



Chief Human Capital Officers Council

FY 2010 Report to Congress



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

MAR 1 2012

The Honorable John Boehner
Speaker of the House of Representatives
U.S. House of Representatives
Washington, D.C. 20515

Dear Mr. Speaker:

As Chairman of the Chief Human Capital Officers (CHCO) Council, I am submitting the Council's annual Report to Congress for Fiscal Year (FY) 2010 in accordance with the reporting requirement established through section 1303(d) of Public Law 107-296, the *Homeland Security Act of 2002*.

During FY 2010, the CHCO Council continued to serve as an important venue for the agency CHCOs to discuss human resources management policy issues and share best practices. The attached Report details many of the Council's meetings, activities, and accomplishments through the past fiscal year.

If you have any questions about this Report or the CHCO Council, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink that reads "John Berry".

John Berry
Director

Enclosure



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

MAR 1 2012

The Honorable Joe Biden
President of the Senate
United States Senate
Washington, D.C. 20510

Dear Mr. President:

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John Berry
Director

Enclosure



***A Message from OPM Director John Berry Chairman,
Chief Human Capital Officers Council***

As Chairman of the Chief Human Capital Officers (CHCO) Council, I am pleased to present our Fiscal Year (FY2010) report to Congress.

As Director of the Office of Personnel Management, I rely on the CHCO Council as the Administration's primary collaboration mechanism for driving urgently needed human resources management reform across Federal agencies. My Vice Chair, Jeffrey Zients, and I have worked closely with the Council to address the most pressing issues facing Federal agencies today. The CHCO Council has been an indispensable source of immediate agency feedback and swift action as we plan and implement initiatives.

This year the Council has played an important role in supporting OPM's key initiatives: Veterans employment, Disability employment, Hiring Reform, HR University, performance management and workplace flexibilities. In 2011 the Council will continue to deliver on these key priorities. This annual report provides detailed insight into the Council's accomplishments and activities. The Council continues to operate seamlessly and has taken on new challenges successfully. For example, in FY 2010 the Council's budget allowed for the CHCO Council to make a leap forward in developing government-wide assessment tools that will bring critically needed HR professionals into the Federal workforce. This resulted in the successful launch of HR University. This landmark initiative will have a major and lasting impact, providing the skilled HR workforce needed to implement the Administration's HR reforms.

I appreciate the Congressional leadership and support for the CHCO Council. As the Council continues to deliver results for the American people, I look forward to sharing our successes and challenges with you.

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

A handwritten signature in blue ink that reads 'John Berry'. The signature is fluid and cursive, with the first name 'John' being larger and more prominent than the last name 'Berry'.

John Berry
Director



A Message from the Executive Director of the Chief Human Capital Officers Council

I am excited to present the Annual Report of the Chief Human Capital Officers (CHCO) Council for fiscal year 2010. Entering our 7th year, this Council is poised to take on the challenges of this new decade in bold and innovative ways. Our membership consists of an exceptional group of strategic leaders, recognized in their agencies for their forward vision and unending support of the advancement of human resources in the Federal Government.

This year, we worked from the inside out to build upon the foundation of this Council, ensuring we have a sound structure and a clear strategic plan to address and resolve the critical human capital issues facing our Federal Government and its workforce.

In March 2010, the Council met to discuss and ratify an Organizational Plan that would provide improvements to its governance structure, rules of engagement and strategic goals. The themes outlined in the plan were identified as critical based on over 50 individual CHCO and stakeholder meetings held by the Executive Director.

The emergent 2010 Organizational Plan and Strategic Goals serve as a roadmap for the Council as it addresses critical and urgent Federal human capital issues. We are pleased to share the activities and outcomes derived from this plan with you in our annual report.

A handwritten signature in black ink that reads 'Kathryn M. Medina'.

Kathryn M. Medina
Executive Director



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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, 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 (CHCO) Council.

Specifically, the Act established the Chief Human Capital Officers (CHCO) 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.” 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 during FY 2010.

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: leading key government-wide HR initiatives, identifying and promoting best HR practices, and the support and active participation of the Deputy CHCOs (Deputies).



Strategic Goals and Organizational Plan

A sound organizational plan and well-established strategic goals ensure that the Council and its members are clear on the priorities of the Council and procedures for executing the stated goals and objectives. After thorough discussion and collaboration, the following Strategic Goals and Organizational Plan were ratified by consensus at the March 9, 2010 CHCO Full Council meeting.

The Council strategic goals reflect the Council's mission and charter as well as OPM's priorities. They demonstrate the Council's commitment to Partner with OPM in the implementation of top human capital initiatives, broadly and specifically with regards to Veterans, Hiring Reform, Labor-Management Relations, and Diversity and Inclusion. The Council's work, including the focus of its working groups, forums, academy sessions and other activities, will focus on the strategic goals below, and these goals will be reviewed on an annual basis to ensure they are being met and are reflective of the needs of the federal human capital community.

The Council's Strategic Goals are:

Goal I: The Council supports OPM's strategic goals hiring the best and respecting the workforce, by playing a critical role in the implementation of veterans employment, hiring reform, labor-management relations, and diversity and inclusion.

Goal II: The Council supports and sponsors continuing development and implementation of government-wide HR tools to improve the selection, assessment, and development of the Federal HR profession.

Goal III: The Council leads and encourages dialog on critical emerging Federal human resources issues, and will create a structured framework for raising and discussing issues, as well as developing and implementing measurable solutions.

The Council's Organizational Plan outlines a formal structure of operational procedure that helps facilitate Council action within the framework of the established Mission and Charter. The full Organizational Plan is included as an Appendix to this report. Highlights of the Plan are as follows:



Accountability

Attendance will be required at meetings by at least one representative from each CHCO agency who is fully authorized to represent the agency's position (named or acting CHCO or Deputy CHCO);

Engagement

Meeting agendas will be crafted to maximize the synergy of the Council members' interaction, and will facilitate strategic discussion by:

- Limiting (or eliminating) program presentations at council meetings – and using other venues for this type of information (bulletin, website, e-mail, Deputy CHCO Meetings),
- Focusing meetings on no more than two agenda topics, which are thought-provoking and action-oriented discussion items;

Organizational Structure

The Council votes unanimously to dissolve the existing subcommittees and adopt the working group structure for group projects going forward.

The following actions will be taken with respect to the subcommittees:

- Each subcommittee, through its Chair, will provide a Current Status Report and Recommendations to aid the transition or dissolution;
- Executive Director will oversee the disbanding of subcommittees to ensure there will be no adverse effect on any existing projects;
- Where necessary, and supported by the Council (see below), new Working Groups will be created to continue a project or work in progress;
- Following this outline, all subcommittees will be dissolved by the end of calendar year 2010;
- The Executive Committee, as a subset of the subcommittees, is immediately dissolved.

Rules of Engagement

The Council and OPM should determine the type of relationship a particular project will require at the outset of any project to clarify intended outcomes for both parties. The relationship will differ based on the goals that are being addressed by a particular project and what will be expected of both OPM and the Council during the life cycle of a project. Working relationships should be clearly defined by:

Determining and assigning Roles at the outset of any joint project, including:

- What is the background? (OPM initiative, Executive Order, Presidential memo, etc.)
- Who is the lead? (Council or OPM)



- In what capacity is the Council needed (examples):
 - As an expert consulting or advisory body,
 - As a partner in developing and/or advising programs,
 - As a screening body, or as an Implementation Partner.

Council Meetings

The Council meeting structure consists of four distinct recurring meetings. First, the Council holds monthly meetings of the Full Council, which includes all CHCOs and the Deputies. Second, the smaller group of CHCO Deputies meets bi-monthly to disseminate critical human capital information. Third, the Council sponsors bi-monthly training sessions called CHCO Academies, which are open to the entire federal human capital community and cover a broad range of current and emerging HR practices. Lastly, the Council sponsors and hosts an annual CHCO Council Fall Forum, which is an extended off-site meeting of the CHCOs and Deputies, as well as key federal HR officials from OPM, in a high level training and best practice sharing exchange. Together these meetings enable the Council to work efficiently toward its strategic goals and serving its mission. Each meeting agenda is focused on promoting HR best practices, sharing emerging practices across agencies, identifying and addressing key concerns, and moving the Council's strategic goals forward in an efficient manner. Below are the FY 2010 meeting summaries.

Full Council Meetings

The Full Council Meetings, which are co-chaired by Director Berry and Deputy Director Zients, and include all of the Chief Human Capital Officers and their Deputies, and are held each month. The meetings take place at the Office of Personnel Management with the exception of the annual required public meeting, which typically meets at an off-site location to accommodate additional participants from labor organizations.

November 2009

The Veterans Hiring working group presented an update to the Council on President Obama's Executive Order for Employment of Veterans in the Federal Government signed November 9th, 2009. The USAJOBS Wolfpack led by Suzy Baker, Deputy CHCO for Department of Labor, presented its recommendations and performance objectives, including a list of desired improvements for the USAJOBS site, aimed at (1) increasing user/applicant satisfaction and (2) providing more focused benefits to employee services. Discussion topics included: eliminating



the collection of social security data from applicants, enhancing job search functionality, more user friendly interface, reducing the paperwork burden for applicants, and synchronization with agencies' back-end systems.

December 2009

This meeting featured three guest speakers including Carol Bonosaro, the President of the Senior Executive Association (SEA), who discussed the results from the 2010 SEA Survey. The Office of Management and Budget presented on the Acquisition Workforce Development Strategic Plan, and OPM briefed the Council on the Federal Erroneous Retirement Coverage Corrections Act (FERCCA). FERCCA was presented with outlined agency responsibilities, issues, and next steps. Council business included updates from the OPM Hiring Reform Team on Hiring and Recruitment Reform and a discussion on the progress of the HR Information Technology (HRIT) Workgroup – the working group that would pursue solutions for USAJOBS improvements.

January 2010

Christine Griffin was formally introduced as the new Deputy Director for the Office of Personnel Management. Three new CHCO's were introduced: Nancy Kichak (OPM), Scott Quehl (Commerce), and Denise Wells (HHS). The State Department presented an update on Americans Working in International Organizations. Director Berry gave an update on Hiring Reform and fielded questions from the Council Members. Jeff Neal, chair of HRIT working group, presented an update on the USAJOBS recommendations. Following an extensive discussion the council voted unanimously to have OPM move forward with a redesign of USA Jobs (USAJOBS 3.0) to ensure a greater interagency consistency, and interoperability, and reciprocity. It was agreed that the HRIT working group, along with OPM, would continue to lead this ongoing effort.

February 2010

February's meeting was cancelled due to inclement weather.

March 2010

The council's Strategic Working Group (SWG) presented and recommended an organizational plan and strategic goals which the council formally adopted by unanimous vote. The 2010 finalists for the Presidential Management Fellowships were announced. Executive Director Medina shared an invitation from the Interagency Resource Management Conference (IRMCO) to participate in the April 2010 annual meeting. Details on the new Council website were discussed and the Executive Director explained how the updated website would be used as a communication tool among members and for the public.



April 2010

The Council held its April meeting at the Interagency Resource Management Conference, hosted by GSA. At this venue, the CHCOs had the opportunity to participate in discussions with agency CIOs, CAOs, and CFOs, in a unique cross-functional collaboration. CHCOs participated in panel discussions on hiring reform and student pathways. Council meeting discussions were focused on future plans and objectives in support of Strategic Goal #2 - continued development and implementation of Government-wide HR tools to improve the selection, assessment, and development of the Federal HR profession. These discussions laid the foundation for the creation of the HR University.

May 2010

OPM provided an update on Hiring Reform which officially launched on May 11th with a formal press conference at OPM. Council members were briefed, the official CHCO Work group was formed on many attended the press event which featured Director Berry, Deputy Director Zients from OMB, and several Cabinet Secretaries.

June 2010

Feds Feed Families 2010 and the Department of Education kicked off this month, the second year for this CHCO sponsored event. The Department of Agriculture is co-sponsoring this event with the CHCO Council and the goal is to collect 1.7 million pounds of nonperishable goods.

July 2010

OPM provided an update on Hiring Reform. The Council reviewed the results from the 2010 Employee View Point Survey and discussed ways to use the EVS as a management tool. Working group chairs provided updates on HR Information Technology, Veterans and HR University. Director Berry provided an update on the Student Pathways initiative and Executive Director Medina provided updates on the Feds Feed Families collection totals.

August 2010

OPM provided the Council with information on how to participate in upcoming hiring fairs sponsored by the American Legion for Veterans and provided an update on Hiring Reform. Deputy Director Griffin gave the Council an overview on a new pilot program designed to help the government hire individuals with disabilities.

September 2010

Council members met for their annual Fall Forum in lieu of a regular monthly meeting. The forum includes three days of Senior Executive level training for the CHCOs and also incorporates time to discuss the activities of the upcoming fiscal year. This three day event was held during the last week of September.



Deputy CHCO Meetings

The Deputy CHCOs hold their own bi-monthly meetings to discuss additional items of interest to Senior Human Capital managers. These meetings provide a forum for the Deputies to delve deeper into the policy issues raised during the full Council meetings and allow them the opportunity to exchange best practices and form collaborative partnerships.

January 2010

OPM briefed the deputies on the reorganization of the Employee Services division. Thomas R. Wachter, Acting Deputy Associate Director for Partnership and Labor Relations in OPM, presented an overview of the newly formed Management/Labor Relations Council. The deputies received an update on FERCCA issues. Kathy Ott, Director of Talent Management and Acting Deputy CHCO for Department of Defense, gave a presentation on the new Military Spouse Intern program designed to assist with the employment of military spouses in Federal government.

March 2010

OPM provided updates on the HR Dashboard and EHRI Training data. The deputies discussed how to maximize opportunities for hiring at upcoming Diversity and Disability Hiring fairs sponsored by OPM.

May 2010

The HR IT group presented an update on the latest management satisfaction surveys. OPM provided updates on comprehensive Health and Wellness plans. The council spent the second half of the meeting discussing the role of Deputy CHCOs and how best to maximize their efforts/priorities to better support the mission of the full Council.

August 2010

The Deputies received updates on the Federal Human Capital Management Report and the new OPM LEADS program. The second half of the meeting addressed a recent GAO Report on closing the Skills Gap in the Federal HR Community and ways to develop agency relationships among CHCOs, CLOs and HR University.



CHCO Academy Sessions

Academy Sessions provide training for the CHCO community at large. Topics are selected based on current priorities and critical needs within the community. Attendees learn about new policies and regulations, as well as how to implement policy changes, and what resources and tools are available to them as HR professionals. The Academy is aimed at providing a forum for senior management officials and their staff to exchange human resources best practices.

October 8, 2009 *Launching Multiple Sector Workforce Pilots*

Learning Objective: to identify successful practices that agencies can employ with establishing multi-sector workforce pilots which leverages staff resources by combining multiple disciplines into pilot programs to maximize efficiency. Presenters included: OMB, State Department, Department of Transportation and OPM.

December 10, 2009 *Veterans Employment in the Federal Government*

Learning Objective: To identify and discuss the multiple pathways to Federal employment for U.S. Veterans. Presenters included: OPM, Department of Veteran Affairs, VA Vocational Rehabilitation and Employment Service, FAA, and SSA.

April 8, 2010 *PM-ISE presents Culture of Sharing*

Learning Objective: To introduce and explain the ISE's (Information Sharing Environment) Culture of Sharing, invite a discussion on how this initiative affects your agency or department, and how the HR community can support current and future sharing initiatives and the Administration's commitment to improving collaboration and information sharing.

June 10, 2010 *SES Merit Staffing: Applicant-Friendly Selection for a New Day*

Learning Objective: To describe OPM's current effort to promote more applicant-friendly methods for selecting SES members which include resume-based and accomplishment record methods. This alternative SES recruitment process was created to design a more effective and timely process for identifying diverse, highly qualified applicants. Presenters included: OPM, Department of Defense, and Department of Homeland Security.

August 12, 2010 *Status of the President's Hiring Reform Initiative*

Learning Objective: To provide information regarding the President's Hiring Reform Initiative and associated implementation efforts. OPM provided information and training on the following topics: action planning update and review; training and assistance development/delivery, and hiring reform metrics. The session also focused on how agencies should use Hiring Reform metrics and measures for improved agency performance.



The CHCO Council Fall Forum

The Fall Forum is an annual event that enables the Council to focus on strategic planning and goal setting for the next fiscal year. All Chief Human Capital Officers and their Deputies attend this meeting which features presentations from Director Berry, OPM senior leaders and other government and industry professionals in a variety of setting. Through round tables, presentations, break out groups and training sessions, CHCOs work on solutions to the most critical human capital issues facing the Federal Government.

The 2010 Fall Forum took place September 29, 2010-October 1, 2010. The three day event allowed the Council to exchange information in a confidential, focused setting that allowed for the free exchange of ideas, information and best practices.

Presentations included: John Berry, Director, OPM and Martha Johnson, Administrator, GSA on Leadership; the Partnership for Public Service on Building a Federal HR Workforce for the 21st Century; PMC SES Initiative presented by OMB; Diversity and Inclusion update by Christine Griffin, Deputy Director, OPM; and training sessions on Culture and Diversity, and Employee Engagement and Motivation.

The 2010 Forum also marked the first annual CHCO Council awards, which honored CHCO of the Year, Deputy of the Year, and Working Group of the Year. The CHCO Awards were established to recognize Chief Human Capital Officers and Deputy Chief Human Capital Officers for their dedication and commitment to advancing and substantially improving Federal Human Resources through their participation and leadership in the Chief Human Capital Officers Council. Recognition was given to those who led, created or promoted advancements in the federal HR field through their work on the CHCO Council that will had major impact on a government-wide level.

In 2010, John Sepulveda of Department of Veterans Affairs was recognized for his work on leading the Council work groups on Hiring Reform and Veterans Employment in Federal Government. The Deputy of the Year award went to Rita Franklin from the Department of Energy for her successful leadership of the HR University Initiative. Working Group of the Year was awarded to Jeff Neal and the HRIT group for their continued work and leadership on USAJOBS 3.0.



CHCO Council Work Groups

As adopted in the Organizational Plan, working groups were unanimously supported as a replacement to the former subcommittee structure. In the first year, the Council has proven that working groups deliver results, and avoid the pitfalls of long-standing subcommittees, by stating objectives, deliverables and timeframes up front, establishing a group leader, and holding them accountable for results. Below are the working groups and their outcomes for FY 2010:

Veterans Hiring

On November 9, 2009, President Obama signed Executive Order (EO) 13518, *Employment of Veterans in the Federal Government* establishing the Veterans Employment Initiative, which is designed to improve employment opportunities for veterans in the Federal Government. Section 4(f) of the EO, instructed the Director of OPM to provide the President recommendations, with the advice of the Council on Veterans Employment, on improving the ability of veterans' preference laws to meet the needs of the new generation of veterans, especially those transitioning from the conflicts in Iraq and Afghanistan, and the needs of Federal hiring officials.

Under direction from the Director of OPM, the Council on Veterans Employment in conjunction with the Chief Human Capital Officers Council formed a working group to examine veterans' preference in the Federal Government and submit recommendations to the Director of OPM on improving the ability of veterans' preference laws to meet the needs of the new generation of veterans and hiring managers. The Honorable John Sepulveda, Assistant Secretary of Human Resources and Administration and CHCO, Department of Veterans Affairs, chaired the working group. The working group held its first meeting on April 28, 2010, and outlined strategies to review veterans' preference issues based on the following: 1) legislation, policy or programmatic considerations; 2) expected outcomes; 3) steps needed to achieve the goal; 4) benefits to the veterans' community; 5) benefits to Federal hiring managers; and 6) political considerations.

The Working Group was comprised of representatives from the Departments of Defense, Energy, Homeland Security, Labor, Treasury, and Veterans Affairs and the Social Security Administration, the Office of Personnel Management, the Office of Management and Budget, the National Science Foundation, and the Nuclear Regulatory Commission. All Council on Veterans Employment Steering Committee agencies were represented on the Working Group. Additionally, the Chair of the working group found it prudent to share the group's recommendations with Veterans Service Organizations (VSO) to gather feedback and input from these critical stakeholders. The VSOs expressed no concerns with the recommendations proposed.

Based on a review of Federal veterans' preference statutes and regulations, the members of the working group developed 28 recommendations during the course of this study. These



recommendations were thoroughly analyzed and vetted. Findings indicated when veterans' preference was faithfully implemented by agencies; current veterans' preference laws are serving America's veterans and Federal agencies well. This demonstrates a strong commitment among agency leadership and hiring managers to ensure veterans' preference is honored.

However, to improve veterans' preference, two changes to governing provisions were recommended and submitted to the President. These changes would update public policies to reflect modern society and meet the needs of a new generation of veterans and Federal hiring managers.

The first recommendation is to amend title 5 United States Code 2108 (3)(F) and (G) to expand the circumstances under which derived preference would apply to include all mothers of service members, regardless of their marital status, all fathers, step parents, and other individuals in a parental relationship with the service member.

The second recommendation is to revise EO 13473, Noncompetitive Appointments in the Civil Service for Spouses of Certain Members of the Armed Forces, to include those spouses who relocate to support their severely injured spouses. The people eligible to be hired under this authority include the spouses of members who relocate and the spouses of those who are injured, disabled, or killed in connection with their service. The authority does not extend to the spouses of injured service members.

HRIT

The Human Resources Information Technology (HRIT) group was formed in December 2009 as a successor to the USAJOBS wolfpack. In November 2009, the wolfpack, led by Suzy Barker, Deputy CHCO for Department of Labor, delivered an outline of recommendations for an improved USAJOBS system. Following on that work, the HRIT working group, led by Jeff Neal, CHCO, DHS, continued refining those recommendations and collaborated on a detailed strategy for moving forward.

Most notably, in January 2010, the HRIT working group made a formal recommendation to Director Berry and the Council to move forward with a redesign of USA Jobs (USAJOBS 3.0) to ensure a greater interagency consistency, and interoperability, and reciprocity of the job site. The Council supported this recommendation by unanimous vote, and this working group continues to work with OPM and a broad cross-agency cohort of participants to develop and implement USAJOBS 3.0.



Hiring Reform

This working group was established in September 2010 in order to address the myriad of issues and challenges around successful implementation of the President's Executive Order on Hiring Reform signed May 11, 2010. Chaired by Assistant Secretary for Administration and Human Resources and CHCO for VA, John Sepulveda, the group met many times, and accomplished many of the objectives it set out to achieve. During the 2010 Fall Forum, the Council discussed and determined as a group, the main areas of focus.

The five main areas were:

1. Communication
2. Meeting the Nov. 1st date
3. Training of HR Staff
4. Leading Culture Change
5. Identifying and Eliminating Barriers

This working group continues to meet regularly on the key areas above. In FY 2011 great progress was made and continues to be made toward the successful implementation of hiring reform across the federal government.

HR University

Building the skills, competencies, and knowledge of our Federal Human Resources (HR) workforce has been a priority for the Chief Human Capital Officers Council (CHCO) and the broader HR community for several years. In 2009, the CHCO Council subcommittee on HR workforce worked with the U.S. Office of Personnel Management (OPM) to develop an HR assessment tool. In early 2010, building on this accomplishment and collaboration, the CHCOs expressed an interest to continue efforts to professionalize the HR community, and concluded that the creation of an HR University was the next critical step in advancing those efforts.

In May, 2010, with unanimous support from the Council, a working group was convened to move forward with the HRU project, a government-wide resource for HR training and development. Led by Department of Energy Deputy CHCO, Rita Franklin, the HR University working group moved quickly to develop HRU.

HRU is not only intended to address competency and skill gaps within the HR community, it is an effort to achieve government-wide savings through shared resources and economies of scale – identifying the best HR training across government, and establishing a means of sharing with all agencies.



The CHCO Council launched HR University in February 2011. HRU is continually evolving and will continue to deliver cost-effective training and development for the federal human capital community.

Other Council Activities

In addition to the working groups chaired by the CHCO Council and its members, the Council is engaged in many other activities led by other agencies, including OPM. These ad-hoc activities allow for richer collaboration and delivery of government-wide resources on an as-needed basis where CHCO Council expertise is beneficial or necessary to a successful outcome. The Council participated in the following activities during FY 2010:

HR Dashboard and Manager Satisfaction Survey

OPM led a working group consisting of mainly Deputy CHCOs throughout FY 2010 to address the creation of the HR Dashboard, as part of Performance.gov. Additionally, they sought CHCO input on improvements to the existing manager satisfaction survey which provides data on government hires from a manager satisfaction perspective. The group's deliverables were as follows:

- Reviewed, revised, and streamlined Applicant Surveys (Abandoner, Completer, and Post Completer Survey) ensuring alignment with hiring reform initiatives while providing the most pertinent data to agencies;
- Reviewed, streamlined, and redesigned the Management Survey to support Hiring Reform Initiatives and support agency's needs;
- Completed an initial review of supply data for the HR Dashboard;
- Provided feedback on the HR Dashboard usability.

Employee Viewpoint Survey

In FY 2010, CHCOs were heavily engaged in analysis and strategic planning based on the results of their Employee Viewpoint Surveys. Along with their Secretaries and Deputies, CHCOs worked together as a Council to discuss and identify best practices, as well as barriers – to successful results on the EVS. CHCOs were also involved in discussions with OPM and OMB regarding changes to the EVS. Specifically, the Council weighed in on the preferred frequency of



administering the survey, the level of detail within the agency, and the timeframe for getting results from the feedback.

President's Management Council (PMC) SES Initiative

In 2010, the President's Management Council (PMC), comprised of Chief Operating Officers (often Deputy Secretaries) from Federal executive departments and agencies, worked with the Chief Human Capital Officers (CHCO) Council to launch a collaborative, cross-agency initiative to strengthen the Senior Executive Service (SES) corps. Coordinated by the Office of Management and Budget (OMB) in partnership with the Office of Personnel Management (OPM), the project was structured in three working groups, including more than 50 people from 19 agencies: career development, performance management, and recruitment. Through these groups, agency representatives analyzed key issues, evaluated potential improvements, and identified a set of recommendations to benefit the SES corps in the years ahead.

Emergency Response Coordination and Collection of Data

CHCOs are on the front lines of emergency response coordination, serving as the key liaison between OPM and their respective workforces. Whether the emergency is related to weather, or potential lapse of agency funding, the Council is a cohesive and organized body that is capable of mobilizing resources and information in an efficient manner to best serve the American public.

In February 2010, we experienced record snowfalls and consequent government closures that required communication and coordination across all agencies. Through the CHCO Council, OPM is able to communicate closures and government operating status quickly and efficiently. OPM and the Council also work together to collect after action statistical data, such as number of employees utilizing telework options.

CHCO Bulletin

In January 2010, the Council launched a weekly CHCO Bulletin, to be distributed to all Council members and their designated staff. The bulletin, a clearly formatted e-mail with sectional headings, brought Council communications into the 21st century, and has been replicated by some of the other interagency councils as an efficient means of communication and dissemination of timely information. The bulletin serves an important function of keeping Council members informed in between monthly meetings.



Feds Feed Families (FFF) 2010 Campaign

Feds Feed Families (FFF) is a Nationwide, Government-wide food drive, led by the [Office of Personnel Management \(OPM\)](#) in partnership with the [Chief Human Capital Officers \(CHCO\) Council](#). In its second year, Feds Feed Families aimed to exceed the prior year's collection of 1 million pounds by collecting 1.2 million pounds of non-perishable items for donation to food banks across the country.

2010 was a successful year for Feds Feed Families. We exceeded our goal and ended the campaign with 1.7 million pounds of food for American families. This completely voluntary effort brings our federal community together, and captures the generosity and spirit of the federal workforce. The 2010 Feds Feed Families partners included:

Departments of Agriculture

Department of Defense

Department of Energy

Local Food banks such as the Capital Area Food Bank in Washington, DC



Appendix A

Members of the 2010 Chief Human Capitals Officer Council

John Berry, Chairman

Director
Office of Personnel Management

Jeffrey Zients, Co-Chairman

Deputy Director for Management and Chief
Performance Officer
Office of Management and Budget

Anthony Arnoie

Chief Human Capital Officer
Small Agency Council (NSF)

Deputy: Joseph Burt

Denise Wells

Chief Human Capital Officer
Department of Health and Human Services

Deputy: Antonia Harris

Craig Hooks

Chief Human Capital Officer
Environmental Protection Agency

Deputy: Susan Hazan

Janie Payne

Chief Human Capital Officer
Department of Housing and Urban Development

Deputy: Karen Jackson

Scott Quehl

Chief Human Capital Officer
Department of Commerce

Deputy: Deborah Jefferson

Gail Lovelace

Chief Human Capital Officer
General Services Administration

Deputy: Sharon Banks

Nancy Powell

Chief Human Capital Officer
Department of State

Deputy: Linda Tagliatela

James McDermott

Chief Human Capital Officer
Nuclear Regulatory Commission

Deputy: Miriam Cohen

Robert L. Buggs

Chief Human Capital Officer
Department of Education

Deputy: Debra Bennett

Lauren Wright

Chief Human Capital Officer
Office of Management and Budget

Deputy: Jamesa Moone

Linda Washington

Chief Human Capital Officer
Department of Transportation

Deputy: Nancy Mowry

Mari Barr Santangelo

Chief Human Capital Officer
Department of Justice

Deputy: Rodney Markham



Rhea Suh

Chief Human Capital Officer
Department of Interior

Deputy: Pam Malam

Kathy Ott

Acting Chief Human Capital Officer
Department of Defense

Deputy: Sharon Stewart (Acting)

Reginald Wells

Chief Human Capital Officer
Social Security Administration

Deputy: Donna Siegel

Michael Kane

Chief Human Capital Officer
Department of Energy

Deputy: Rita Franklin

Rochelle F. Granat

Chief Human Capital Officer
Department of Treasury

Deputy: Nicole Johnson

Kevin Mahoney

Chief Human Capital Officer
Small Business Administration

Nancy Kichak

Chief Human Capital Officer
Office of Personnel Management

Deputy: Mark Reinhold

Paula Roberts

Chief Human Capital Officer
ODNI

Deputy: Elizabeth Kolmstetter

Robin Heard

Chief Human Capital Officer
Department of Agriculture

Deputy: William Milton

T. Michael Kerr

Chief Human Capital Officer
Department of Labor

Deputy: Suzy Barker

Jeff Neal

Chief Human Capital Officer
Department of Homeland Security

Deputy: Vicki Brooks

Toni Dawsey

Chief Human Capital Officer
National Aeronautics and Space Administration

Deputy: Jay Henn

John Sepulveda

Chief Human Capital Officer
Department of Veterans Affairs

Deputy: Tonya Deanes

Kathryn Medina

Executive Director
Chief Human Capital Officers Council



Appendix B

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.



Appendix C

CHCO Council Organizational Plan 2010

Council Governance and Structure -

Member Accountability & Engagement

Members agree that all designated CHCOs should be engaged in the Council, and that regular attendance at Council meetings is expected. In situations where the CHCO has a wide range of Agency responsibilities beyond human resources and may not be available for monthly meetings, that agency's Deputy CHCO must be fully engaged and fully authorized to represent the CHCO and the agency's views. Ultimately, the success of the Council relies heavily upon member engagement.

The Council hereby adopts the following procedures to improve member accountability and engagement:

Accountability

- A Welcome Memorandum from the Chair will be created and distributed to new CHCO members, outlining expectations and membership guidelines for each member of the Council;
- Attendance will be required at meetings by at least one representative from each CHCO agency who is fully authorized to represent the agency's position (named or acting CHCO or Deputy CHCO);
- Deputy CHCOs sitting for a CHCO must have full proxy voting rights and authority from the CHCO to participate and vote during Full Council meetings;
- Any other Agency representatives who attend on behalf of CHCOs will not be recognized as voting members, but may RSVP to **attend as a guest**;
- Executive Director will work with Chair, members, and agency leadership to discuss any particular agency attendance or engagement problems and will contact the agency CHCOs individually to address/discuss.



Engagement

- Meeting agendas will be crafted to maximize the synergy of the Council members' interaction, and will facilitate strategic discussion by:
 - Limiting (or eliminating) **program presentations** at council meetings – and using other venues for this type of information (bulletin, website, e-mail, Deputy CHCO Meetings),
 - Focusing meetings on no more than two agenda topics, which are thought-provoking and **action-oriented** discussion items,
 - Ensuring meetings have a **clear objective** around the topics (briefing for a vote or recommendation, determining the need for a working group, or a close-out working group report, etc.). Presenters must clarify objective at the outset by pre-briefing the Executive Director,
 - Encouraging CHCO and Deputy input on strategic issues for agenda items.

Other Council Meeting Attendees

Due to the nature of the Council meetings, the agenda topics, and limited seating capacity, the monthly full Council meetings will be open to CHCOs, Deputies, OPM senior staff, and invited guests who have RSVP'd through the Executive Director. The Council reserves the right to restrict attendance at any meeting. This applies to all but one Public/Open meeting required by law each year, to be announced when scheduled.

Organizational Structure

The Council votes unanimously to dissolve the existing subcommittees and adopt the working group structure for group projects going forward.

The following are supporting reasons for this decision:

- WGs are focused on a clear objective;
- Working groups bring together the best possible resources for a given project at a given time;
- A working group is more fluid and responsive to changing parameters;
- WGs are able to maximize participation and accountability because the commitment is clear and finite with respect to the time and resource requirements from participants.

The following actions will be taken with respect to the subcommittees:



- Each subcommittee, through its Chair, will provide a Current Status Report and Recommendations to aid the transition or dissolution;
- Executive Director will oversee the disbanding of subcommittees to ensure there will be no adverse effect on any existing projects;
- Where necessary, and supported by the Council (see below), new Working Groups will be created to continue a project or work in progress;
- Following this outline, all subcommittees will be dissolved by the end of calendar year 2010;
- The Executive Committee, as a subset of the subcommittees, is immediately dissolved.

The following protocol is hereby adopted with respect to Council Working Groups:

- Working groups can be created through a motion from the floor of the Full Council, or other means, but must have broad Council support, and must have final approval of the Chair to form;
- Working groups must follow ground rules for clearly outlining Objectives, Timeline and Deliverables through the use of the adopted “Call for Working Group” template;
- Working group must identify a leader (Chair) who takes responsibility for outlining above, and keeping WG focused on the agreed-upon Objectives, Timeline and Deliverables. The Chair is also responsible for reporting requirements;
- Working groups will be comprised of Council members (CHCOs, Deputy CHCOs or their designees, as outlined in the participant requirements). Other members with particular expertise may be added at the discretion of the Executive Director;
- Working Group Chair will keep Executive Director apprised of status, and will preview its summary/report with Executive Director before presenting reports or updates to Full Council;
- Upon completion of deliverables and objectives, each working group will give a final report out to the Full Council, and will be dissolved;
- The Executive Director will manage and oversee the organization, objectives, membership and activities of every Council working group to ensure it complies with Council guidelines.

CHCO Council Rules of Engagement

The Chief Human Capital Officers Council Mission Statement is as follows:

The Chief Human Capital Officers Council supports the U.S. Office of Personnel Management in leading Federal agencies in the strategic management of human



capital, providing a forum for senior management officials to exchange human resources best practices, and informing the dialogue on civil service reform in order to build and maintain an outstanding Federal workforce for the Nation.

The Council recognizes the importance of communication and protocol between the Council and OPM, and hereby adopts the following protocol changes:

Project Collaboration

The Council and OPM should determine the type of relationship a particular project will require at the outset of any project to clarify intended outcomes for both parties. The relationship will differ based on the goals that are being addressed by a particular project and what will be expected of both OPM and the Council during the life cycle of a project. **Working relationships should be clearly defined by:**

- Determining and assigning Roles at the outset of any joint project, including:
 - What is the background? (OPM initiative, Executive Order, Presidential memo, etc.)
 - Who is the lead? (Council or OPM)
 - In what capacity is the Council needed (examples):
 - As an expert consulting or advisory body,
 - As a partner in developing and/or advising programs,
 - As a screening body, or
 - As an Implementation Partner
- Creating and using written templates to outline projects and logistics, including:
 - Clearly identifying the intended outcome(s)/objective(s)/deliverable(s)
 - Identifying and aligning necessary resources,
 - Requesting targeted participants (targeted based on above),
 - Outlining Barriers, challenges, timelines and deliverables
- Use “**Call for Working Group**” as a template where practicable to implement this protocol.

Advisory Committee

In an effort to facilitate efficient communications between the Council and all other stakeholders, an Advisory Committee will be created. The main purpose of the committee is to enable the Council to respond quickly to requests, mobilizing resources to facilitate Council projects and partnerships outside the Council where Full Council engagement is not necessary, or is impractical. The committee will also serve as a pipeline for agency issues that develop into



Council issues due to commonality or scope. The Advisory Committee is a tool to enhance communications, **and shall in no way act as a substitute for agency involvement or inclusion in Council communications or decision-making.**

The structure and purpose of the Advisory Committee will be as follows:

- A small number of CHCOs and Deputy CHCOs will be selected by the Chair to take on the additional responsibility for responding to time sensitive advisory requests;
- The Council will establish a protocol for ensuring full and timely communication (updates/summaries/status reports) to the Full Council of the Advisory groups' activities;
- The group will also review and filter issues rising from the agency level that have commonality among Council members, and which require elevation to a discussion/agenda item, or other council-wide action;
- This group will work closely with the Executive Director as liaisons with other Councils and stakeholders.

Examples of Advisory Committee Activities:

- An agency is experiencing an issue that they believe is a shared concern among agencies, they notify the Advisory Committee of their issue and ask them to advise; the committee may:
 - Have advice to offer the Agency based on shared experiences or best practices;
 - Decide this is a broad concern and should be raised at the next Council meeting;
 - Ask the Executive Director to consult with OPM for guidance.
- The CHCO Council receives a request from OPM or other organization to attend an information session on an HR related topic, but the invitation comes with only 24 hours notice, the Executive Director may contact the Advisory Committee **as well as** other Council members, in the hopes of getting Council participation on short notice.
- A Council working group may be drafting a report for the full Council to vote on, but may want a 'fresh eyes' review before presenting to the Full Council; the working group may choose to preview the report with the Advisory committee as a sample group.
- The Executive Director may have an agenda topic or other issue she wants to run by the Council, and may solicit the advice of the Advisory Committee for expediency.