livingston, Monroe, Niagara, Orleans, Ontario and Wayne

Chicago, IL

Illinois counties: *Cook, DeKalb, DuPage, Grundy, Kendall, Kane, Lake, McHenry and Will*
Indiana counties: *Lake and Porter*

Cincinnati, OH

Ohio counties: *Butler, Clermont, Hamilton and Warren*
Kentucky counties: *Boone, Campbell and Kenton*
Indiana counties: *Dearborn, Jefferson, Ohio and Ripley*

Cleveland, OH

Allen, Ashland, Ashtabula, Auglaize, Carroll, Columbiana, Crawford, Cuyahoga, Defiance, Erie, Fulton, Geauga, Hancock, Hardin, Harrison, Henry, Holmes, Huron, Lake, Lorain, Lucas, Mahoning, Marion, Medina, Mercer, Ottawa, Paulding, Portage, Putnam, Richland, Sandusky, Seneca, Stark, Summit, Trumbull, Tuscarawas, Van Wert, Wayne, Williams, Wood and Wyandot

Dallas–Fort Worth, TX

Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Sumervell, Tarrant and Wise

Denver, CO

Entire State

Detroit, MI

Lapeer, Livingston, Macomb, Monroe, Oakland, Washtenaw and Wayne

Honolulu, HI

Entire State (includes all islands); Guam (civilian agencies only)

Houston, TX

Austin, Brazoria, Chambers, Ft. Bend, Galveston, Grimes, Hardin, Harris, Jasper, Jefferson, Liberty, Matagorda, Montgomery, Newton, Orange, Polk, San Jacinto, Tyler, Waller, Walker, Washington and Wharton

| | |
|-------------------|--|
| Kansas City, MO | <i>Kansas counties: Johnson, Leavenworth and Wyandotte Missouri counties: Cass, Clay, Jackson, Platte and Ray</i> |
| Los Angeles, CA | <i>Los Angeles, Orange, Riverside, Santa Barbara, San Bernardino and Ventura</i> |
| Miami, FL | <i>Broward, Miami-Dade, Monroe and the city of West Palm Beach</i> |
| New Orleans, LA | <i>Parishes of Orleans, St. Bernard, Plaquemines, Jefferson, St. Tammany, Tangipahoa, Washington, St. John and St. Charles</i> |
| Newark, NJ | <i>Northern NJ which includes: Bergen, Essex, Hudson, Hunterdon, Monmouth, Middlesex, Morris, Passaic, Somerset, Sussex, Union and Warren</i> |
| New York City, NY | <i>New York County – Manhattan; Bronx County – Bronx; Kings County – Brooklyn; Queens County – Queens; and Richmond County – Staten Island</i> |
| Oklahoma City, OK | <i>Entire State</i> |
| Philadelphia, PA | <i>Pennsylvania counties: Bucks, Chester, Delaware, Montgomery and Philadelphia New Jersey counties: Burlington, Camden and Gloucester</i> |
| Pittsburgh, PA | <i>Pennsylvania counties: Allegheny, Armstrong, Beaver, Bedford, Butler, Cambria, Clarion, Crawford, Erie, Fayette, Forest, Greene, Indiana, Jefferson, Lawrence, Mercer, McKean, Somerset, Venango, Warren, Washington, and Westmoreland West Virginia counties: Brooke, Gilmer, Hancock, Harrison, Lewis, Marion, Marshall, Monongalia, Ohio, Pleasants, Preston, Taylor, Tyler and Wetzel</i> |
| Portland, OR | <i>Entire State Washington counties: Clark, Cowlitz, Klickitat, Skamania, Pacific, and Wahkiakum</i> |
| St. Louis, MO | <i>Missouri counties: Adair, Audrain, Bollinger, Boone, Butler, Callaway, Cape Girardeau, Cole, Cooper, Crawford, Dent, Franklin, Gasconade, Howard, Iron, Jefferson, Knox, Lewis, Lincoln, Linn, Macon, Madison, Maries, Marion, Miller, Monroe, Montgomery, Morgan, Moniteau, Osage, Perry, Phelps, Pike, Pulaski, Putnam, Ralls, Randolph, Schuyler, Scotland, Sullivan, Shelby, St. Charles, St. Louis, St. Francois, St. Genevieve, Washington, Wayne and Warren Illinois counties: Adams, Alexander, Bond, Brown, Calhoun, Cass, Champaign, Christian, Clay, Clinton, Coles, Crawford, Douglas, Edgar, Edwards, Effingham, Fayette, Franklin, Gallatin, Greene, Hamilton, Hardin, Jackson, Jasper, Jefferson, Jersey, Johnson, Lawrence, Macoupin, Madison, Marion, Massac, Monroe, Montgomery, Morgan, Moultrie, Perry, Pike, Pulaski, Pope, Randolph, Richland, Saline, Schuyler, Scott, Shelby, St. Clair, Union, Wabash, Washington, Wayne, White and Williamson</i> |
| San Antonio, TX | <i>Bandera, Bastrop, Bexar, Comal, Hidalgo, Kendall, Live Oak, Medina, Nueces, Travis and Val Verde</i> |

| | |
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| San Francisco, CA | <i>Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma</i> |
| Seattle, WA | <i>Clallam, Grays Harbor, Island, Jefferson, King, Kitsap, Lewis, Pierce, Mason, Skagit, Snohomish, Thurston and Whatcom</i> |
| Twin Cities, MN | <i>Entire State</i> Wisconsin counties: <i>Ashland, Bayfield, Burnett, Chippewa, Douglas, Eau Claire, Pierce, Polk, Sawyer, St. Croix and Washburn</i> North Dakota counties: <i>Cass, Grand Forks and Pembina</i> |

Appendix C: Rules and Regulations - 5 CFR Part 960

[Code of Federal Regulations]

[Title 5, Volume 2]

[Revised as of January 1, 2007]

From the U.S. Government Printing Office via GPO Access

[CITE: 5CFR960.101]

Effective Date: September 28, 1984

TITLE 5--ADMINISTRATIVE PERSONNEL

CHAPTER I--OFFICE OF PERSONNEL MANAGEMENT (CONTINUED)

PART 960 FEDERAL EXECUTIVE BOARDS--Table of Contents

Sec. 960.101 Definitions.

For purposes of this part:

- (a) The term Director means the Director of the United States Office of Personnel Management.
- (b) The term Executive agency means a department, agency, or independent establishment in the Executive Branch.
- (c) The term metropolitan area means a geographic zone surrounding a major city, as defined and delimited from time to time by the Director.
- (d) The term principal area officer means, with respect to an Executive agency, the senior official of the Executive agency who is located in a metropolitan area and who has no superior official within that metropolitan area other than in the Regional Office of the Executive agency. Where an Executive agency maintains facilities of more than one bureau or other subdivision within the metropolitan area, and where the heads of those facilities are in separate chains of command within the Executive agency, then the Executive agency may have more than one principal area officer.
- (e) The term principal regional officer means, with respect to an Executive agency, the senior official in a Regional Office of the Executive agency.
- (f) The term special representative means, with respect to an Executive agency, an official who is not subject to the supervision of a principal regional officer or a principal area officer and who is specifically designated by the head of the Executive agency to serve as the personal representative of the head of the Executive agency.

Sec. 960.102 Authority and status.

Federal Executive Boards are established by direction of the President in order to strengthen the management and administration of Executive Branch activities in selected centers of field operations. Federal Executive Boards are organized and function under the authority of the Director.

Sec. 960.103 Location.*

Federal Executive Boards have been established and shall continue in the following metropolitan areas: Albuquerque-Santa Fe, Atlanta, Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas-Fort Worth, Denver, Detroit, Honolulu, Houston, Kansas City, Los Angeles, Miami, Minneapolis-St. Paul, New Orleans, New York, Newark, Philadelphia, Pittsburgh, Portland, St. Louis, San Francisco, and Seattle. The

Director may, from time to time, dissolve, merge, or divide any of the foregoing Federal Executive Boards, or establish new Federal Executive Boards, as he may deem necessary, proper or convenient.

Sec. 960.104 Membership.

(a) Presidential Directive. The President has directed the heads of agencies to arrange for the leading officials of their respective agencies' field activities to participate personally in the work of Federal Executive Boards.

(b) Members. The head of every Executive agency shall designate, by title of office, the principal regional officer, if any, and the principal area officer or officers, if any, who shall represent the agency on each Federal Executive Board; and by name and title of office, the special representative, if any, who shall represent the head of the agency on each Federal Executive Board. Such designations shall be made in writing and transmitted to the Director, and may be transmitted through the Chairmen of the Federal Executive Boards. Designations may be amended at any time by the head of the Executive agency.

(c) Alternate Members. Each member of a Federal Executive Board may designate an alternate member, who shall attend meetings and otherwise serve in the absence of the member. An alternate member shall be the deputy or principal assistant to the member or another senior official of the member's organization.

Sec. 960.105 Officers and organization.

(a) By-Laws. A Federal Executive Board shall adopt by-laws or other rules for its internal governance, subject to the approval of the Director. Such by-laws and other rules may reflect the particular needs, resources, and customs of each Federal Executive Board, provided that they are not inconsistent with the provisions of this part or with the directives of the President or the Director. To the extent that such by-laws and other rules conflict with these provisions or the directives of the President or the Director, such by-laws and other rules shall be null and void.

(b) Chairman. Each Federal Executive Board shall have a Chairman, who shall be elected by the members from among their number, and who shall serve for a term of office not to exceed one year.

(c) Staff. As they deem necessary and proper, members shall, from time to time, designate personnel from their respective organizations to serve as the staff, or otherwise to participate in the activities, of the Federal Executive Board. Other personnel may be engaged, by appointment, contract, or otherwise, only with the approval of the Director.

(d) Unless otherwise expressly provided by law, by directive of the President or the Director, or by the by-laws of the Federal Executive Board, every committee, subcommittee council, and other sub-unit of the Federal Executive Board, and every affiliation of the Federal Executive Board with external organizations, shall expire upon expiration of the term of office of the Chairman. Such a committee, subcommittee, council, other sub-unit, or affiliation may be reestablished or renewed by affirmative action of the Federal Executive Board.

(e) Board Actions. Actions of a Federal Executive Board shall be taken only with the approval of a majority of the members thereof. This authority may not be delegated. All activities of a Federal Executive Board shall conform to applicable laws and shall reflect prudent uses of official time and funds.

Sec. 960.106 OPM leadership.

(a) Role of the Director. The Director is responsible to the President for the organizational and programmatic activities of the Federal Executive Boards. The Director shall direct and oversee the operations of Federal Executive Boards consistent with law and with the directives of the President.

He may, from time to time, consult with, and require the advice of, the Chairman, members, and staff of the Federal Executive Boards.

(b) Role of the Director's Regional Representatives. The Chairman of each Federal Executive Board shall report to the Director through the Director's Regional Representative, an official of the Office of Personnel Management. The Director's Regional Representatives shall oversee the activities of, and periodically visit and meet with, the Federal Executive Boards.

(c) Communications. The Office of Personnel Management shall maintain channels of communication from the Director through the Director's Regional Representatives to the Chairmen of the Federal Executive Boards, and between and among the Federal Executive Boards through the Director and the Director's Regional Representatives. Any Executive agency may use these channels to communicate with the Director and with the Federal Executive Boards. Chairmen of Federal Executive Boards may communicate with the Director on recommendations for action at the national level, on significant management problems that cannot be addressed at the local level, and on other matters of interest to the Executive Branch.

(d) Reports. Each Federal Executive Board shall transmit to the Director, over the signature of its Chairman, an annual work plan and an annual report to the Director on the significant programs and activities of the Federal Executive Board in each fiscal year. Each work plan shall set forth the proposed general agenda for the succeeding fiscal year. The work plan shall be subject to the approval of the Director. Each annual report shall describe and evaluate the preceding fiscal year's activities. The work plan for Fiscal Year 1985 shall be submitted on or before July 1, 1984, and the annual report for Fiscal Year 1984 shall be submitted on or before January 1, 1985. Subsequent annual reports shall be submitted on or before January 1 and subsequent annual work plans shall be submitted on or before July 1 in every year thereafter. In addition, members of Federal Executive Boards shall keep the headquarters of their respective Executive agencies informed of their activities by timely reports through appropriate agency channels.

(e) Conferences. The Director may, from time to time, convene regional and national conferences of Chairmen and other representatives of Federal Executive Boards.

Sec. 960.107 Authorized activities.

(a) Each Federal Executive Board shall serve as an instrument of outreach for the national headquarters of the Executive Branch to Executive Branch activities in the metropolitan area. Each Federal Executive Board shall consider common management and program problems and develop cooperative arrangements that will promote the general objectives of the Government and of the several Executive agencies in the metropolitan area. Efforts of members, alternates, and staff in those areas shall be made with the guidance and approval of the Director; within the range of the delegated authority and discretion they hold; within the resources available; and consistent with the missions of the Executive agencies involved.

(b) Each Federal Executive Board shall: (1) Provide a forum for the exchange of information between Washington and the field and among field elements in the metropolitan area about programs and management methods and problems; (2) develop local coordinated approaches to the development and operation of programs that have common characteristics; (3) communicate management initiatives and other concerns from Washington to the field to achieve better mutual understanding and support; and (4) refer problems that cannot be solved locally to the national level.

(c) Subject to the guidance of the Director, the Federal Executive Boards shall be responsible for:

(1) Presidential initiatives on management reforms; personnel initiatives of the Office of Personnel Management; programs led by the Office of Management and Budget, such as Reform '88 and the President's Council on Integrity and Efficiency; and facilities planning led by the General Services Administration;

(2) The local Combined Federal Campaign, under the direction of the Director;

- (3) The sharing of technical knowledge and resources in finance, internal auditing, personnel management, automated data processing applications, interagency use of computer installations, and similar commonly beneficial activities;
 - (4) The pooling of resources to provide, as efficiently as possible, and at the least possible cost to the taxpayers, common services such as employee first-aid, cardiopulmonary resuscitation ("CPR"), CPR training, preventative health programs, assistance to the aging, blood donor programs, and savings bond drives;
 - (5) Encouragement of employee initiative and better performance through special recognition and other incentive programs, and provision of assistance in the implementation and upgrading of performance management systems;
 - (6) Emergency operations, such as under hazardous weather conditions; responding to blood donation needs; and communicating related leave policies;
 - (7) Recognition of the service of American Veterans and dissemination of information relating to programs and benefits available for veterans in the Federal service; and
 - (8) Such other programs, projects, and operations as may be set forth in the annual work plan approved by the Director.
- (d) The Office of Personnel Management shall advise Federal Executive Boards on activities in the areas of performance appraisal and incentives, interagency training programs, the educational development of Government employees, improvement of labor-management relations, equal employment opportunity, the Federal Women's Program, the Federal Equal Opportunity Recruitment Program, the Hispanic Employment Program, the Veterans Employment Program, and selective placement programs for handicapped individuals.
- (e) The Director may, from time to time, direct one or more of the Federal Executive Boards to address such specific programs or undertake such cooperative activities as he may deem necessary or proper.

Sec. 960.108 Additional rules and directives.

The Director may, from time to time, issue further rules and guidance for, and directives to, the Federal Executive Boards.

*Boards have been established in San Antonio, Texas, and Oklahoma City, Oklahoma. The Albuquerque-Santa Fe, Portland, Oklahoma City, and Minneapolis Federal Executive Boards have are now state-wide Federal Executive Boards; New Mexico, Oregon, Oklahoma and Minnesota.



U.S. Office of Personnel Management

Federal Executive Board National Network

1900 E Street, NW, Washington, DC 20415

OPM.GOV