Extracting Content from Organizational Effectiveness Reviews

An Additional Help for ADS Chapter 527

Guidance on Extracting Content from Organizational Effectiveness Reviews[1]

In some cases, Organizational Effectiveness Reviews (OERs) illuminate highly-sensitive areas of concern for Bureaus, Independent Offices, and Missions – referred to throughout the document at Operating Units (OUs). Such areas include recommendations related to restructuring and workplace culture that would be irresponsible to circulate widely among staff. In these scenarios, the OU under review and the OER Team writing the report should confer and determine what content to extract prior to sharing the report more broadly.

Involved stakeholders <u>should</u> consider the following criteria when contemplating extraction:

Content Type	Extract
- Recommendations for the elimination of a role, department, or multiple positions.	Yes
- Content that is attributed to an individual by name or that can reasonably be attributed to one or a few people.	Yes[2,3]

When extracting information, stakeholders <u>should not</u> do the following:

- Use extraction to justify omitting information and/or recommendations leadership does not agree with.
- Extract all references related to the extracted content (including Table of Content listings and related paragraphs) rather than removing the most sensitive information.
- Extract without ensuring a full, unmodified copy of the report is available to all OER stakeholders, such as the leadership of the OU under review, the OER Leadership Group and OER Secretariat that should see the full report per ADS 527mac.

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[1] This document discusses extracting sensitive data from OER reports; however, it does not apply to Freedom of Information Act (FOIA) redaction standards as those are regulated and distinct from the role of an Organizational Effectiveness Review. If an OER is requested for public review, the OU under review must comply with the appropriate FOIA guidance in that context.

[2] One of the key tenets of the OER report is that it should not include attributable information. The OER Team is responsible for upholding this guidance.

[3] OER Team's should be careful to write reports in a manner that protects staff from retaliation.

In the case that content meets the criteria for extraction above, OERs should ensure the following guidance is addressed and that related, supporting actions take place:

Guidance	Supporting Actions
- The OU under review should be involved in advising the OER Team as to what to extract.	- This should be done in a timely manner as the OU under review must give guidance to the OER Team regarding what to extract within five business days of receiving the final report.
- The OER Team should share the unmodified and modified reports per the guidance in ADS 527mac, Organizational Effectiveness Reviews	- The OER Team should submit these to the OU under review's leadership, the OER Leadership Group, and the OER Secretariat.
- An addendum that covers the extent to which the OER Team made extractions must accompany the OER Secretariat's copy of the report.	- The OER Team should provide this information; and - The addendum must include the appropriate classification markings based on its contents.
- A point of contact should be listed in each extracted area so that colleagues can reach out for more information in case they genuinely need additional information about the extraction.	- The POC should respond to any inquiries in a timely manner; and - In the case that a designated POC transitions from their role, another individual should be designated as the point of contact for OER-related inquiries.

Addendum Content

If an OU believes that there is a need to extract language from the finalized OER report, the OER Team should document each area where they are extracting information and place it in the format detailed below.

This format should cover: (1) the origin of extracted content in the report, (2) a summary of what is being extracted, (3) the specific excerpts that should be extracted, and (4) an explanation for the impact (not) extracting the information.

Illustrative Examples[4]:

Section of Excerpt	Content Summary	Proposed Extraction	Explanation Justification Box Example Text
Services for the OU under review and the Region	This section discusses the distribution of responsibilities for support services between the regional platform and the OU.	"The regional platform and the OU are experiencing inefficiencies and redundancies in service delivery. This stems from the fact that the Agency design for service delivery is sufficiently streamlined and standardized. The duplication of efforts is confusing to staff and slows other areas of management that would not be compromised if they followed the Agency standard order of operations. A body of OU-level staff replicating regional services should be eliminated."	This section points to the elimination of a set of roles at the OU level, which is inherently sensitive information about the retention of staff. To avoid alarm or disengagement within subsets of staff, this section should not be widely distributed.

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[4] These examples only serve the purpose of illustrating how this guidance may apply.

Report Presentation

When extracting content, use the following guidance to inform Agency readers of what is not in circulation. Also consider using the opening page of the addendum to list the entity to contact (i.e. the Bureau associated with the OER) for additional information about extracted content on a need-to-know basis.

Guidance	Replacement Text
When extracting a word, name, or phrase	● Input "Extracted for purposes of non-attribution"
When extracting an entire sentence or section	● Input information from the addendum's *Content Summary,* indicating that the language has been extracted. ○ Original Sentence: "A body of OU-level staff replicating regional services should be eliminated." ○ Modified Sentence [Extracted: This section discusses the distribution of responsibilities for support services between the regional platform and the OU.]

If you have any additional questions, contact the OER Secretariat for support at **OERSecretariat@USAID.gov**.

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