

Trust, But Verify ...



***Making
Transparency,
Partnership &
Collaboration
a Reality***

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Transparency and Open Government

Government should be:

- 1. Transparent***
- 2. Participatory***
- 3. Collaborative***

MEMORANDUM FOR THE HEADS
OF EXECUTIVE DEPARTMENTS
AND AGENCIES
21 January 2009





Transparency and Open Government

Federal Managers Willing to Provide:

90% : Facts/figures on project results & findings

74% : Policy rationales agency decision making

67% : Data ready for analysis from NGOs

45% : Who makes top-level policy decisions

26% : Minutes from meetings

1 out of 3 managers worry that transparency means losing control of their agency's message





Fundamental Dilemmas

“The needs of the many must outweigh the needs of the few ... or the one.”

Mr. Spock





Fundamental Dilemmas

“I don’t think this will lead to a pattern.”

Rep. Barney Frank





Fundamental Dilemmas


***“You only find out
whose swimming
naked when the tide
goes out.”***

Warren Buffet





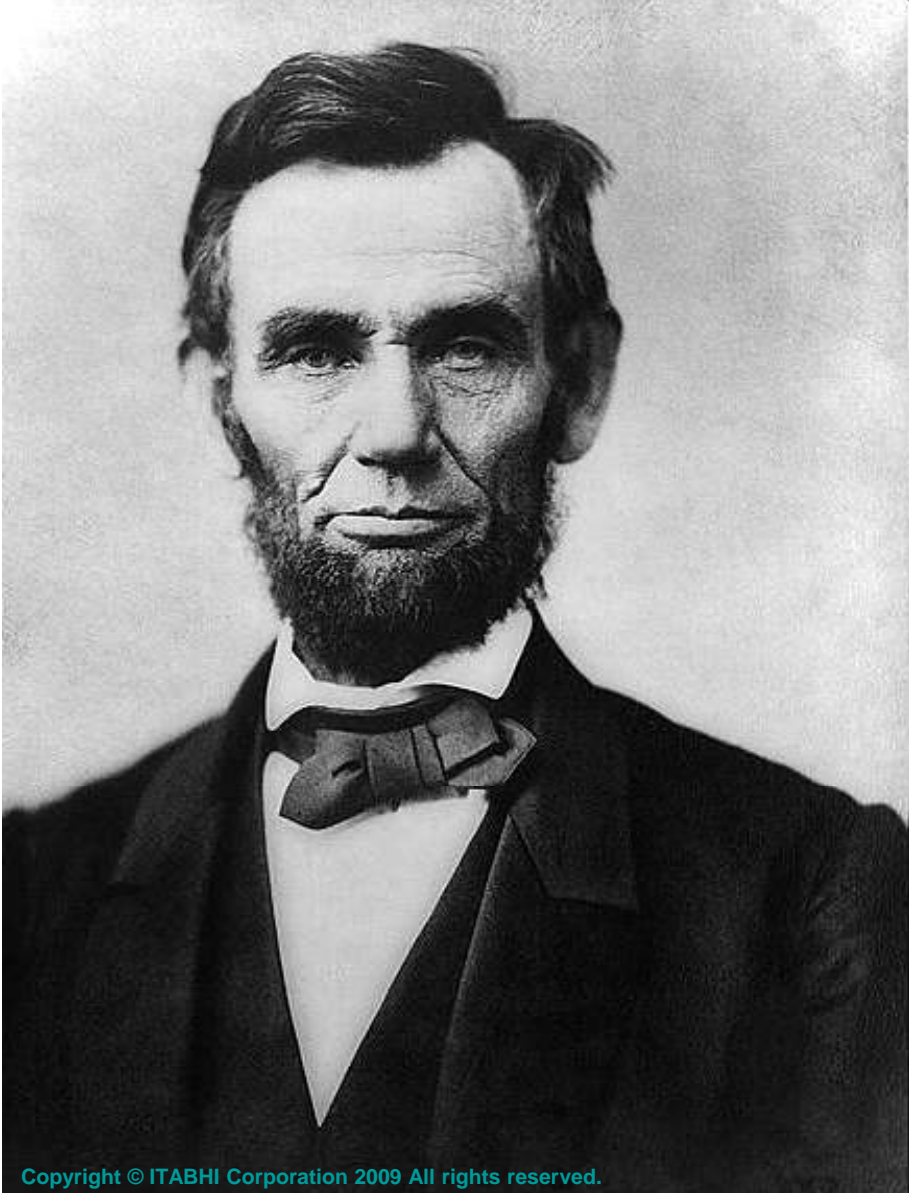
Presentation Frame

- 
- **Government as Risk Manager**
 - **TPC “Challenges”**
 - **Making TPC an Everyday Reality**





Responsibility of Government



“The legitimate purpose of government is to do for a community of people, that which they cannot do so well for themselves. But in all things a people can do for themselves, government ought not to interfere.”





Managing the People's Risk



Government as Risk Manager:

- Acts for the common good
- Acts as referee
- Acts as shaper of risk
- Acts as risk manager of last resort
- Acts as internal risk manager







FDA Mission Statement



The FDA is responsible for protecting the public health by assuring the safety, efficacy, and security of human and veterinary drugs, biological products, medical devices, our nation's food supply, cosmetics, and products that emit radiation.



The FDA is also responsible for advancing the public health by helping to speed innovations that make medicines and foods more effective, safer, and more affordable; and helping the public get the accurate, science-based information they need to use medicines and foods to improve their health.



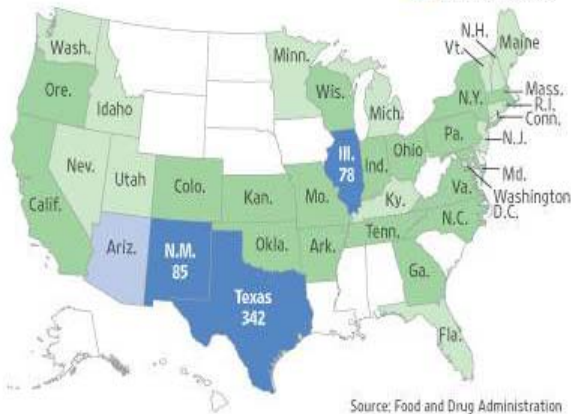


TPC “Challenges”



Coast-to-Coast Mystery

Number of people infected with the outbreak strain of Salmonella Saintpaul, as of June 26



“We're a nation of 300 million people who eat two-to-three times a day. To have 800 people sick is not that big of a deal.”

**Dr. David Acheson
Associate Commissioner for Foods
FDA**



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TPC “Challenges”



- **Defining Accountability:**
 - *“Whose Risk, Whose Responsibility?”*
- **Defining Context:**
 - *“Asking the Right Questions?”*
- **Defining “Big Deal” Threshold:**
 - *“What are Success and Failure?”*
- **Measuring Risk:**
 - *“Fact-based Information?”*
- **Communicating Risk**
 - *“What Do We Know?”*





Making TPC a Reality

“It's still trust but verify. It's still play, but cut the cards. It's still watch closely. And don't be afraid to see what you see.”





Getting Started: Enterprise Risk Definition

1. What risks are defined in your agency's or department's mission statement?
2. Of these risks, which are the highest priority to mitigate?
3. How are you defining the risks?
4. How are you measuring the levels of risk?
5. For each risk, what is the highest probability you're willing to accept?
6. Are each of your agency's programs designed to reduce the risks?
7. What are the benefits and costs in each program to reduce risk to an acceptable level of probability?
8. How will you measure how well a program reduces the risks?

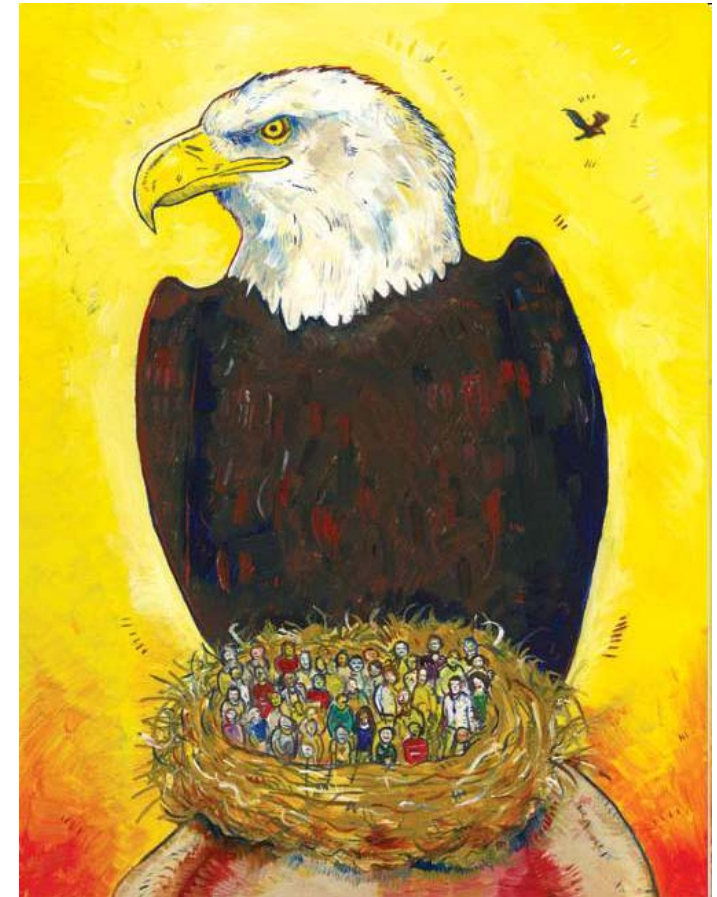


Illustration by Brian Taylor

"ON THE LOOK OUT"

Robert Charette
Government Executive
March 2009





Getting Started: Objective State Info

Top Level TPC is ONLY as Good as Bottom Level TPC!

Enterprise

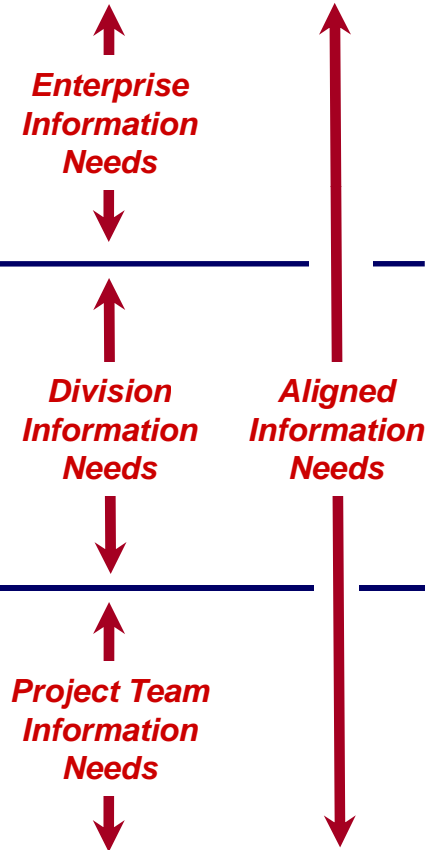
- Strategic Performance
- Readiness - Balance
- Reduced Cycle Times
- Resource and Financial Efficiency
- Workforce Optimization

Group/Division

- Mission Performance - Readiness
- Process Efficiency
- Shortened Product Delivery Cycles
- Process - Capability Improvement
- Resource Flexibility - Cost
- Organizational Characterization

Project Teams

- Project Planning and Management
- Product-Platform Requirements
- Product Quality
- Estimation and Impact Assessments
- Operational Performance - Response





Getting Started: Objective State Info



Activity Measures

- *Tell you if you are doing what you said you were going to do*
- *Largely relates to schedules and planned accomplishments*

Outcome Measures

- *Measure the change in a process or product attribute after an overt action is taken*
- *Address the impact(s) of a previous decision*
- *Explicit exit criteria are identified in the measurement definition*

Performance Measures

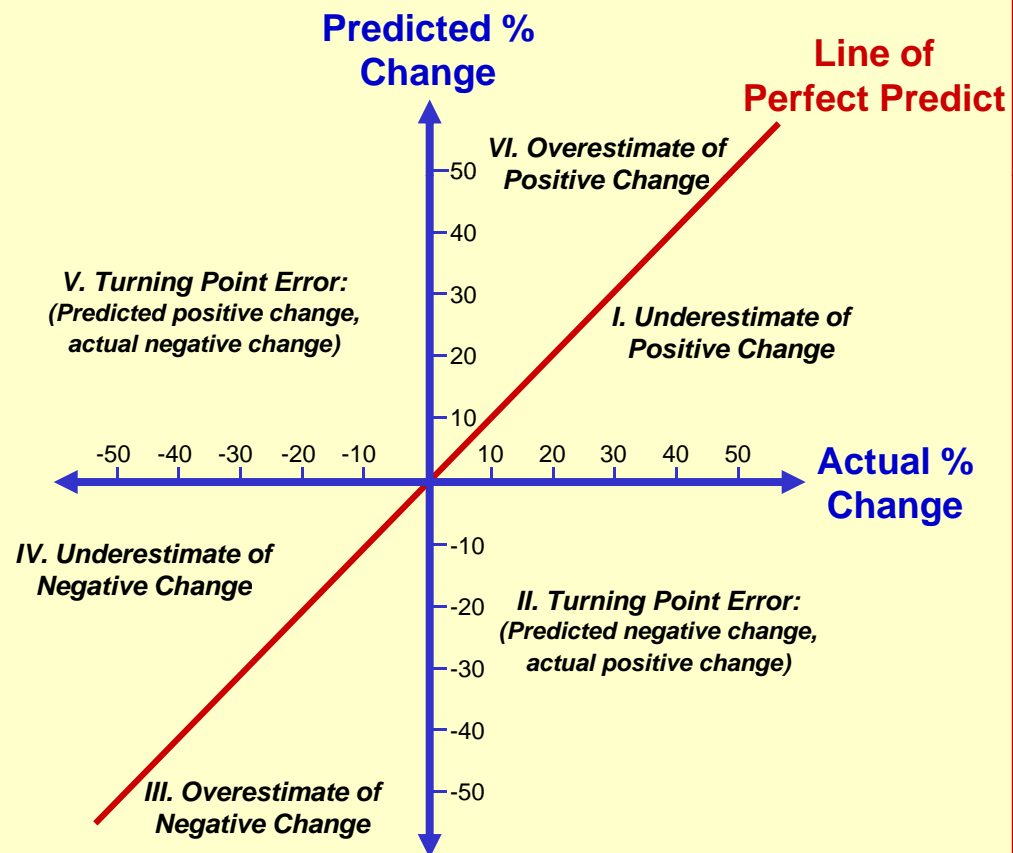
- *Measure the change in a process or product attribute (outcome) against a defined threshold of required performance*
- *Requires that success/failure be defined in measurable terms and linked to measured attributes*

* Assumes a WBS of some structured plan of work



Getting Started: Objective State Info

Prediction-Realization Diagram



- 1. Every measure must be tied to a risk (decision).**
- 2. Don't measure what you don't intend to use to inform decisions.**





Getting Started: Influencing Behaviors

What is measured influences behavior, but ...

what is funded influences it more.

Funding and transparency, participation & collaboration must be linked or there will be no incentive to do so.





Influencing Behavior: Answering Who Cares?

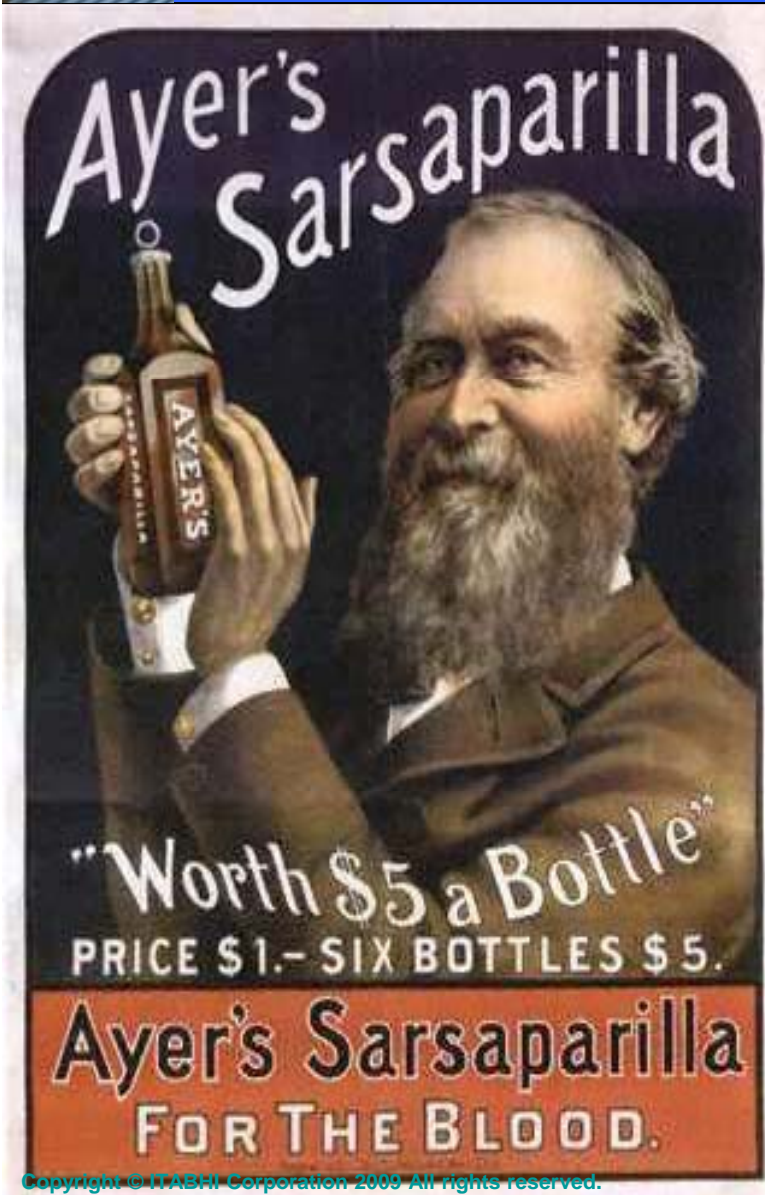
Not good answers to questions asked about why your IT project or program failed:

“I didn’t think President Obama was serious about transparency and open government.”

“No one told me the program was in trouble.”

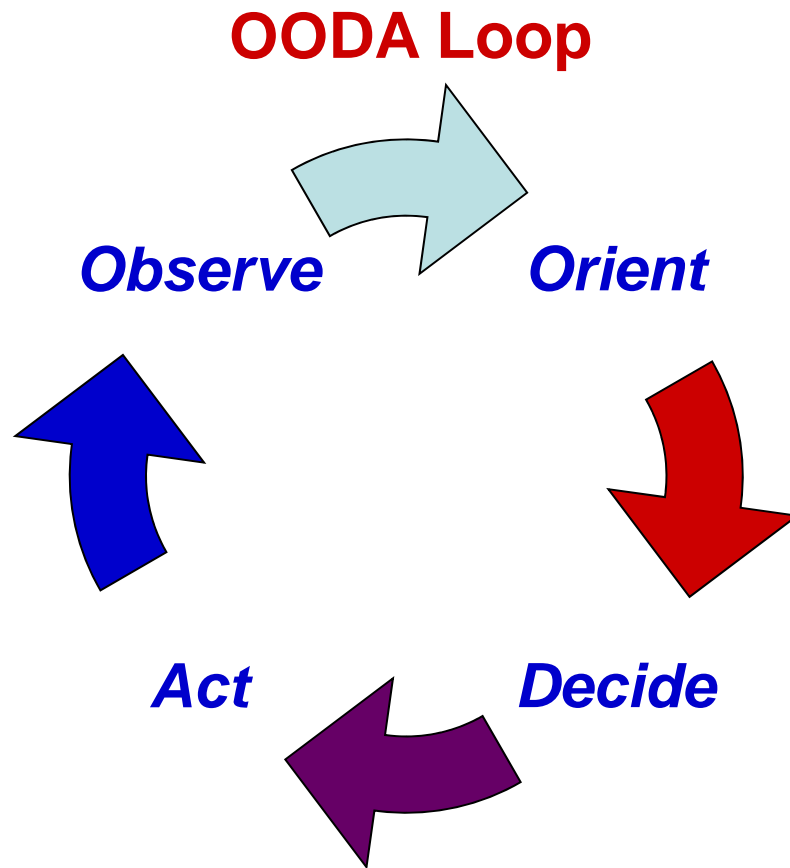
“The program was green until the last quarter.”

IT failure is going to be seen as political failure.





Can You Attain TPC Without Risk & Measurement?



TPC is to improve decision making!



Col. John Boyd





Future Begins Now




Risk management is not about future decisions, but the future of present decisions.

As is Transparency, Partnership and Collaboration!





Organizational Hypocrisy



“Only 17% of Americans trust the federal government to do what is right just about always or most of the time.”

“CHANGE YOU CAN BELIEVE IN NEEDS A GOVERNMENT YOU CAN TRUST”

*William A. Galston and Elaine C. Kamarck
November 2008*

