

FEDERAL EXECUTIVE BOARD NETWORK

STRATEGIC PLAN (FY2023-2024)

INTRODUCTION

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. FEBs are located Nationwide in areas with a high concentration of Federal agencies and 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.

FEBs serve as centers for communication and coordination across the Nation. In times of evolving mission and workforce needs, interagency collaboration is vital to achieving results. Serving as local Federal ambassadors, the Boards identify opportunities to build relationships with intergovernmental and community organizations to facilitate agency mission goals and employee engagement objectives. In their efforts to support Administration and workforce initiatives, FEBs provide targeted employee development and training programs. FEBs also maintain valuable communication channels among Federal agencies, increasing their preparation for responding to local and National emergencies. The Boards' role as a convening forum for a variety of agencies—each with a unique mission—is critical to a more effective and innovative 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 and workforce 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 Program Management Office (PMO) provides leadership and policy guidance to FEBs to ensure effective, uniform operations across the FEB Network. The PMO collaborates with the Office of Management and Budget, General Services Administration, Department of Homeland Security, among other agencies, to highlight FEB Network programs, elevate identified issues and challenges, facilitate two-way communication between Washington, DC and field office locations, and champion recommendations from focus groups and pilot efforts. The PMO coordinates regular

meetings with Board leadership and staff to share relevant information and monitor progress on Network goals.

With FEBs celebrating their sixtieth anniversary in 2021, the Administration introduced a refreshed FEB funding and shared governance model as part of the President's Fiscal Year (FY) 2023 budget request. Consequently, Calendar Year 2022 priorities included establishing the foundation for strengthening the FEBs' role in supporting the Federal workforce. It is expected that FY 2023 will serve as a transitional year, with additional governance and policy guidance developing into FY 2024.

VISION

To be catalysts for interconnected 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 promote and deliver programs and services related to:

1. Workforce Building and Succession Management
2. Cultivating an Innovative Organization
3. Fostering Coalitions

STRATEGIC & OPERATIONAL OBJECTIVES

1. Workforce Building and Succession Management

FEBs support agencies through sponsoring training opportunities for current Federal employees. These trainings develop employee career skills, such as leadership, project management, and customer service, that are critical to establishing a talent pipeline across the Federal community. In addition, FEBs coordinate with universities and colleges to recruit and retain highly qualified employees to serve the American public. FEBs build relationships with local organizations that highlight Federal missions and foster agency hiring pipelines.

Each Board will:

- 1.1 Anticipate future training and development needs and deliver those in a timely fashion.
 - 1.1.1 Offer unique training opportunities that Federal employees do not receive from their agencies.
 - 1.1.2 Survey agency membership to ensure training is relevant and valuable.

BASELINE: Leverage existing expertise within the Federal Government and host internal Government training opportunities, on at least a semi-annual basis. Extend hybrid/virtual participation to multiple FEB locations when appropriate.

- 1.2 Identify critical skills and leverage existing or propose new hiring practices to close gaps.
 - 1.2.1 Strengthen workforce competencies through formal leadership development programs and continuous learning seminars.

BASELINE: Collaborate with Federal human resources professionals to share best practices on skills-based recruitment, retention, and hiring authorities, on at least an annual basis.

- 1.3 Prioritize recruitment and retention, encouraging career paths for the next generation and facilitating employee engagement.
 - 1.3.1 Collaborate with educational institutions to inform agency senior leaders on higher education trends and certificate programs to develop diverse and inclusive talent pipelines.
 - 1.3.2 Promote Federal participation in local career fairs and showcase agency missions.
 - 1.3.3 Recognize excellence in the workforce through award programs.

BASELINE: Serve as a Federal Ambassador to promote public service and Federal Government as an employer of choice, especially to underserved communities. Collaborate with organizations to sponsor information sessions and/or career fairs, on at least an annual basis.

2. Cultivating an Innovative Organization

FEBs use a variety of communication strategies to elevate successful agency practices across the Federal community. Convening senior leaders to share information during routine meetings enables agencies to network with critical contacts and adapt to emergency situations. FEBs foster a National identity and brand through hosting similar programs for their member agencies throughout the regions. Capitalizing on individual FEB innovations promotes continuous improvement and consistency in the FEB Network as a whole.

Each Board will:

- 2.1 Amplify innovative practices to increase organizational agility.
 - 2.1.1 Engage with agencies to learn localized innovative processes and share findings with stakeholders.
 - 2.1.2 Leverage technology and flexible strategies to maximize agency engagement and participation.
 - 2.1.3 Foster an innovative culture that accepts risk and rewards creativity, by serving as pilot sites for new approaches and solutions.

BASELINE: Highlight agency missions and facilitate discussions on innovative processes at routine Full Board meetings, on at least a semi-annual basis. Serve as a pilot site to test solutions when appropriate.

- 2.2 Anticipate and plan for unexpected emergencies.
 - 2.2.1 Prepare agencies to adapt to emergency events without much notice.
 - 2.2.2 Support agencies to build resilience and respond to changing environments.

BASELINE: Collaborate with Federal continuity professionals to share best practices on emergency planning, on at least a quarterly basis.

- 2.3 Collaborate to share knowledge and information as one unified Network.
 - 2.3.1 Develop a successful practices playbook of FEB programs and enable individual FEBs to determine how to customize programming for local priorities.
 - 2.3.2 Strengthen awareness of FEB mission and National brand by improving communication strategies.
 - 2.3.3 Coordinate professional development and team building opportunities for FEB Staff.

BASELINE: Leverage resources from the FEB Network to augment local FEB programs. Partner with regional FEB locations to sponsor joint information session(s) related to innovative trends in the fields of emergency preparedness and/or human resources, on at least an annual basis.

3. Fostering Coalitions

FEBs partner across Government sectors to advance Administration initiatives within their communities. Serving as a central hub, FEBs create meaningful opportunities for senior leaders to develop professional relationships. FEBs bring together key stakeholders to identify shared goals and coordinate strategies that are tailored to meet local challenges. While the power of interagency partnerships occurs at the local level, it is also amplified through making connections and sharing resources across regions. The National Network of FEBs leverages relationships to improve Government efficiency and benefit the American public.

Each Board will:

- 3.1 Engage with stakeholders from the Federal, State, Local, and private sectors.
 - 3.1.1 Create networking opportunities to connect organizations and develop leadership relationships that foster collaboration across sectors.
 - 3.1.2 Respond to general questions from intergovernmental partners regarding local Federal resources.

BASELINE: Disseminate relevant information to cross-sector audiences and include State, Local, and private sector stakeholders in FEB-sponsored programs, as appropriate. Collaborate with intergovernmental stakeholders to host information session(s) related to National and/or local priorities, on at least an annual basis.

- 3.2 Demonstrate value to agencies and stakeholders.
 - 3.2.1 Develop a campaign implemented at the National and local levels to emphasize FEB benefits to the Federal community and intergovernmental partners.
 - 3.2.2 Showcase return on investment to all agencies and stakeholders.

BASELINE: Coordinate with the National Office to highlight FEB contributions to the Federal community in press releases and/or social media, on at least a semi-annual basis.

- 3.3 Align strategic lines of effort with National priorities and cross-agency goals
 - 3.3.1 Build in flexibility to ensure local priorities are addressed.
 - 3.3.2 Provide feedback to the National Office related to implementing cross-agency goals.

BASELINE: Promote cross-agency goals to the local Federal community and convene targeted focus groups to provide feedback on the progress and impact of National priorities. Focus groups can be initiated by FEB Leadership and/or requested by the National Office. Communicate FEB support of National initiatives in an annual report submitted to the National Office.

APPENDICES

- A. Presidential Directive Establishing FEBs (November 10, 1961)
- B. List of FEB Locations/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 FEB Locations/Geographic Coverage

Contact information for FEB Staff is available at www.feb.gov

 <p>Albuquerque, NM</p> <p>Atlanta, GA</p> <p>Baltimore, MD</p> <p>Boston, MA</p> <p>Buffalo, NY</p> <p>Chicago, IL</p> <p>Cincinnati, OH</p> <p>Cleveland, OH</p>	<p>Federal Executive Board Location and Geographic Coverage</p> <p><i>Entire State</i></p> <p><i>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</i></p> <p><i>Anne Arundel, Baltimore, Baltimore City, Carroll, Cecil, Frederick, Harford, Howard and Queen Anne's</i></p> <p><i>Bristol, Essex, Middlesex, Norfolk, Plymouth and Suffolk</i></p> <p><i>Erie, Cattaraugus, Chautauqua, Genesee, Livingston, Monroe, Niagara, Orleans, Ontario and Wayne</i></p> <p>Illinois counties: <i>Cook, DeKalb, DuPage, Grundy, Kendall, Kane, Lake, McHenry and Will</i></p> <p>Indiana counties: <i>Lake and Porter</i></p> <p>Ohio counties: <i>Butler, Clermont, Hamilton and Warren</i></p> <p>Kentucky counties: <i>Boone, Campbell and Kenton</i></p> <p>Indiana counties: <i>Dearborn, Jefferson, Ohio and Ripley</i></p> <p><i>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</i></p>
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Dallas–Fort Worth, TX	<i>Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Sumervell, Tarrant and Wise</i>
Denver, CO	<i>Entire State</i>
Detroit, MI	<i>Lapeer, Livingston, Macomb, Monroe, Oakland, Washtenaw and Wayne</i>
Honolulu, HI	<i>Entire State (includes all islands); Guam (civilian agencies only)</i>
Houston, TX	<i>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</i>
Kansas City, MO	Kansas counties: <i>Johnson, Leavenworth and Wyandotte</i> Missouri counties: <i>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	Pennsylvania counties: <i>Bucks, Chester, Delaware, Montgomery and Philadelphia</i> New Jersey counties: <i>Burlington, Camden and Gloucester</i>
Pittsburgh, PA	Pennsylvania counties: <i>Allegheny, Armstrong, Beaver, Bedford, Butler, Cambria, Clarion, Crawford, Erie, Fayette, Forest, Greene, Indiana, Jefferson, Lawrence, Mercer,</i>

Portland, OR	<p>McKean, Somerset, Venango, Warren, Washington, and Westmoreland</p> <p>West Virginia counties: Brooke, Gilmer, Hancock, Harrison, Lewis, Marion, Marshall, Monongalia, Ohio, Pleasants, Preston, Taylor, Tyler and Wetzel</p> <p>Entire State</p> <p>Washington counties: Clark, Cowlitz, Klickitat, Skamania, Pacific, and Wahkiakum</p>
St. Louis, MO	<p>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</p> <p>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</p>
San Antonio, TX	<p>Bandera, Bastrop, Bexar, Comal, Hidalgo, Kendall, Live Oak, Medina, Nueces, Travis and Val Verde</p>
San Francisco, CA	<p>Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma</p>
Seattle, WA	<p>Clallam, Grays Harbor, Island, Jefferson, King, Kitsap, Lewis, Pierce, Mason, Skagit, Snohomish, Thurston and Whatcom</p>
Twin Cities, MN	<p>Entire State</p> <p>Wisconsin counties: Ashland, Bayfield, Burnett, Chippewa, Douglas, Eau Claire, Pierce, Polk, Sawyer, St. Croix and Washburn</p> <p>North Dakota counties: Cass, Grand Forks and Pembina</p>

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.