



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

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

As Chairman of the Chief Human Capital Officers (CHCO) Council, I am pleased to present our Fiscal Year (FY) 2007 annual report to Congress.

FY 2007 is best described as a time of continued growth and success for the CHCO Council, as we continued to build on the structural and organizational changes made in the previous year. The ability to accomplish our activities successfully is attributed to the partnership between the U.S. Office of Personnel Management (OPM) and the members of the CHCO Council.

This year's annual report provides insightful details into all activities of the Council.

As the Council continues to evolve, we look forward to celebrating our fifth-year anniversary during FY 2008.

This report can also be found on the CHCO Council's website at www.chcoc.gov.

A handwritten signature in black ink, appearing to read "LMS", with a long, sweeping horizontal line extending to the right.

Linda M. Springer
Chairman

2007 Chief Human Capital Officers Council Annual Report

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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 15 Executive departments and nine additional agencies to appoint or designate Chief Human Capital Officers (CHCOs) and to establish a Chief Human Capital Officers Council (Council). The Council is composed of the Director of the Office of Personnel Management (OPM), the Deputy Director for Management of the Office of Management and Budget (OMB), the CHCOs of the 15 Executive departments, and the CHCO of additional agencies and the Small Agency Council, as designated by the OPM Director.

Building on the structural and organizational changes implemented during the previous fiscal year, FY 2007 is best described as a time of continued growth and success for the CHCO Council. For example, CHCOs had the opportunity to hear from several outside speakers at our full-Council meeting during the fiscal year, thereby facilitating new levels of information sharing for our members. The guest speakers represented a variety of groups, including, the Interagency Security Committee within the Department of Homeland Security, the U.S. Equal Employment Opportunity Commission, the Centers for Disease Control, the Office of Federal Occupational Health, Federal employee organizations, the Council for Excellence in Government the Gallup Organization, and Congressional staff.

FY 2007 was also a breakthrough year for the CHCO Council's six subcommittees, as they accomplished a number of activities that helped raise the profile of the Council and facilitated the sharing of human capital practice for its members. Accomplishments of the subcommittees are outlined in this year's Annual Report to Congress.

Additionally, the CHCO Council training academy sessions continued to be a valuable platform for highlighting and showcasing agency human capital practices this fiscal year. In fact, FY 2007 was a banner year for the academy, as over 300 staff members from CHCO Council agencies registered and attended the six sessions.

Two notable academy sessions include the January 2007 meeting, where the Departments of Agriculture, Labor and Treasury showcased specific steps the agencies took to improve their Senior Executive Service Performance Management and Pay Systems. This was the most widely attended session of FY 2007 as nearly 70 employees, including CHCOs, Deputy CHCOs, and staff from 21 of agencies participated.

The second noteworthy academy session occurred in June 2007 when the topic of return on investment for training was discussed. This particular session highlighted one speaker from the Federal Government and two speakers from private industry. However, all three speakers traveled from outside the Washington, D.C. metropolitan area to showcase their return-on-investment practices, a clear indication that the CHCO Council is extending its reach and influence beyond the Nation's capital.

This year's annual report to Congress provides details on these activities and summarizes the meetings of the CHCO Council during FY 2007.

¹ Pub. L. No. 107-296.

II. Background

The *Chief Human Capital Officers Act of 2002* (Act), enacted as part of the *Homeland Security Act of 2002* on November 25, 2002,² required the heads of 24 Executive departments and agencies to appoint and designate Chief Human Capital Officers Council (Council) "to advise and coordinate the activities of the agencies of its members on such matter as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations."³

The 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 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).

² Pub. L. No. 107-296.

³ 5 U.S.C. § 1401 note.

III. Council Activities

Meetings of the Council

During FY 2007, the full CHCO Council met on November 14, 2006; January 9, 2007; March 13, 2007; May 8, 2007; July 10, 2007; and September 11, 2007.

November 14, 2006

The Council's first meeting of the fiscal year began with a presentation by Ms. Lucy Polk, WorkLife Program Specialist at OPM and Ms. Melissa Johnson, Executive Director of the President's Council on Physical Fitness and Sports. Ms. Polk and Ms. Johnson discussed the 2007 Healthier Feds Challenges, a voluntary program to involve Federal employees in regular physical activity. Following that presentation, Ms. Christine Griffin, Commissioner of the Equal Employment Opportunity Commission (EEOC) led a discussion on the hiring of individuals with targeted disabilities. She informed Council members that the EEOC is engaged in a program called Leadership for the Employment of Americans with Disabilities (LEAD). The goal of the program is to increase the number of individuals with severe disabilities employed by the Federal Government. After the discussion, Ms. Sydney Smith-Heimbrock, Deputy Associate Director for Human Capital Implementation and Assessment at OPM briefed Council members on the status of the Council's applicant and manager survey. The last presentation was delivered by Ms. Nancy Kichak, Associate Director for the Strategic Human Resources Policy Division at OPM. Ms. Kichak briefed the Council on the 2007 certification process of performance appraisal systems for SES employees.

January 9, 2007

The January 2007 meeting began with a presentation from Mr. Thomas O'Keefe, Executive Director of the Office of Retirement Systems Modernization. Mr. O'Keefe provided an overview of the Retirement Systems Modernization efforts. Following him, Director Springer and OPM's Director of Congressional Relations, Ms. Susan Marshall, briefed Council members on OPM's legislative agenda. Director Springer continued with a brief update on the SES certification process. The Council then received updates from its six subcommittees. The last item on the agenda was a discussion and presentation entitled: *Peeking Into the Future: Understanding the Workforce of the Future Through a New Lens*. The presentation was led by Mr. Warren Wright, Managing Partner of the Gallup Organization and Ms. Patricia McGinnis, President and Chief Executive Officer of the Council for Excellence in Government.

March 13, 2007

Ms. Renee Roman, Deputy Associate Director for the Center for Leadership Capacity Services at OPM opened the March 2007 Council meeting by providing an update on the recruitment and outreach activities of the Presidential Management Fellows Program. Following her, OPM's Associate Director for the Strategic Human Resources Policy Division, Ms. Nancy Kichak, briefed the Council on the President's Identity Theft Task Force. Ms. Kichak's discussion was followed-up with a co-presentation on the Human Resource Line of Business (HRLOB). Presentations were made by Ms. Gail Lovelace, CHCO at the General Services Administration (GSA) and Chair of

the Council's HRLOB Subcommittee and Mr. Norm Enger, Director of the HRLOB program office at OPM. Next, Ms. Tricia Hollis, OPM's Chief of Staff, discussed the agency's goal to conduct Pandemic Information Road Show presentations at Federal agencies in partnership with the Department of Health and Human Services. After her presentation, each of the Council's subcommittees highlighted their activities. The March meeting wrapped up with a presentation by Dr. Reginald Wells, Chief Human Capital Officer for the Social Security Administration, and his staff, including Mr. Wayne Harmon, Associate Commissioner for Training for Social Security. Dr. Wells and Mr. Harmon gave a 40-minute multi-media presentation on the Social Security Administration's distance learning program.

May 8, 2007

In May, the CHCO Council held its fourth annual meeting, which included presentations from representatives of Federal employee organizations. At the beginning of the meeting, Director Springer played four new television commercials from the "What Did You Do At Your Job Today?" campaign. In addition to showing the advertisements, Council members also had a chance to hear brief remarks from the four "stars" of the ad campaign, including Mr. Richard Buangan, Foreign Service Officer, Department of State; Ms. Harsha Desai, Deputy Avionics Engineer, Department of the Navy; Ms. Monsi Roman, Project Manager, NASA/Marshall Space Flight Center; and Mr. Alvin Shell, Physical Security Specialist, Department of Homeland Security.

This year's annual meeting also included a discussion with representatives of Federal employee organizations, including Mr. Brian DeWyngaert, Chief of Staff, American Federation of Government Employees; Ms. Susan Grundmann, General Counsel, National Federation of Federal Employees; Mr. Larry Adkins, Deputy General Counsel, National Treasury Employees Union; Ms. Carol Bonosaro, President, Senior Executives Association; and Mr. Darryl Perkinson, National President, Federal Managers Association.

The session concluded with a presentation from the Interagency Security Committee (ISC) delivered by Mr. Jerry Williams, Deputy Chief Security Officer, and Mr. Keith Hughes, ISC Executive Director, both of the Department of Homeland Security. Mr. Williams provided an overview of the mission and goals of the ISC, including several steps the group is taking to secure the safety of Federal employees.

July 10, 2007

The July 2007 meeting began with a presentation by Mr. Richard Kessler, Staff Director, and Ms. Jennifer Hemingway, Minority Staff Director from the U.S. Senate Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia. Following them, OPM's Deputy Associate Director for the Center for Employee and Family Support Policy, Mr. Daniel Green, discussed OPM's report to Congress on the status of telework in the Federal Government. After the standing agenda item detailing the subcommittee activities, three agencies summarized their Pandemic Influenza "town hall" meetings. Presentations were made by Ms. Donna Butler, the Chief of Staff to the CHCO at the Department of Education, Mr. Ronald Flow, CHCO and Associate Director for the Management Services Division at OPM; and Mr. William Kelly, Deputy CHCO at GSA. This presentation was followed by a discussion with Ms. Renee Roman, OPM's Deputy Associate Director, Center for Leadership and Capacity Services on the Senior Executive Service Federal Candidate Development Program.

Next on the agenda, Mr. Thomas O'Keefe, Executive Director, Retirement Systems Modernization Program at OPM, provided a brief update on the agency's efforts with this initiative.

Following Mr. O'Keefe, Dr. Ronald Sanders, CHCO at the Director of National Intelligence (DNI) discussed the intelligence community's program on joint duty assignments. Dr. Sanders discussed the comprehensive plan to rotate senior level managers and professionals within the Intelligence Community as a pre-requisite for promotion into the Senior Executive Service.

Mr. Mark Doboga, Deputy Associate Director Center for Talent and Capacity Policy at OPM presented the next item, which focused on improving vacancy announcement templates for commodity jobs. Specifically, he discussed the need to develop standard Government-wide vacancy announcements for accountants and executive assistant positions, a concept which was supported and endorsed by the Council members.

The last agenda item was presented by Mr. Kevin Mahoney, Associate Director for Human Capital Leadership and Merit System Accountability at OPM. He discussed the human capital component of Proud to Be 5.

September 11, 2007

The final Council meeting of FY 2007 began with an update of the National Security Personnel System by Dr. David Chu, Undersecretary for Personnel and Readiness from Department of Defense. Next, Ms. Nancy Kichak, Associate Director of the Strategic Human Resources Policy Division at OPM and Mr. Carlton Hadden, Director of the Office of Federal Operations at the Equal Employment Opportunity Commission (EEOC) discussed the coordination activities between the two agencies.

After the OPM/EEOC presentation, each of the Council's six subcommittees provided their updates, noting that they were developing their goals for Fiscal Year 2008.

The Council then received a briefing entitled *Tuberculosis in the Federal Workforce* by Dr. Phil LoBue, Associate Director for Science at the Centers for Disease Control and Dr. Gene Migliaccio, Director of Federal Occupational Health at the Department of Health and Human Services. Dr. LoBue provided an overview of the science behind tuberculosis, including how it is contracted, while Dr. Migliaccio explained what agencies should do in case a Federal Employee contracts the disease.

Mr. Kevin Mahoney, Associate Director for Human Capital Leadership and Merit System Accountability Office at OPM addressed the Council on a potential funding mechanism to ensure the financial viability of the Federal Executive Boards (FEB).

The last agenda topic was an open discussion by Council members on the lessons learned for Federal Human Resources in a post-9/11 environment. The CHCOs and Deputy CHCOs discussed a number of ways the human resources functions have evolved in the past six years.

Meetings of the Executive Committee

The Executive Committee continues to serve as the leadership entity of the Council and is responsible for certain priorities, including (1) discussing and guiding the strategic direction of the Council; (2) suggesting and approving meeting agenda items for the full Council meetings; and (3) discussing cutting-edge human capital initiatives and their impact on the community at large. In FY 2007, the Executive Committee met on December 14, 2006; March 8, 2007; April 26, 2007; June 28, 2007; and September 6, 2007.

Key Activities of the Subcommittees

FY 2007 was a breakthrough year for the CHCO Council's six subcommittees as they were responsible for a number of accomplishments and activities that raised the profile of the Council and facilitated the sharing of human capital practices for its members.

The following provides a summary of the mission of each subcommittee and key milestones accomplished in FY 2007:

Subcommittee on Emergency Preparedness

- The subcommittee provided several recommendations to OPM regarding the development of a human capital related communication strategy for employees on Pandemic Influenza. The suggested strategies focused on such topics as (1) including a discussion on the human capital policies and options available during an emergency; (2) soliciting union input when developing the communication plan; (3) delivering the message through various communication tools, e.g., web casts; and (4) establishing a coordinated outreach program with local Federal Executive Boards, who in turn, can communicate to local Federal agencies.
- The subcommittee provided recommendations to OPM for human capital considerations that should be included in emergency preparedness tabletop exercises. Recommendations were based on exercises conducted by several Federal agencies which were designed to assess Pandemic Influenza preparations in the areas of (1) the capability of civilian personnel to continue assigned mission essential functions and (2) the organization's ability to provide for the well-being of employees prior to, during, and following an outbreak.
- The subcommittee also worked with OPM on the Pandemic Influenza "town hall" meetings to educate the Federal workforce on policies and procedures relating to an outbreak. By the end of FY 2007, four Departments and Agencies (Department of Education, the Office of Personnel Management, the General Services Administration, and the Department of Energy) held town hall meetings for their employees. Several other town hall meetings are scheduled for early FY 2008.

- The subcommittee arranged a briefing on a Department of the Navy automated tool for tracking employees during an emergency, which was subsequently adopted by an agency on the subcommittee.

Subcommittee on Hiring and Succession Planning

- The subcommittee provided OPM with suggested marketing strategies to educate Federal managers on the highlights of the USAJOBS system. OPM is considering ways to incorporate the document into the agency's overall USAJOBS marketing strategy.
- The subcommittee provided recommendations to OPM on ways to improve and streamline the hiring process. The recommendations included policies OPM is pursuing such as (1) creating flexibility for part-time schedules in transition to retirement without a penalty to an employee's retirement and (2) developing a comprehensive policy for agencies to employ annuitants on a short-term basis.
- The subcommittee worked with OPM and the Partnership for Public Service's "Call to Serve" initiative on a tool for measuring the return on investment for Federal Career Day Job Fairs, which was piloted at the Louisiana State University in September 2007.

Subcommittee on Human Capital Workforce

- The subcommittee worked with OPM to develop, host, and co-sponsor the first Human Capital Innovation and Transformation Summit. The goal of the summit was to discuss the future direction of Federal human capital management. Invited participants included the Council members, along with five prominent thought leaders from private industry, academia, and government.
- This subcommittee held a one-day meeting with the human resource executive team at America On-Line (AOL) in order to learn and share human capital practices with private industry.
- The subcommittee, in conjunction with an interagency working group of Human Resource Directors, developed a list of future-focused competencies for Federal Human Resource Management professionals, including flexibility; information management; decision making; creative thinking; planning and evaluating; and influencing/negotiating.

Subcommittee on Human Resources Line of Business

- The subcommittee sponsored and organized the April 2007 CHCO Council Training Academy session on the HRLOB. Presentations were made by OPM, the Department of Defense, the General Services Administration, and the Environmental Protection Agency.
- The subcommittee worked with OPM and OMB on a list of frequently asked questions for the HRLOB initiative, which are posted on the OPM website.
- Subcommittee members worked with OPM and OMB on business case options related to agency migration to shared service centers.

- The subcommittee chair briefed the Multi-Agency Executive Steering Committee, the interagency governance component of the HRLOB, to share goals of the subcommittee and discuss the importance of this migration.
- The subcommittee met with GSA officials involved in various aspects of Lines of Business, including the component of GSA that is establishing the private sector schedule in partnership with OPM.

Subcommittee on Learning and Development

- This subcommittee sponsored and organized the June 2007, CHCO Council Training Academy session on the importance of developing return on investment (ROI) strategies for training. Presentations were made by a consultant with extensive ROI experience in the public and private sector, the U.S. Fish and Wildlife Services, and the Vice President of Human Resources for Flowers Foods.
- The subcommittee partnered with OPM to enhance the search capability function of the Catalogue of Leadership and Development Programs, which is an electronic library of programs offered by Federal departments and agencies to foster the development of leadership skills in their employees. The catalogue is available on www.opm.gov.
- The subcommittee, working with OPM, identified a list of Federal agencies that currently conduct ROI for training. Some of this information will be included into the Council's human capital practices document to be issued in early FY 2008.
- The subcommittee, working with OPM, identified a list of Federal agencies with Distance Learning programs. This information will be included in the Council's human capital practices document to be issued in early FY 2008.

Subcommittee on Performance Management

- This subcommittee sponsored and organized the January 2007 CHCO Council Training Academy session, with presentations from OPM, and the Departments of Labor, Agriculture, and Treasury. The Department of Labor discussed their overall approach and lessons learned for SES certification, while the Department of Agriculture showcased their "back to basics" approach for overhauling their SES plans. Finally, the Department of Treasury presented their organizational assessment tool and strategy for improving communication on the certification process for their executives.
- After the results of the 2006 Federal Human Capital Survey (FHCS) were released, the subcommittee identified the top agencies with greatest improvements in performance management based on the results of the FHCS from 2004 and 2006. Information compiled from those agencies will be incorporated into the Council's human capital practices document to be issued in early FY 2008.
- The subcommittee also compiled input from CHCO Council agencies with the highest scores on the results-oriented performance culture index of the Human Capital Assessment and Accountability Framework, which will be incorporated into the Council's human capital practices document to be issued in early FY 2008.

Chief Human Capital Officers Training Academy

During FY 2007, the CHCO Council Training Academy sessions continued to be a valuable platform for highlighting and showcasing agency human capital practices. In addition, this was a banner year for the academy, as over 300 staff members from CHCO Council agencies attended the meetings.

In FY 2007, the CHCO Council Training Academy met on October 12, 2006; January 11, 2007; February 8, 2007; April 12, 2007; June 14, 2007; and August 9, 2007.

October 12, 2006

The agenda for the October 2006 training academy session included a discussion on the importance of the human resource function in the competitive sourcing process. Presentations were delivered by the Office of Personnel Management, the Office of Management and Budget, and the National Academy of Public Administration. Specifically, the presenters shared ideas and practices for human resources professionals to understand how to assist their agencies when establishing Most Efficient Organizations. In addition, OPM staff provided an overview of the agency's Leadership Development Catalog and Hiring Makeover Toolkit during this session.

January 11, 2007

During the January training academy session, the Departments of Agriculture, Labor and Treasury showcased specific steps the agencies took to improve their Senior Executive Service Performance Management and Pay Systems. The Department of Labor discussed their overall approach and lessons learned for SES certification, while the Department of Agriculture showcased their "back to basics" approach for overhauling their SES plans. Finally, the Department of Treasury presented their organizational assessment tool and strategy for improving communication on the certification process for their executives. This was the most widely attended session of FY 2007 as nearly 70 employees, including CHCOs, Deputy CHCOs, and staff from 21 agencies participated.

February 8, 2007

The topic for the February training academy featured the telework efforts of three Federal agencies and one stakeholder organization. Specifically, attendees learned how effective and valuable telework is for the Defense Information Systems Agency (DISA), a Department of Defense subcomponent, in preparation for the Base Realignment and Closure (BRAC) activities. Then, the Director of Administration and the President of the local American Federation of Government Employees union from the International Trade Commission (ITC) co-presented their agency's telework agreement. Following them, OPM shared highlights and findings from the agency's September 2006 telework exercise. The training academy session concluded with a presentation by the Telework Exchange where they shared their mission, goals, and objectives with the attendees.

April 12, 2007

In April, the training academy focused on the Government-wide Human Resource Line of Business initiative. Attendees were presented with information and an overview of the HRLOB initiative by OPM and the General Services Administration. In addition, representatives from the Department of Defense and the Environmental Protection Agency discussed the types of issues agencies should consider when reviewing and drafting migration strategies. This academy session was moderated by Ms. Gail Lovelace, who is the CHCO at GSA and Chair of the CHCO Council's Subcommittee on the HRLOB. This particular training academy session was scheduled to help the subcommittee achieve its goal of raising awareness of the Human Resource Line of Business within the CHCO Council.

June 14, 2007

The June 2007 training academy session provided attendees with an overview and discussion on the importance of conducting return on investment for training. To help organize this session, CHCO Council staff and the Learning and Development Subcommittee, chaired by Mr. Keith Nelson, from the Department of Housing and Urban Development, partnered with two outside organizations to schedule speakers for the event. First, the American Society for Training and Development arranged for Ms. Toni Hodges DeTuncq to share her experiences as a private sector employee and consultant. Second, the American Management Association helped arrange for Mr. Donald Thriffely, Vice President for Flowers Foods to explain the program his corporation employs for measuring the impact of training. Finally, Mr. Jim Willis from the U.S. Fish and Wildlife Service shared his organization's program for measuring training for biologists at the GS 11 and 12 levels. The session, moderated by Mr. Nelson, also helped his Learning and Development Subcommittee achieve its goal of sharing return on investment strategies with the CHCO Council.

August 9, 2007

In August, the training academy session deviated slightly from its traditional information sharing approach. Instead, this particular session allowed agencies to provide input on a self-auditing human capital tool that was under development by OPM. The tool, called the SES Performance Appraisal Assessment Tool (SES-PAAT), is intended to improve the appraisal process for SES certification. During the session, agency representatives provided insightful comments to OPM, which were used to improve the guidance material on the tool.

Deputy Chief Human Capital Officers

In March of 2006, Chairman Springer requested that each Chief Human Capital Officer appoint a deputy to serve on the Council. The Deputy CHCOs attended their first full Council meeting on May 9, 2006. Since that time, the Deputy CHCOs have played an integral role in the advancement and success of the Council and all of its activities.

In particular, the inclusion of the Deputy Chief Human Capital Officers serves three important purposes. First, they create a stronger link between the Council's activities and discussions with the Federal Human Resources Directors. Second, the Deputies help identify and share best practices for Council meetings, CHCO Training Academy sessions, and subcommittee meetings. Third, the Deputy CHCOs ensure continuity when there are changes in leadership among the CHCOs.

In addition to attending full Council meetings, the CHCO Council's Executive Director met separately with the deputies on three occasions in FY 2007 to discuss policies, procedures, and programs with a focus on the operational aspects of human capital management. Specific topics for the Deputy CHCO meetings included Human Capital Accountability, Federal hiring initiatives, SES certification, Retirement Systems Modernization, and performance management competencies. The Deputy CHCOs also received presentations from agencies and organizations, including the Peace Corps, American University, Federally Employed Women, Young Government Leaders, and from representatives of the Federal Executive Boards.

Appendix 1

Members of the Chief Human Capital Officers Council*

Ms. Linda M. Springer, Chairman

Director
Office of Personnel Management

Mr. Boyd Rutherford

Assistant Secretary for Administration
Department of Agriculture

Deputy: Ms. Roberta Purcell

Mr. Otto J. Wolff

Assistant Secretary for Administration
Department of Commerce

Deputy: Ms. Deborah Jefferson

Dr. David S. C. Chu

Under Secretary for Personnel and Readiness
Department of Defense

Deputy: Ms. Patricia Bradshaw

Mr. Michell Clark

Assistant Secretary for Management and
Chief Human Capital Officer

Department of Education

Deputy: Ms. Debra Bennett

Dr. Jeff T. H. Pon

Chief Human Capital Officer
Department of Energy

Deputy: Ms. Rita Franklin

Ms. Antonia Harris

Deputy Assistant Secretary for Human Resources
Department of Health and Human Services

Deputy: Mr. Gary Steinberg

Ms. Marta Brito Perez

Chief Human Capital Officer
Department of Homeland Security

Deputy: Mr. Gregg Pclowski

Mr. Keith A. Nelson

Assistant Secretary for Administration
Department of Housing and Urban Development

Deputy: Ms. Barbara Edwards

Mr. James Cason

Associate Deputy Secretary
Department of the Interior

Deputy: Ms. Kathleen Wheeler

Ms. Mari Barr Santangelo

Deputy Assistant Attorney General for Human Resources
Department of Justice

Deputy: Mr. Raymond Pagliarini

Mr. Patrick Pizzella

Assistant Secretary for Administration and Management
Department of Labor

Deputy: Ms. Daliza Salas

Ms. Linda J. Washington

Assistant Secretary for Administration
Department of Transportation

Deputy: Ms. Nancy Mowry

Mr. Clay Johnson III, Vice Chairman

Deputy Director for Management
Office of Management and Budget

Amb. Heather Hodges

Acting Director General of the Foreign Service and
Director of Human Resources

Department of State

Deputy: Ms. Linda Tagliatela

Ms. Rochelle F. Granat

Deputy Assistant Secretary for Human Resources and
Chief Human Capital Officer

Department of the Treasury

Deputy: Mr. Rick Hastings

Mr. Thomas Hogan

Principle Deputy Assistant Secretary for Human
Resources

Department of Veterans Affairs

Deputy: Mr. Willie Hensley

Mr. Luis A. Luna

Assistant Administrator for Administration and
Resources Management

Environmental Protection Agency

Deputy: Mr. Kenneth Venuto

Ms. Gail T. Lovelace

Chief People Officer
General Services Administration

Deputy: Mr. William Kelly

Ms. Antonia Dawsey

Assistant Administrator for Human Capital Management
National Aeronautics and Space Administration

Deputy: Mr. Jay Henn

Mr. James F. McDermott

Chief Human Capital Officer
Nuclear Regulatory Commission

Deputy: Ms. Mary Ellen Beach

Mr. Ronald C. Flom

Associate Director for Management Services and
Chief Human Capital Officer

Office of Personnel Management

Deputy: Mr. Mark Reinhold

Dr. Reginald F. Wells

Deputy Commissioner, Human Resources
Social Security Administration

Deputy: Ms. Feli Sola-Carter

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

Deputy: Mr. Charles Schnieder

Mr. John C. Salamone

Executive Director
Chief Human Capital Officers Council
Office of Personnel Management

* As of the end of Fiscal Year 2007

Appendix 2

Members of the Executive Committee*

Ms. Linda M. Springer

Chairman

Director

Office of Personnel Management

Mr. Clay Johnson III

Vice Chairman

Deputy Director for Management

Office of Budget and Management

Dr. David S. C. Chu

Under Secretary for Personnel and Readiness

Department of Defense

Ms. Gail T. Lovelace

Chief People Officer

General Services Administration

Mr. Keith A. Nelson

Assistant Secretary for Administration

Department of Housing and Urban Development

Mr. James McDermott

Chief Human Capital Officer

Nuclear Regulatory Commission

Mr. Patrick Pizzella

Assistant Secretary for Administration and Management

Department of Labor

Dr. Jeff T. H. Pon

Chief Human Capital Officer

Department of Energy

Mr. John C. Salamone

Executive Director

Chief Human Capital Officers Council

Office of Personnel Management

*As of the end of Fiscal Year 2007

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.