

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Chief Human Capital Officers Council

Fiscal Year 2009

Annual Report to the Congress

A New Day for the Civil Service



United States Office of
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I. Executive Summary and Background

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).

Specifically, the Act established the 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 (HR) information, and legislation affecting human resources operations and organizations.”² The Act’s effective date was May 24, 2003 (180 days after enactment).

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

This year’s annual report to Congress outlines the key initiatives the Council led or actively participated in, including: veterans employment, hiring reform and student recruitment, worklife enhancements, American Recovery and Reinvestment Act (ARRA) implementation, Feds Feed Families government-wide campaign and food drive, H1N1 Influenza pandemic planning, Hiring Reform 2009, Feds Get Fit government-wide health and wellness campaign, USAJOBS proposed re-design and enhancements, multi-sector workforce planning, the Interagency Resources Management Conference, and the CHCO Council Innovation Forum. Since its inception, the Council has made tremendous strides in improving cross-agency collaboration within the Federal HR community. This year, several key contributing factors enabled the Council to expand its impact, including: subcommittee involvement during the Presidential transition period, leading key government-wide HR initiatives, identifying and promoting best HR practices, and the support and active participation of the Deputy CHCOs (Deputies).

The report concludes with five sub-sections containing historical information, including: Full Council and Deputy CHCO meeting agenda items during FY 2009, Training Academy topics and summaries, Council membership, and the original Council Charter dated June 11, 2003.

¹ Pub. L. No. 107-296.

² 5 U.S.C. §1401 note.

II. Critical Elements of the Chief Human Capital Officers Council

Over the past seven years, the CHCO Council has positioned itself to address the Federal Government's emerging human resources issues by improving cross-agency collaboration within the Federal HR community. This section of the FY 2009 annual report to Congress provides background on the critical elements which have helped the Council evolve since its inception and particularly, during the past year of transition. Several key contributing factors enabled the Council to expand its impact, including: subcommittee involvement during the Presidential transition period, leading key government-wide HR initiatives, identifying and promoting best HR practices, and the support and active participation of the Deputies.

1) Subcommittee Involvement and the Presidential Transition Period

In March 2006, the CHCO Council subcommittees were restructured to more closely align with the overarching strategic human capital initiatives impacting the Federal Government. In this effort, six subcommittees were created including: (1) Emergency Preparedness; (2) Hiring and Succession Planning; (3) Human Capital Workforce; (4) Human Resources Line of Business; (5) Learning and Development; and (6) Performance Management. Specific information regarding the accomplishments of the subcommittees can be found in this section and throughout the report. While continued OPM leadership helped ensure a vibrant CHCO Council that used the Presidential transition period to position itself as a vital resource for government performance and reform, frequent changes in Council membership (due in large part to incoming and outgoing movement of those politically-appointed CHCOs) resulted in wide variation of subcommittee activity. Summary information from two of the most active subcommittees in fiscal year 2009 is noted below:

Subcommittee on Performance Management

Over the past fiscal year, the Subcommittee on Performance Management continued its efforts to more closely align the performance management policies and practices of Federal departments and agencies to their respective strategic plans and goals. Going forward, the Subcommittee will stress that, although pay-for-performance is "on hold" for the foreseeable future in the Executive Branch, departments and agencies can and should continue their efforts to link the performance plans of each individual employee to their agency's broader performance objectives, which will empower employees, improve their overall performance, and contribute to strategic goals. Currently, the Subcommittee is working on this project in coordination with OMB's Performance Improvement Council (PIC), and together they are determining the long-term goals for their partnership. Specifically, they are examining how Performance Improvement Officers and CHCOs can engage jointly with budget and program leaders to plan programs toward performance success. The Subcommittee and the PIC have held and will continue to hold regularly-scheduled joint meetings to discuss areas of common interest and concern.

The Subcommittee has and is continuing to examine pay compression in the senior executive and senior professional ranks of the Federal government to determine what effect it may have on retention and promotion. In addition, the Subcommittee is considering both short and long-term solutions to this problem, including legislative proposals.

Finally, the Subcommittee continues to work closely with the Senior Executives Association (SEA) to highlight the results of a recent survey of government employees, which focused on those at the General Schedule (GS) 15 level. The survey provides key insights into what motivates individuals to work hard, remain in government service, and seek positions of greater responsibility and authority. The Subcommittee intends to use the results of this survey and others to help guide the development and enhancement of performance management systems.

Subcommittee on Human Capital Workforce

For the first time in the CHCO Council's history, funds were approved for direct program support of a Council initiative. The HR Workforce Subcommittee developed a proposal to fund a Government-wide Human Capital Assessment, Selection, and Development Program/tool for the Federal human resources career field (201 series). The Council approved this proposal, and the Subcommittee has quickly launched the effort. To support its efforts, the Subcommittee awarded a contract to: (1) develop (or purchase) a government-wide assessment tool to support the implementation of OPM's new qualification standard for 201s and (2) develop a new Federal HR Career Map that will be linked to the new 201 competencies based on newly developed proficiency levels.

In support of the Hiring Reform initiative, the Subcommittee also partnered with OPM to professionalize the Federal human resources occupation by revising the HR qualifications standard. The new competency-based qualifications standard will require individuals to demonstrate the required competencies at each grade level in concert with proficiency levels that are under development by OPM.

2) Key Initiatives

This year, the Council led and/or actively participated in a number of special initiatives that achieved significant results for the Federal workforce. Among them: American Recovery and Reinvestment Act (ARRA) implementation, Feds Feed Families government-wide campaign and food drive, H1N1 Influenza pandemic planning, Hiring Reform 2009, Feds Get Fit government-wide health and wellness campaign, USAJOBS proposed re-design and enhancements, multi-sector workforce planning, the Interagency Resources Management Conference, and the CHCO Council Innovation Forum. Summary information for each is noted below:

American Recovery and Reinvestment Act (ARRA)

With the signing of the American Recovery and Reinvestment Act of 2009 (ARRA), the Administration moved aggressively to invigorate the Nation's economy. Federal, state, and local government agencies and private organizations are playing a major role in getting Americans back to work. Agency CHCOs have ensured that their agencies were able to meet the unprecedented challenges presented by the sudden inflow of budgetary resources, and extremely high expectations for quick, effective and transparent use of those funds. Specifically, CHCOs, Deputy CHCOs and/or their designees participated in a series of OPM-organized workshops and forums designed to share potential approaches to providing the human capital management support needed by agencies implementing ARRA; to provide information about authorities and flexibilities available to them for hiring qualified employees quickly; and to provide guidance on how to request permission to use authorities administered by OPM.

Most significantly, CHCOs actively supported and participated in a first-of-its-kind Federal hiring fair held in Detroit, Michigan on July 30, 2009. As the entire State of Michigan was among the areas most adversely affected by the economic conditions that prompted ARRA, the President placed a significant emphasis on revitalizing its economy. In support of the President's efforts, the Federal hiring fair was designed to support individuals in the State of Michigan who were looking for employment and address agency staffing needs by acquiring top talent in mission-critical and high-need occupations required by ARRA implementation. The CHCOs and Deputies led this effort in their agencies by identifying job opportunities that could be filled at the hiring fair; structuring hiring plans and procedures on an aggressive schedule that enabled them to interview qualified applicants and make tentative employment offers at the hiring fair; and providing staff in support of the actual event. As a result of these efforts, the Detroit Hiring Fair was a major success – over the course of two days (July 29-30), nearly 1,000 applicants were interviewed and 246 tentative Federal employment offers were made.

H1N1 Influenza Pandemic Planning

The 2009 H1N1 influenza virus (initially referred to as “swine flu”) was first detected in people in the United States in April 2009. H1N1 is a relatively new, contagious influenza virus that has higher than normal fatality rates for certain at-risk populations. Both the Department of Health and Human Services (HHS) and President Obama issued national emergency declarations for H1N1, and the World Health Organization (WHO) declared a global pandemic. Since the initial outbreak in April, an estimated 22 million people in the United States have contracted the virus.

CHCOs were ready to help ensure that their agencies were able to meet the challenges caused by the effect of H1N1 influenza on the Federal workforce. Beginning with an April 30th emergency Full Council meeting at the outbreak's onset, H1N1 was included as a priority agenda item during almost every meeting of the CHCO Council in order to provide updates on the virus' status, share best practices in preparing and testing telework plans, and explore issues associated with managing the Federal workforce and operations during a pandemic. At the emergency meeting in particular, the Council raised important questions and issues to drive OPM guidance in this area, with additional questions and information provided by the Council's Emergency Preparedness Subcommittee. Additionally, the Council's annual meeting with labor representatives and other employee groups focused exclusively on H1N1 guidance and pandemic planning as an overriding concern of the Federal workforce. The public meeting included presentations by representatives from the White House, U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) and HHS' Centers for Disease Control and Prevention (CDC), who answered questions on health, safety, and other response issues that were outside of OPM's purview.

Finally, CHCOs, Deputies and/or their designees participated in a series of OPM-organized workshops and forums designed to provide agencies with the latest guidance and HR flexibilities necessary to manage the H1N1 situation for the Federal workforce. They participated in an H1N1/HR Community of Practice (COP) to ensure full access to the best available information throughout the year's influenza season. This COP met virtually through the OMB MAX portal – a web-based collaboration tool available to Federal employees – to share information and best practices, raise issues and questions for exploration with OPM, and conduct virtual forums to provide the latest information on the pandemic.

Feds Feed Families

In May 2009, OPM and the CHCO Council launched the Feds Feed Families Initiative. As a result of the deep economic recession, area food banks faced severe shortages of non-perishable goods – and while demand soared, contributions were declining. To address this urgent need in the Washington, D.C., metropolitan area, OPM and the CHCO Council led a government-wide campaign and food drive designed to encourage area-based Federal employees to bring non-perishable food items to their offices throughout June, July and August for collection and delivery to the Capital Area Food Bank. The Capital Area Food Bank serves more than 700 food pantries, soup kitchens and other service organizations in the District of Columbia, Virginia and Maryland. As the campaign progressed, it evolved into a national effort, with regional and field operations offices located outside the Washington, D.C. metropolitan area participating. As a result of the campaign, the Washington, D.C. area collected more than 370,000 pounds of food for the Capital Area Food Bank. Nationwide – with the help of agency field locations and the Federal Executive Boards – the campaign met and exceeded its 1 million pound collection goal.

Hiring Reform

In June 2009, OMB and OPM issued guidance (in conjunction with FY 2011 budget and performance plans) to Executive Branch agencies on the steps required to reform the Federal government's hiring process. This reform is of key interest to the President and Congress due to long-standing problems with the Federal hiring process. The CHCOs and Deputy CHCOs have spearheaded their agencies' hiring reform efforts by providing leadership and guidance to agency hiring reform teams and implementing action plans to achieve more efficient and effective hiring processes. Additionally, OPM worked through the Council to establish collaborative partnerships among agencies with similar talent-needs to assist one another with hiring reform activities. The Council has committed to engage with OPM and OMB in the broader civil service hiring reform.

Feds Get Fit

In October 2009, OPM launched FedsGetFit, a campaign dedicated to raising awareness and commitment to health and wellness as part of worklife balance. Specifically, the awareness campaign was designed to highlight all four pillars of a healthy lifestyle, including physical activity, nutrition, healthy choices, and prevention. Each of the three months of the campaign was themed around these pillars (October as fitness, November as nutrition, and December as healthy choices), with prevention as a running theme throughout the entire campaign. CHCOs, Deputy CHCOs and their designees were instrumental in promoting the overall campaign as well as the inaugural event – a FedsGetFit Walk and Expo on the National Mall on October 27, 2009. This event allowed our Government's human resources leaders to meet and interact with department and agency leadership, Members of Congress, and players from the National Football League Players Association, all of whom showed their support for this important event. The 1-mile walk was followed by an exposition that allowed agencies to showcase their individual wellness programs. The personal commitment and involvement of the CHCOs and Deputies in this campaign helped jump-start OPM and the Federal government's efforts to promote wellness across the Federal workforce.

USAJOBS

This year, OPM began a makeover of USAJOBS – the Federal government's official jobs web site – to ensure it is an effective tool for attracting talent to the Federal Government.

In addition to short-range goals for improving the look and feel of the site, OPM had long-term plans to rework the contract requirements to assure the website meets agencies' 21st century staffing needs and applicants' expectations for an efficient and transparent hiring process. To support this effort, the CHCO Council formed a "wolf pack" – an issue-specific workgroup comprised of CHCOs, Deputies and/or their designees – to provide suggested performance objectives for an ideal USAJOBS and its associated sites. New contract requirements identified by the CHCO wolf pack will be combined with information gathered in a formal Request for Information to inform OPM's sourcing decisions. Improved matching and recruitment capabilities, as well as a means to further enhance the applicant experience, are envisioned for the future.

Multi-Sector Workforce Planning

Past overreliance on contracting to meet agency talent needs has led to capacity problems across the Federal government. As a result, President Obama has made a review of Federal contracting a major priority. On July 29, 2009, OMB issued guidance, developed in collaboration with OPM, requiring agencies to evaluate their comprehensive workforce needs, and to make strategic sourcing decisions based on rigorous analysis of inherently governmental work. The CHCOs are leading this effort, providing leadership and HR expertise to their agencies' efforts to pilot a multi-sector workforce planning process as required by OMB. CHCOs, their Deputies and staff have also participated in a series of interagency training sessions organized by OPM on issues such as the FAIR Act Inventory and workload analysis. A CHCO Academy session gave CHCOs the opportunity to share best practices and lessons learned as they implement their pilot multi-sector workforce planning process. Additionally, CHCOs have helped designate a pilot organization within their agencies and are working toward OMB's April 2010 reporting deadline.

Interagency Resources Management Conference (IRMCO)

In FY 2009, for the first time, OPM partnered with IRMCO organizers to create a Chief Human Capital Officers track at this prestigious annual conference. Traditionally, the General Services Administration's (GSA) annual IRMCO conference is attended by Chief Finance Officers, Chief Acquisition Officers, Chief Information Officers, program managers and other government administrators who benefit from the conference's focused and unencumbered environment. At IRMCO, executives and thought leaders engage in multidisciplinary dialogue to address the important issues facing Federal agencies, and learn to approach issues from a 360 degree perspective. Because of the CHCO Council's ability to fund CHCO registration at the event, the 2009 conference enabled integration of human resources management issues with other management initiatives. Based on the feedback from both the participants and event organizers, the human resources management track and CHCO attendance will continue at future IRMCO conferences.

Innovation Forum

Using FY 2009 CHCO Council funds, OPM and OMB hosted an all-day innovation forum for the CHCOs and Deputy CHCOs. The intent of the forum was to provide the CHCOs and Deputies insight into the impact of the President's management framework on the Federal human resource community. The morning session featured presentations from U.S. Senate staff, the Government Accountability Office (GAO), and OMB leadership, who shared their vision for Federal human resource strategies of the future. In addition, OPM provided a briefing on its vision for an updated USAJOBS web site,

encompassing many of the recommendations from the Council wolf pack mentioned previously. The majority of the afternoon was devoted to a facilitated “listening session” with Council Chairman John Berry. This session focused on the partnership between OPM and the Council, and gave Chairman Berry and the CHCOs an opportunity to share innovative ideas for reform of Federal human resource management, ideas for the structure of the Council moving forward, and feedback on the government-wide human resource management initiatives that had already been introduced. Based on this discussion, the CHCO Council is preparing recommendations for hiring reform, IT systems in support of HR management, and the future structure of the CHCO Council.

3) Identifying and Sharing Best Practices in Human Resources Management

As outlined in the *Chief Human Capital Officers Act*, one of the CHCO roles is to identify best human resource management practices. As agencies continue to improve in this area, it is critical to share those successes so that others may learn from them. One of the most effective ways to collect and showcase agency human resources management practices is through the CHCO Council. Accordingly, the CHCO Council has become a catalyst for identifying, compiling, and sharing human resources management strategies within the Federal Government.

To this end, the CHCOs and their staffs have maximized the opportunity to showcase and communicate their human resources management strategies and practices with their peers through a variety of Council activities. First, many of the Council meetings are structured to include time on the agenda for CHCOs to discuss their human resources management strategies. In FY 2009, several agencies presented strategies at Council meetings: The Department of Defense, for example, highlighted its innovative “telework CD Boot,” created to permit employees to work from home while simultaneously protecting privacy information, whereas the Department of Transportation presented a collaborative approach developed by program managers and human resource professionals to meet the significant demands imposed by the influx of ARRA funds.

The CHCO Council Training Academy is another forum for showcasing cutting edge human resource management practices the Council has identified. Held six times a year, the Training Academy has been very well-attended as an opportunity to share strategies and best practices among Federal agencies and private industry alike. Early in 2009, the Training Academy served as a platform for the CHCOs to learn about change, transition and the new direction of the Federal Government, as well as how human resources can serve as a catalyst for a new management initiative. Additionally, Federal hiring, Veterans employment, and Work-life initiatives served as major subject areas for the community to increase its learning. Detailed information about each FY 2009 Training Academy session is included in section III.

4) Role of the Deputy Chief Human Capital Officers

In March 2006, the OPM Director requested each CHCO Council member to appoint a Deputy. This key organizational change was made to enhance the structure, visibility, and subject matter expertise of the CHCO Council. The activities of the past year solidified the Deputy CHCOs as full partners in the Council. In addition to participating in their own standing bi-monthly meetings and developing into a cohesive group, they often attended the Full Council meetings with their Chief Human Capital Officers.

In general, Deputy CHCOs serve three vital functions for the Council. First, they serve as the direct link to the Federal human resource community. By organizational design, most Deputies are either the HR Directors of their departments/agencies or their direct supervisors. Over the past few years, the addition of the Deputies has improved the Council's ability to communicate more broadly with HR practitioners on strategic human resources management initiatives and collaborate on government-wide programs. Second, Deputy CHCOs also identify and share cutting edge human resources management practices. Through their network and knowledge of promising practices, the Deputy CHCOs serve as a vital resource for linking broader HR strategies to operational practices. Finally, the Deputies ensure continuity during changes in leadership, especially in those agencies that experienced one or more staffing changes in the CHCO role following the change in Administration during the 2008-2009 Presidential transition period. Deputies serve as the critical staff to lead transitions within their agencies and on the Council, and will continue to contribute significantly to the Council's ongoing efforts.

The addition of the Deputy CHCOs has made an immediate and lasting impact on the overall success of the Council. As noted by the Government Accountability Office in its January 2007 report (GAO-07-90) "Deputy CHCOs will bring additional HR expertise and provide more leadership continuity to the Council."³ To help fulfill this critical role, the Council's Acting Executive Director organized a regular schedule of standing bi-monthly meetings for the Deputies, which allowed the Council to forge closer collaborative partnerships with OPM. The Deputy CHCO meetings were structured so as to allow for facilitated discussion around policies, procedures, and programs with a focus on the operational aspects of human resources management. As a result of a working session designed to shape recommendations for a new human resources management initiative, Deputy CHCOs determined government-wide risk areas and priorities for focus, including civil service reform, talent strategies, Senior Executive Service (SES) reform, diversity, performance culture and management, HR automation and HR staff development. Additionally, they participated in a special session to dialogue about the new Administration's key HR initiatives, including Hiring, Veterans Employment and Work-life. Overall, the Deputies appreciated these meetings as they provided the opportunity to continue discussions on human resources issues in an open and collaborative forum. Detailed information about each FY 2009 Deputy CHCO meeting is included in section III.

³ Key Lessons Learned to Date for Strengthening Capacity to Lead and Implement Human Capital Reforms: GAO - 07-90 (January 2007)

III. Additional Information and Background

This report concludes with five sub-sections containing historical information, including: Full Council and Deputy CHCO meeting agenda items during FY 2009, Training Academy topics and summaries, Council membership, and the original Council Charter dated June 11, 2003. Because of the urgency and priority of HR reform in the new Administration, Full Council meetings (scheduled on a bi-monthly basis in past years) were held monthly beginning in May 2009. Deputy CHCO meetings, which had not occurred on a regular schedule before this year, were established as a standing bi-monthly meeting. Detailed information on these and other historical items is included on the pages that follow.

FY 2009 CHCO Council Meeting Topics/Agenda Items

October 19, 2009 (Innovation Forum)

- Senate Staff: The Vision for CHCOs – Then and Now
- Updated USAJOBS Web Site Showcase
- Government Accountability Office: Current Work and Thinking on Government-Wide HR Issues
- Luncheon Session: CHCOs as CXO
 - Panelists from the Office of Management and Budget, Performance Improvement Council, Chief Financial Officers Council and Chief Acquisition Officers Council
- OPM Initiative for Veterans Employment
- CHCO as an OPM Partner
 - OPM Initiatives and CHCO Partnership
 - Roundtable and “Listening Session”

September 15, 2009 (Annual Meeting with Labor Representatives and Employee Organizations)

- Issues for Update, Discussion and Q&A
 - Senior Executive Service (SES) Office
 - Feds Feed Families Food Drive (final results)
- H1N1 Influenza Preparations
 - H1N1 Current Status
 - Personal Protective Equipment, Occupational Safety and H1N1
 - H1N1 and COOP
 - H1N1 and Vaccine Distribution
- Open Dialogue Between the Council and Labor Representatives

August 11, 2009

- Multi-Sector Workforce Planning Requirement
 - Veterinarian Medical Officer Initiative: Model for Interagency Collaboration on Workforce Planning
- H1N1
 - OPM Guidance
 - Vaccination Plans
 - Department of Defense (DoD) Telework CD Boot
- Hiring Reform Update
 - Agency Mapping Processes
 - Centralized Registry for Top 10 Occupations
 - Employee Viewpoint Survey

July 7, 2009

- June 11th Memo from OMB: Planning for the President's FY 2011 Budget and Performance Plans – Vision for Government Performance, Human Capital Impacts and Expectations
- June 18th Memo from OPM: OPM Assistance in Meeting Requirements in FY 2011 Budget and Performance Plans
- Hiring Fairs
 - Detroit
 - Puerto Rico
 - Other Locations
- Central Registry
- “Warm Up to Giving”/Feds Feed Families Food Drive
- USAJOBS Wolf Pack
- CHCO Council Budget (motion to pass)
- Benefits for Same-Sex Partners
- H1N1 Preparedness – Telework CD Boot

June 9, 2009

- New CHCO Introductions
- “Warm Up to Giving” Food Drive
- CHCO Council Budget
 - Performance Management-Performance Improvement Council Initiative
 - HR Certification Program
 - Reallocation of Administrative Funds
- Update on OPM Activities
 - Update on Internal OPM Wolf Packs
 - Telework Initiative
 - American Recovery and Reinvestment Acts
 - Detroit Hiring Fair
- Subcommittee Reports and Review
 - CHCO Wolf Packs
 - USAJOBS
 - Hiring
 - All Other Subcommittees

May 12, 2009

- New CHCO Introductions
- Council Vision
- Update on OPM Activities
 - American Recovery and Reinvestment Act
 - H1N1
 - Review CHCO Engagement on a New HR Management Initiative
- Proposed Recommendations for a Human Resources Management Initiative
- Subcommittee Reports and Review
 - Hiring and Succession Planning
 - Strategies to Fulfill President Obama's Desire to Increase Civilian Efforts to Aid Afghanistan Engagement
 - All Other Subcommittees
 - Subcommittee Structure Discussion

April 30, 2009 (Emergency Meeting: H1N1 Outbreak Update and Discussion)

- OPM's Response To-Date
- Agencies' Preparations for Pandemic Events – Report by the Subcommittee on Emergency Preparedness Acting Chair
- Agencies' Response To-Date

March 10, 2009

- American Recovery and Reinvestment Act Update
- Strategic Human Capital Management – Formulating a New Initiative
- Update on OPM Activities
 - Federal Executive Boards (FEB) Funding
 - Retirement Records Improvement Plan
- Subcommittee Reports

January 13, 2009

- Update on OPM and Other Activities
 - SES Moratorium
 - CHCO Council Annual Report to Congress
 - Federal Executive Board Funding Update
 - Symposium with Agency Benefit Officers
 - 2009 Service to America Nominations
- 2008 Federal Human Capital Survey Results
- Update on Transition Activities
- State of Human Capital Draft Report
- Open Discussion Reflecting on Human Capital Accomplishments

November 18, 2008

- Update on OPM and Other Activities
 - Retirement Records Improvement Plan
 - Human Resource Line of Business Partner Contributions
 - Virtual Quality Review Boards (QRBs) and Metrics Update
 - Senior Executive Service Biennial Allocations
 - Federal Career Day Job Fairs
 - Senior Executive Service Selection Pilot
 - Status of Regulations for Senior Level Pay for SL and ST Employees
 - Security Clearance Background
- Update on Transition Activities
- Update on Department of Treasury Activities
- Presentation and Discussion on CHCO Council Transition Activities

October 21, 2008

- Update on OPM Transition Activities
- Update on GSA Transition Activities
- Office of Government Ethics Presentation
- Transition and Records Management
- Agency Transition Activities
- Open Discussion Agency Transition Activities

FY 2009 Deputy CHCO Meeting Topics/Agenda Items

October 22, 2009

- Feds Get Fit Initiative Update
- Multi-Sector Workforce Planning – Check-In on Agency Progress/Assistance Needs
- USAJOBS Wolf Pack Report and Recommendations
- Report-Out from October 19th CHCO Innovation Forum
- HR Dashboard
- Acquisition Mission Critical Occupation (MCO) Reporting
- Qualification Standards for 201s
- Hiring Reform – Follow-Up from September 9th Deputy CHCO “Special Session on Key Initiatives”

September 9, 2009 (Special Session on Key Initiatives)

- Update and Discussion on Key OPM Initiatives
 - “Making Government Cool” Initiative
 - Hiring Reform
 - USAJOBS
 - Wellness/Well-Check
 - HR Dashboard
- Multi-Sector Workforce Planning Initiative

August 20, 2009

- Update on Full Council and OPM Activities
 - Hiring Reform
 - Feds Feed Families Food Drive
 - Other Important Issues from August 11th Full Council Meeting
 - Employee Viewpoint Survey
- HR Certification Subcommittee Proposal Formulation and Discussion
- Discussion: Creating a Standing Meeting for HR Directors

June 18, 2009

- Update on Full Council Activities
 - CHCO USAJOBS and Hiring Wolf Packs
 - Feds Feed Families Food Drive
- Update on OPM Activities
 - Director’s Priorities
 - Internal Wolf Packs on Veterans, Hiring and Work-Life
 - FCAT Competency Assessment
 - Status of Competency Assessment Tools and Timelines
- Discussion: June 11th Memo from OMB: Planning for the President’s FY 2011 Budget and Performance Plans (Human Capital Impact and Expectations)
- Proposed Agenda for July 7th Full Council Meeting (Ideas and Discussion)

April 23, 2009

- New OPM Director’s Welcome/Introduction to Deputies
- IRMCO and CHCO Council Meeting
- Senior Level (SL) and Scientific and Professional (ST) Pay Requirements
- Human Capital Management (Status of HCM Reports) and FCAT – M/HR Update
- Future CHCO Council Agenda Items

February 19, 2009

- Acting Director's Welcome and Introduction
- State of Human Capital Report
- Facilitated Discussion: Future Direction of the Strategic Human Capital Management Initiative
- Future CHCO Council Agenda Items

December 17, 2008

- Government-wide Moratorium
- Federal Human Capital Survey Timeline
- CHCO Council Transition Discussion
 - Annual Report to Congress Update
 - Grid of Council Activities
- Upcoming Meetings
 - Executive Committee
 - January 13, 2009
- Open Discussion

FY 2009 CHCO Training Academy Topics and Summaries

Early in 2009, the Training Academy served as a platform for the CHCOs to learn about change, transition and the new direction of the Federal Government, as well as how human resources can serve as a catalyst for a new Presidential management initiative. With the placement of new leadership at OPM, the Academy became the platform to share and learn best practices on the new Administration's priorities and initiatives.

February 12, 2009

- **Title:** Human Capital in Transition: The Role of the Chief Human Capital Officer
- **Learning Objective:** To explore methods and techniques the CHCOs can use to solidify their leadership position in their agencies.
- The IBM Center for the Business of Government presented "Human Capital in the Transition" and shared data points from their survey on appointees' perceptions of the human capital function. In addition, they provided comments on how to help the new

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- The IBM Center for the Business of Government presented "Human Capital in the Transition" and shared data points from their survey on appointees' perceptions of the human capital function. In addition, they provided comments on how to help the new boss to deliver results; how to achieve near term actions, such as providing incoming leaders a clear "as-is" assessment of what they are inheriting; and how to achieve long term actions, such as planning for the entire workforce, strategically managing talent, etc. Conversations lead by the General Services Administration and the Office of the Director of National Intelligence encouraged the CHCOs to look at doing things differently and gave tips for leading during transitions.

April 9, 2009

- **Title:** The Human Capital Community Responding to the American Recovery and Reinvestment Act
- **Learning Objectives:** To compare and contrast successful agency mass hiring practices and discuss the creative use of existing hiring flexibilities.
- The session opened with OPM giving a preview of the USAJOBS Portal for Recovery Act jobs. U.S. Customs and Border Protection shared the Border Patrol Recruitment and Hiring Initiative, which included creative techniques that brought onboard 6,000 agents. Additionally, they shared the initiative's action plan, statistics, and results. OPM also shared several tips for mass hiring, including: 1) hold a hiring fair instead of a traditional job fair; 2) consider multiple hurdles process to bring onboard a large number of people; 3) develop an employment brand; 4) use data mining from USAJOBS; 5) conduct targeted recruitment; 6) consider partnerships; and 7) remember on-boarding is an important part of the recruitment process. The session concluded with a discussion on hiring flexibilities (i.e., Schedule A, Direct Hire, and Dual Comp Waiver).

June 11, 2009

- **Title:** Successful Practices to Improve the Recruitment and Hiring of Our Veterans
- **Learning Objective:** To identify recruitment and hiring methods for Veterans that can integrate with civilian agencies' efforts.
- The Department of Defense Computer/Electronic Accommodations Program (CAP) gave a dynamic presentation on how the CAP program is successfully helping Veterans remain a valuable talent source. Additionally, the Department of Homeland Security (DHS) shared their Veterans outreach efforts:
 - Established a "One Stop" Veterans Web Page and E-mail Box
 - Designed Veteran-Specific Recruitment Brochure and FAQs
 - Established the Veterans Advisory Forum
 - Conducted Department-wide Veterans Preference & USERRA Training

- Established a Veterans Outreach Support Team
- Established a Veterans Outreach Coordinators Team
- Hired a Full Time Equivalent (FTE) Veterans Outreach Program Manager
- Incorporated Veteran Outreach into Diversity Strategy

Finally, the Department of Veterans Affairs shared their outreach program strategies, such as maintaining presence at career fairs, having transition centers, and establishing strategic partnerships.

August 13, 2009

- **Title:** Successful Change Management Practices for Extreme Hiring Makeovers
- **Learning Objective:** To identify change management practices that agencies can employ with extreme hiring makeovers.
- This session was webcast as part of the SWAT training OPM offered to support the Hiring Reform Initiative required as part of OMB's FY 2010 budget call. The Partnership for Public Service shared the work they did with hiring makeovers for three agencies and the change management process each agency used. The Environmental Protection Agency (EPA) shared its global restructuring effort employed with its human resources office to create a shared service center. The discussion included EPA's tracking model for end-to-end hiring and how the agency uses the data from the tracking model to influence change. Additionally, the Nuclear Regulatory Commission (NRC) discussed its Lean Six Sigma (LSS) "Streamlining the Hiring Process" Study; how NRC implemented the streamlined recommendations; and a manager's perspective of working with human resources through NRC's process.

October 8, 2009

- **Title:** Practices to Launch Successful Multi-Sector Workforce Pilots
- **Learning Objective:** To identify successful practices that agencies can use to develop multi-sector workforce pilots.
- The Office of Management and Budget shared a multi-sector workforce "roadmap." It contained steps for strategic planning, workforce planning, source determination, and management focus areas. Additionally, OPM presented Strategic Organizational Planning, while the Department of Transportation and the Department of State shared their agencies' process for establishing their pilot organizations for the multi-sector workforce.

Members of the Chief Human Capital Officers Council

As of the end of Fiscal Year 2009. Ms. Kathryn Medina joins the Council as Executive Director for Fiscal Year 2010.

Mr. John Berry, Chairman

Director
Office of Personnel Management

Ms. Robin Heard

Acting Chief Human Capital Officer
Department of Agriculture

Deputy: Mr. Donald Sanders (Acting)

Mr. John F. Charles

Acting Chief Human Capital Officer
Department of Commerce

Deputy: Ms. Deborah Jefferson

Ms. Gail McGinn

Acting Chief Human Capital Officer
Department of Defense

Deputy: Ms. Marilee Fitzgerald (Acting)

Ms. Joann Ryan

Acting Chief Human Capital Officer
Department of Education

Deputy: Ms. Debra Bennett

Ms. Rita Franklin

Acting Chief Human Capital Officer
Department of Energy

Deputy: Ms. Rita Franklin

Ms. Antonia Harris

Chief Human Capital Officer
Department of Health and Human Services

Deputy: Ms. Kimberly Lewis

Mr. Jeff Neal

Chief Human Capital Officer
Department of Homeland Security

Deputy: Ms. Vicki Brooks

Ms. Janie Payne

Chief Human Capital Officer
Department of Housing and Urban Development

Deputy: Ms. Karen Jackson

Mr. Andrew Jackson

Acting Chief Human Capital Officer
Department of the Interior

Deputy: Ms. Pamela Malam (Acting)

Ms. Mari Barr Santangelo
Chief Human Capital Officer
Department of Justice
Deputy: Mr. Rodney Markham

Mr. T. Michel Kerr
Chief Human Capital Officer
Department of Labor
Deputy: Ms. Susan Barker

Ms. Linda J. Washington
Chief Human Capital
Officer Department of Transportation
Deputy: Ms. Nancy Mowry

Mr. Jeffrey Zients, Vice Chairman
Deputy Director for Management
Office of Management and Budget (OMB)
OMB CHCO: Ms. Lauren Wright

Ambassador Nancy Powell
Chief Human Capital Officer
Department of State
Deputy: Ms. Linda Tagliatela

Ms. Rochelle F. Granat
Chief Human Capital Officer
Department of the Treasury
Deputy: Mr. Rick Hastings

Mr. John Sepulveda
Chief Human Capital Officer
Department of Veterans Affairs
Deputy: Ms. Tonya Deanes

Mr. Craig Hooks
Acting Chief Human Capital Officer
Environmental Protection Agency
Deputy: Ms. Susan Hazen

Ms. Gail T. Lovelace
Chief Human Capital Officer
General Services Administration
Deputy: Mr. Steve McPeck

Ms. Antonia Dawsey
Chief Human Capital Officer
National Aeronautics and Space Administration
Deputy: Mr. Jay Henn

Mr. James F. McDermott
Chief Human Capital Officer
Nuclear Regulatory Commission
Deputy: Ms. Miriam Cohen

Mr. Ronald C. Flom
Chief Human Capital Officer
Office of Personnel Management
Deputy: Mr. Mark Reinhold

Dr. Reginald F. Wells
Chief Human Capital Officer
Social Security Administration
Deputy: Ms. Donna Siegel

Dr. Ronald P. Sanders
Chief Human Capital Officer
Office of the Director of National Intelligence
Deputy: Dr. Elizabeth Kolmstetter

Mr. Anthony A. Arnoie
Small Agency Council Representative
National Science Foundation
Deputy: Mr. Joseph Burt

Ms. Sydney Smith-Heimbrock
Acting Executive Director
Chief Human Capital Officers Council
Office of Personnel Management

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.



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