

Chief Human Capital Officers Council Fiscal Year 2005

Annual Report to the Congress

Working for America



United States Office of Personnel Management
April 2006

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A Message from OPM Director Linda M. Springer Charmian, Chief Human Capital Officers Council

We're all here to make a difference – a big difference – to tackle big issues like creating economic security for all Americans, protecting the homeland, and strengthening our national defenses. Another issue that is critical to the success of this administration is the implementation of my management agenda. We're interested in results, and to be effective, we have to work together and learn from each other.

– President George W. Bush

As President Bush has stated, all of us in the Federal Government are striving to make a difference. Federal departments and agencies are setting goals and working together to meet these goals and achieve real results. These efforts are certainly reflected by the work of the Chief Human Capital Officers (CHCO) Council, which provides an important venue for agency human capital officers to collectively address human resources issues and policies, as well as to share best practices.

With that in mind, I am pleased to present to Congress the third annual report of the CHCO Council, detailing activities during Fiscal Year (FY) 2005. This report was prepared pursuant to the statutory requirement that the CHCO Council submit an annual report to Congress on the activities of the Council.

During FY 2005, the full Council, the Executive Committee, the Subcommittees, and the CHCO Academy all convened on numerous occasions to address issues of importance in the human resources arena. In these discussions, the CHCO Council has remained focused on finding ways to implement the first Government-wide initiative of the President's Management Agenda – the Strategic Management of Human Capital. Through the Council's ongoing efforts, I am confident this group, working with the Office of Personnel Management, will continue to lead the way toward building a Federal civil service of which the American people can be proud.

I look forward to the continued efforts of the Council during this fiscal year and beyond.

Linda M. Springer
Chairman

I. Executive Summary

The *Chief Human Capital Officers Act of 2002* (Act), enacted as part of the *Homeland Security Act of 2002* on November 25, 2002,¹ required the heads of 24 Executive departments and agencies to appoint or designate Chief Human Capital Officers (CHCOs). In addition, the Act established a Chief Human Capital Officers Council (Council) “to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations.”²

The 25-member Council is composed of the Director of the Office of Personnel Management (OPM), who serves as chairman; the Deputy Director for Management of the Office of Management and Budget (OMB), who acts as vice chairman; the CHCOs of the 15 Executive departments; and the CHCOs of eight additional agencies designated by the OPM Director.

In FY 2005, the Council continued to pursue an active agenda. The full Council met ten times, and the Executive Committee convened on six occasions. The Council’s five subcommittees also continued their efforts, and in May 2005 CHCOs formed a Select Subcommittee on the Human Resources (HR) Fellowship Consortium to examine methods for attracting talent to HR professionals in the Federal workforce.

The Council also played a critical role in the Federal Government’s response to Hurricane Katrina. In September, the Chairman convened three meetings of the Council over the course of two weeks, providing an essential conduit for information from OPM to agencies, as well as the opportunity for senior officials throughout Government to discuss a variety of critical and timely HR issues.

During FY 2005, the CHCO Academy also continued to serve as a useful forum for the CHCOs. Through the sharing of ideas and the exchange of best practices, CHCOs discussed many different topics of interest, including human capital accountability systems, the Senior Executive Service performance-based compensation system, and the Department of State’s “Employee Profile Plus” HR management tool.

¹ Pub. L. No. 107-296.

² 5 U.S.C.A. §1401 note.

II. Background

The *Chief Human Capital Officers Act of 2002* (Act), enacted as part of the *Homeland Security Act of 2002* on November 25, 2002,³ required the heads of 24 Executive departments and agencies to appoint or designate Chief Human Capital Officers (CHCOs). In addition, the Act established a Chief Human Capital Officers Council (Council) “to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations.”⁴

The 25-member Council is composed of the Director of the Office of Personnel Management (OPM), who serves as chairman; the Deputy Director for Management of the Office of Management and Budget (OMB), who acts as vice chairman; the CHCOs of the 15 Executive departments; and the CHCOs of eight additional agencies and the Small Agency Council, as designated by the OPM Director.

The Act’s effective date was May 24, 2003 (180 days after enactment).

³ Pub. L. No. 107-296.

⁴ 5 U.S.C. §1401 note.

III. Council Activities

Meetings of the Council

The full CHCO Council met on ten occasions during FY 2005.

October 12, 2004

The Council's first meeting of the Fiscal Year featured a full agenda. Members discussed special salary rates for information technology (IT) specialists, a new classification standard for Federal law enforcement personnel, the status of OPM's ongoing review of agencies' plans seeking certification of their Senior Executive Service (SES) performance appraisal systems, the Human Resources Line of Business (HR LOB), the HealthierFeds Physical Activity Challenge, retirement systems modernization, and the launch of a new Federal Web site (www.mymoney.gov) dedicated to helping American citizens improve their financial literacy.

December 14, 2004

The Council convened in December and received a briefing from Major General Bob Hollingsworth, USMCR (Ret.), executive director of the National Committee for Employer Support of the Guard and Reserve (ESGR). In addition, OPM staff briefed CHCOs on the Defense Security Service transfer from the Department of Defense to OPM and efforts to broaden the focus of the Government Relocation Advisory Board (GRAB), a Federal Advisory Committee Act (FACA) panel composed of representatives from the Department of Justice, Office of Management and Budget, and OPM. Finally, Department of Labor CHCO Patrick Pizzella presented to the Council, the first report of the Subcommittee on Employee Conduct and Poor Performers.

January 11, 2005

At the Council's first meeting of the calendar year, National Institutes of Health staff briefed CHCOs on the Federal Government's partnership with several nonprofit organizations to raise awareness of heart disease in women, *The Heart Truth* campaign, and National Wear Red Day. OPM staff also provided updates on OPM's emergency planning survey and related ongoing efforts with the Federal Executive Boards (FEBs) across the country, OPM's Constitution Initiative and a new statutory requirement for agencies to provide annual training to Federal employees on the U.S. Constitution. Several HR policy issues (including the 2005 General Schedule pay increase, personnel regulations for the Department of Homeland Security (DHS), and draft regulations on compensatory time off for travel), and the implementation of recommendations from the Subcommittee on Leadership Development and Succession Planning, as well as the Subcommittee on Employee Conduct and Poor Performers, were also updated by OPM staff. The January meeting was OPM Director James' final meeting as chairman of the CHCO Council.

February 8, 2005

OPM Acting Director Dan G. Blair convened and chaired the February Council meeting. CHCOs received briefings from OPM staff on the Presidential Management Fellows (PMF) Program, the Federal Government's ongoing efforts to combat credentials from "diploma mills," the launch of the Council's Web site and OPM's Federal Hiring Flexibilities Online Resource Center, the status of HR regulations for DHS and DoD (and the related lawsuit filed against DHS and OPM by Federal employee unions). Additionally, developments related to the HRLOB, and continuing progress in drafting new regulations to modernize current appointing authorities for persons with disabilities were updated by OPM staff. Vice Chairman Johnson updated the Council on key priorities in the President's Budget for FY 2006. The Council also continued last month's discussion of implementation plans for recommendations of the two subcommittees that recently reported to the full Council.

March 8, 2005

Max Stier, president and chief executive officer of the Partnership for Public Service, was invited by the Council to offer remarks on his nonprofit organization's programs. OPM staff also briefed CHCOs on a new subscription-based e-mail service which automatically alerts subscribers to Federal office closures in the Washington, D.C., area, recent activities related to the HRLOB, and draft regulations to implement elements of the *Federal Workforce Flexibility Act of 2004* (Pub. L. No. 108-411).

May 24, 2005

Chief Human Capital Officers gathered in the historic Veterans' Affairs Committee Room of the Russell Senate Office Building for the Council's annual meeting. CHCOs were joined by their Technical Assistants, Congressional staff, employee organization representatives, and external stakeholders. Senator Daniel K. Akaka (D-Hawaii) offered greetings, thanked the Council for their service and leadership on Federal Civil Service issues, and recognized Senator George V. Voinovich (R-Ohio), who was not able to attend the meeting, as the human capital champion of the Senate. Executive Director Dovilla reviewed the final draft of the Council's Strategic Plan for FY 2005 and 2006, which the Council adopted by acclamation. In addition, OPM staff briefed CHCOs on the establishment of "Proud To Be" goals for July 2006, after five full years of implementing the President's Management Agenda (PMA). Finally, Department of Energy CHCO Claudia Cross made a presentation and CHCOs discussed the possible creation of a Human Resources Fellowship Consortium designed to establish a pipeline of talented individuals to meet agencies' current and future human capital management staffing needs. The Council established a select subcommittee to continue working on this proposal.

July 12, 2005

The first of two scheduled summer meetings of the Council occurred in July under the leadership of the new OPM Director, Linda M. Springer. CHCOs received special presentations on the efforts of the U.S. Department of State's Iraq Reconstruction Management Office (IRMO), important revisions to the U.S. Savings Bond payroll plan program, the second annual National Preparedness Month (September), and OPM's Constitution Initiative, including a kickoff event to be held at the National Archives.

September 2 and 8 (Special Meetings Related to the Federal Government's Response to Hurricane Katrina)

Chairman Springer convened the Council for two special meetings, via conference call, to discuss the Federal Government's response to Hurricane Katrina. CHCOs were in lengthy discussions on September 2 and September 8, and Executive Director Dovilla frequently communicated with Council members throughout the Labor Day weekend on a variety of HR issues related to this natural disaster.

On the first conference call, CHCOs and HR staff from 17 agencies received briefings and discussed: (1) volunteer opportunities for Federal employees; (2) relevant leave authorities and applicability of per diem payments; (3) telework flexibilities; (4) continuation of employee benefits; (5) agency obligations for employees serving in the Armed Forces Reserve or National Guard; (6) volunteer housing; (7) use of the Combined Federal Campaign to collect donations; and (8) the closure of several local financial institutions in the impacted region.

On the second conference call, CHCOs and HR staff from 18 agencies received briefings and discussed: (1) leave donation; (2) the importance of reviewing HR flexibilities and adhering to their legislative intent; (3) volunteer opportunities for Federal employees; (4) pay and leave benefits as outlined in an OPM handbook; (5) a legislative proposal for a waiver of the overtime pay cap; (6) the establishment of a toll-free number by OPM for Federal employees and annuitants to make inquiries about benefits, pay and leave, health and other insurance issues, and annuity payments; (7) an update on retirement applications; (8) long-term housing for impacted Federal employees and volunteers; and (9) the applicability of the Stafford Act.

September 13, 2005

The Council's last meeting of FY 2005 included ongoing discussion of the Federal Government's response to Hurricane Katrina and a briefing by Chairman Springer on OPM's Leadership Development Champions initiative. The Council also received an update from the Select Subcommittee on the Human Resources Fellows Consortium, which was established at the May meeting, and engaged in a robust dialogue on how to proceed with the proposal and the associated matter of recruiting PMFs for management functions within Federal agencies (e.g., human capital, finance, information technology, and acquisition).

Meetings of the Executive Committee

The Executive Committee met on six occasions during FY 2005.

November 18, 2004

The Executive Committee's first meeting of the Fiscal Year featured two primary agenda items: a presentation by a representative of The New York Times Job Market Group on the results of a study on Federal hiring conducted in conjunction with the Partnership for Public Service; and certification of agencies' Senior Executive Service performance appraisal systems. Members discussed both issues and considered items for inclusion on the agenda of the final full Council meeting for the calendar year.

February 24, 2005

In his capacity as OPM Acting Director, Chairman Blair convened the Executive Committee's first meeting of the calendar year. Members discussed a variety of issues, including the Council's draft tactical plan for Fiscal Year 2005.

March 31, 2005

At the Executive Committee's third meeting of the Fiscal Year, CHCOs discussed the Council's strategic plan, which was expanded to a two year document including FYs 2005 and 2006; partnership with the Chief Acquisition Officers Council's human resources committee; a proposed Federal Human Resources Fellowship Consortium; draft interim final regulations to implement the new statutory provisions governing recruitment, relocation, and retention bonuses; various leadership development initiatives; and the agenda for the full Council's upcoming annual meeting.

April 29, 2005

During this meeting, CHCOs reviewed an updated draft of the Council's strategic plan, received briefings on an upcoming survey of Federal agencies on child care and the Safety, Hiring, and Return-to-Employment (SHARE) program, and discussed the efforts of the Subcommittee on the Hiring Process.

June 30, 2005

The Council's new chairman, OPM Director Springer, convened the first of two summer meetings of the Executive Committee in June. Members received a briefing from representatives of the Department of State's Iraq Reconstruction Management Office (IRMO), discussed the Human Resources Fellowship Consortium proposal outlined at the full Council's annual meeting on Capitol Hill, and considered the future role of certain Council subcommittees.

July 28, 2005

At its final meeting of the Fiscal Year, Executive Committee members discussed Proud To Be III goals related to the Strategic Management of Human Capital initiative of the PMA, the mission and role of FEBs, and the Human Resources Fellowship Consortium proposal. CHCOs also brought to the attention of their colleagues a variety of issues, including the Working for America Act legislative proposal, Equal Employment Opportunity (EEO) Management Directive (MD) 715, and Council subcommittee reports.

Key Activities of the Subcommittees

During FY 2005, the Council's subcommittees continued their work on some of the more pervasive and complex challenges confronting the Federal human resources community. Two subcommittees in particular achieved marked progress in their issue areas, as described below.

Subcommittee on Leadership Development and Succession Planning

Under the direction of Chairman William Leidinger, Department of Education CHCO, the subcommittee held periodic meetings as follow up to the report of its findings and recommendations entitled "Leadership and Succession Planning: Developing the 21st Century Federal Leader."

During its work in FY 2005, some of the recommendations made by the Subcommittee included the following:

- Consider a professional development rotation program for the SES.
- At the outset of the Administration, OPM created teams of experts to advise the new leadership of agencies on HR issue. Due to new Human Capital demands on traditional HR staffs in agencies, OPM may want to consider the creation of a Tactical Leadership Team.
- Recommend to all CHCOs add leadership training of subordinates to all SES, managers and frontline supervisors performance appraisals within their respective agencies.
- Recommend agencies be given funding designated for leadership development with oversight by the agency CHCO.

Other areas of consideration identified by the Subcommittee include the following:

- How to maintain the high level of leadership development in all agencies.
- How to train effectively on a low budget (e.g., Scholarship Programs to OPM's Federal Executive Institute (FEI)).
- How to further encourage agencies to continue to look for SES candidates outside their agency (not just promote from within).
- Re-examine the Executive Core Competencies.
- An applicant pool of HR professionals be created and maintained to which agencies can send their HR vacancy announcements.
- Expanding the government-wide framework to require continuous learning and leadership preparatory training in agency leadership development and succession planning.

Subcommittee on Employee Conduct and Poor Performers

During FY 2005, the Subcommittee on Employee Conduct and Poor Performers discussed many issues and proposed three major recommendations to the Executive Committee for consideration. The recommendations focused on statutory and/or regulatory amendments related to the pre-employment and probationary period of Federal employment and on limitation of probationary employees' access to the procedural and appeals rights when subject to adverse actions. The anticipated goal of these recommendations was to provide agencies with the necessary flexibilities to identify and address suitability, conduct, and performance issues during an appropriate probationary period and prior to the formal appointment of the employee.

Suitability

Issue: Suitability, 5 CFR, 731, requires an agency to wait until the end of the hiring process to adjudicate the suitability of an applicant.

Status: This matter was discussed at the CHCO Council meeting in March 2005. OPM subsequently provided a memorandum to all CHCOs on May 9, 2005, in which the Council was advised agencies are responsible for ensuring applicants selected for positions are suitable for Federal employment. OPM clarified that while it is more practical and cost effective to initiate a complete suitability/security investigation after an individual is selected and has accepted a job offer, agencies may choose to begin preliminary suitability/security determinations for all applicants at any time during the hiring process.

Next Steps: Federal agencies may choose to establish policies to begin preliminary suitability/security determinations for all applicants at any time during the hiring process. Agencies should consider utilizing this tool as circumstances warrant.

Probationary Period

Issue: Probationary Period, 5 CFR Part 315, Subpart H, restricts Federal agencies from establishing probationary periods longer than one year. However, there may be circumstances dictating a need for a longer probationary period. The necessity of an extended probationary period is best decided by the Federal agency where the work is performed and can be made on a case-by-case basis and/or for a specific group of related positions or occupations.

Status: This matter is addressed as part of draft legislation, the Working for America Act, Title III, Staffing Modernization. Specifically, Paragraph (18) of Section 302 would amend 5 USC 3310, as redesignated, by permitting agencies to prescribe probationary periods of one to three years for employees appointed under career appointments. Secondly, redesignated Section 3310 would include a new subsection (d), which provides a definition of "probationary period." The revised language stipulates a probationary period "of at least one year but not to exceed three years."

As to excepted service employees, Title III, Staffing Modernization, would be amended as well. Specifically, Section 3313, Excepted Service, would state, "An individual appointed under this section shall be subject to a probationary period consistent with section 3310."

Next Steps: If these changes were made, OPM regulations would need to be revised to align with the statutory changes. OPM would issue a notice providing information for Federal agencies, employees, managers, and other stakeholders on any new proposed or interim regulations. Each notice would briefly explain the nature of the change and provide a place for Federal agencies to indicate where the full text of the Federal Register notice will be available for review.

The public comment period on proposed regulations begins when a notice of proposed rulemaking is published in the Federal Register. If regulations are published as interim, agencies may begin using them for a set period of time. Both interim and proposed regulations are changed into final form after the comment period.

Adverse Actions

Issue: Adverse Actions, 5 U.S.C. Chapter 75, being amended to ensure all probationary employees in either the competitive or excepted service are excepted from adverse action procedural and appeal rights.

Status: This matter is also addressed as part of draft legislation, the Working for America Act, Title 5, Adverse Actions. Specifically, Section 7501(1), Definitions would be amended to define an employee as an individual in the competitive service who is not serving a probationary period under an initial appointment and an individual who is not serving a time-limited appointment of unspecified duration. Throughout Chapter 75, all references to “one year of continuous employment in the same or similar positions under other than a temporary appointment limited to one year or less” would be eliminated.

Next Steps: If the proposed changes were made, OPM regulations would need to be revised to align with the statutory changes. OPM would issue a notice providing information for Federal agencies, employees, managers, and other stakeholders on new proposed or interim regulations. Each notice would briefly explain the nature of the change and provide a place for Federal agencies to indicate where the full text of the Federal Register notice will be available for review.

Chief Human Capital Officers Academy

The CHCO Academy continues to serve as a forum for discussion of Federal human resources issues, learning from one another in an informal setting, and sharing best practices in the Strategic Management of Human Capital. The Council convened the Academy for six sessions in FY 2005.

October 21, 2004

The Academy's first session of FY 2005 focused on recently enacted and prospective human capital legislation. Mr. Donald J. Winstead, OPM Deputy Associate Director, Center for Pay and Performance Policy, reviewed key elements of S. 129, the *Federal Workforce Flexibility Act of 2004* (which was presented to President Bush on the day the Academy met and enacted as Public Law 108-411 on October 30, 2004). The legislation provided reforms to existing procedures for offering recruitment, relocation, and retention bonuses, streamlined critical pay authority, agency training, annual leave enhancements, compensatory time for travel, and corrections relating to pay administration.

November 18, 2004

The Academy met in November to continue its discussion of legislative initiatives, in particular those being developed for introduction during the 109th Congress (2005-2006). Dr. Doris Hausser, Senior Policy Advisor to the OPM Director, facilitated the session, which reviewed lessons learned from the Department of Homeland Security, Department of Defense, and other agencies, such as the Internal Revenue Service and Federal Aviation Administration, all of which have implemented significant HR reforms. Council members also discussed "OPM's Guiding Principles for Civil Service Transformation," a document developed earlier in the year to direct the HR reform dialogue among stakeholders.

February 17, 2005

The first Academy session of the new year addressed, in a more specific manner, the HR reforms at the Department of Homeland Security and the Department of Defense. Dr. Hausser was joined by Dr. Ronald P. Sanders, OPM Associate Director for Strategic Human Resources Policy, Mr. Steven R. Cohen, Senior Advisor for Homeland Security, and Mr. George Nesterzuk, Senior Advisor on the Department of Defense, in providing an overview and leading a discussion of regulations being implemented and/or developed for the Departments.

April 12, 2005

At the first of two spring sessions of the Academy, CHCOs gathered to discuss methods for strengthening Governmentwide accountability. Mr. Michael J. Wilkin, OPM Deputy Associate Director, Center for Merit System Compliance, and Ms. Suzy Barker of the Department of Labor, facilitated the session. The theme was Strategic Human Capital Management upheld by Merit System Principles. CHCOs discussed OPM's key role in enhancing agencies' human capital accountability systems through technical assistance, participation, and assessment.

June 16, 2005

The June session of the Academy, facilitated by CHCOs Gail T. Lovelace (General Services Administration) and William J. Leidinger (Department of Education) with assistance from Ms. Deborah Jefferson, HR Director at the Department of Commerce, provided an opportunity for Council members to review with one another their agencies' Senior Executive Service pay-for-performance plans. Embracing the spirit of the *Chief Human Capital Officers Act of 2002*, CHCOs personally led this session – and a follow-up meeting on August 31 – to benchmark their progress in implementing the new performance-based compensation systems required by provisions in the *National Defense Authorization Act for Fiscal Year 2004* (Public Law 108-136, November 24, 2003).

September 22, 2005

The final Academy session of FY 2005 was facilitated by CHCO W. Robert Pearson (Department of State). Ambassador Pearson briefed colleagues on the Department's "Employee Profile Plus" (EP+) management tool. Deployed in September 2004, EP+ is a vast database covering five specific knowledge areas, including countries, organizations, self assessed languages, occupation, and competencies. The system identifies employees' skills and knowledge not captured by official job histories. EP+ was profiled in the success stories section of OPM's Web site and results.gov for the second quarter of FY 2005.

Appendix 1

Members of the Chief Human Capital Offices Council*

Ms. Linda M. Springer, Chairman
Director
Office of Personnel Management

Vacant
Assistant Secretary for Administration
Department of Agriculture

Mr. Otto J. Wolff
Assistant Secretary for Administration
Department of Commerce

Dr. David S. C. Chu
Under Secretary for Personnel and Readiness
Department of Defense

Mr. Michell Clark
Interim Acting Chief Human Capital Officer
Department of Education

Ms. Claudia A. Cross
Director of Human Resources Management
Department of Energy

Mr. Robert W. Hosenfeld
Deputy Assistant Secretary for Human Resources
Department of Health and Human Services

Mr. Gregg Prillaman
Chief Human Capital Officer
Department of Homeland Security

Me. Keith A. Nelson
Assistant Secretary for Administration
Department of Housing and Urban Development

Mr. Scott J. Cameron
Deputy Assistant Secretary for Accountability,
Performance, and Human Resources
Department of the Interior

Ms. Mari Barr Santangelo
Deputy Assistant Attorney General
for Human Resources
Department of Justice

Mr. Patrick Pizzella
Assistant Secretary for Administration
and Management
Department of Labor

Amb. W. Robert Pearson
Director General of the Foreign Service
and Director of Human Resources
Department of State

Mr. Clay Johnson, III, Vice Chairman
Deputy Director for Management
Office of Management and Budget

Ms. Linda J. Washington
Acting Assistant Secretary for Administration
Department of Transportation

Ms. Patricia J. Pointer
Acting Deputy Assistant Secretary for Management
Department of the Treasury

Mr. R. Allen Pittman
Assistant Secretary for Human Resources and Administration
Department of Veterans Affairs

Mr. Luis A. Luna
Assistant Administrator for
Administration and Resources Management
Environmental Protection Agency

Ms. Gail T. Lovelace
Chief People Officer
General Services Administration

Ms. Antonia Dawsey
Acting Assistant Administrator for Human Capital Management
National Aeronautics and Space Administration

Mr. James F. McDermott
Acting Chief Human Capital Officer
Nuclear Regulatory Commission

Mr. Robert F. Danbeck
Associate Director for Human Resources Products and Services
and Chief Human Capital Officer
Office of Personnel Management

Dr. Reginald F. Wells
Deputy Commissioner, Human Resources
Social Security Administration

Dr. Ronald P. Sanders
Chief Human Resources Officer
Office of the Director of National Intelligence

Mr. Anthony A. Arnolie
Small Agency Council Representative and
Director of Information and Resource Management
National Science Foundation

Mr. Michael D. Dovilla
Executive Director
Chief Human Capital Officers Council
Office of Personnel Management

*
As of end of Fiscal Year 2005

Appendix 2

Members of the Executive Committee^{*}

Ms. Linda M. Springer
Charmian
Director
Office of Personnel Management

Mr. Clay Johnson, III
Vice Chairman
Deputy Director for Management
Office of Management and Budget

Mr. Otto J. Wolff
Assistant Secretary for Administration
Department of Commerce

Dr. David S. C. Chu
Under Secretary for Personnel and Readiness
Department of Defense

Mr. Patrick Pizzella
Assistant Secretary for Administration and Management
Department of Labor

Mr. R. Allen Pittman
Assistant Secretary for Human Resources and Administration
Department of Veterans Affairs

Ms. Gail T. Lovelace
Chief People Officer
General Services Administration

Mr. Michael D. Dovilla
Executive Director
Chief Human Capital Officers Council
Office of Personnel Management

^{*} As of end of Fiscal Year 2005

Appendix 3

Charter

United States Government Chief Human Capital Officers Council

*Adopted:
June 11, 2003
The White House*

Introduction

In his Management Agenda, the President has stated that the Federal Government's workforce is one of its most valuable assets. Our employees are a national resource, and the American public expects the Federal workforce to be managed effectively and efficiently on their behalf. The Congress, through law, also supports this goal and has required that agencies establish a system of human capital management with plans that are strategically developed, leadership that has authority and accountability, and performance that is measured and continuously improved.

Chief Human Capital Officers (CHCOs) are essential to the success of human capital management throughout the Federal Government. They are vested with stewardship responsibilities for Federal employees and agencies and also share a collective accountability with OPM for improving the strategic management of human capital throughout the executive branch. They exercise that accountability in part through the CHCO Council, as strategic partners with the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB).

Authority

The CHCO Council (Council) is formally established by the Chief Human Capital Officers Act of 2002 (Act), which was enacted as part of the Homeland Security Act, Public Law 107-296, on November 25, 2002. The provisions are effective May 24, 2003.

Purposes

The purposes of the Council are to:

- Advise OPM, OMB, and agency leaders on human capital strategies and policies, as well as on the assessment of human capital management in Federal agencies.
- Inform and coordinate the activities of its member agencies on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources management operations and organizations.
- Assist member CHCOs and other officials with similar responsibilities in fulfilling their individual responsibilities to:
 - (1) Implement the laws governing the Federal civil service, as well as the rules and regulations of the President, OPM, and other agencies with regulatory authority that affects Federal employees;
 - (2) In accordance with those laws and regulations, advise and assist agency heads and other senior officials in carrying out their responsibilities for selecting, developing, training, and managing a high-quality, productive workforce in accordance with merit system principles;
 - (3) Assess workforce characteristics and future needs and align the agency's human resources policies and programs with the agency's mission, strategic goals, and performance objectives;
 - (4) Advocate and assure a culture of continuous learning and high performance, developing and implementing effective strategies to attract, develop, manage, and retain employees with superior abilities;
 - (5) Identify human capital best practices and benchmarks, and apply those exemplars to their agencies and the Federal Government as a whole.
- Provide leadership in identifying and addressing the needs of the Federal Government's human capital community, including training and development.

Membership

The Act establishes as permanent members of the Council:

- (1) the Director of OPM;
- (2) the Deputy Director for Management of OMB; and
- (3) the Chief Human Capital Officers of Executive departments.

The Act also provides that the Director of OPM may designate other members of the Council. Such additional members may include, but are not limited to:

- (1) the Chief Human Capital Officers of other Executive agencies; and
- (2) members who are designated on an *ex officio* basis and who may be invited to contribute to projects, as particular skills and expertise are needed.

The Act provides that the Director of OPM serves as Chairperson of the Council, and the Deputy Director for Management of OMB serves as Vice Chairperson.

Other Attendees

As required by the Act, at least once a year, representatives of employee labor organizations will be invited to attend a Council meeting. At the discretion of the Chair, representatives of other organizations may be invited to attend Council meetings.

Meetings

Meetings will be scheduled at the direction of the Chair. Attendance will generally be limited to principals and members, as described above, and to others who are specifically invited or approved by the Chair.

When votes are taken, each Council member (other than *ex officio* members) will have one vote. Members must be present to vote.

Invited guests who are not Federal employees may express their views, but will not participate in deliberations or decisions on policy matters, unless the meeting has been opened to the public in accordance with the Federal Advisory Committee Act (FACA). Note in this regard that FACA does not normally apply to Council meetings.

Minutes of meetings will be prepared by the Secretary/Treasurer, and copies will be provided to all members. The Secretary/Treasurer will maintain an official archive of all minutes and other official Council documents.

Committees

The Chair may establish standing committees of the Council and appoint committee chairs and members. The Chair may also establish one or more *ad hoc* committees to deal with specific issues or initiatives.

Annual Report

The Act requires that the Council submit each year to Congress a report on the activities of the Council.