

United States Office of Personnel Management

## Chief Human Capital Officers Council



## Report to the Congress FY 2011

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*a New Day for Federal Service*



United States  
Office of Personnel Management  
August 2013





UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

JUL 26 2013

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

Dear Mr. President:

As Chairman of the Chief Human Capital Officers (CHCO) Council, I am submitting the Council's annual Reports to Congress for Fiscal Years 2011 and 2012 in accordance with the reporting requirement established through section 1303(d) of Public Law 107-296, the *Homeland Security Act of 2002*.

During both years, 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 reports detail many of the Council's meeting, activities, and accomplishments through the past two fiscal years.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Elaine Kaplan".

Elaine Kaplan  
Acting Director

Enclosure







UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

JUL 26 2013

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

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

Sincerely,

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Elaine Kaplan  
Acting Director

Enclosure





# **Chief Human Capital Officers Council**

## **FY 2011 Report to Congress**







***A message from OPM Acting Director Elaine Kaplan  
Chair, Chief Human Capital Officers Council***

As Chair of the Chief Human Capital Officers (CHCO) Council, I am pleased to present our Fiscal Year (FY2011) report to Congress.

The CHCO Council has been instrumental in pulling together key stakeholders across agencies to launch new initiatives, build on past successes, and exceed expectations. My Vice Chair, Steven VanRoekel, and I have continued to work with the Council to meet the new and ongoing challenges the Federal Government faces in the twenty-first century.

This year the CHCO Council made enormous strides in its goal to professionalize Federal HR by expanding the online training available to all Federal HR professionals through HR University. The Council also sustained and supported Government-wide progress on hiring reform, and helped build a new framework for performance management with the National Council on Labor-Management Relations. In an impressive illustration of the power of the CHCO Council's collaborative and inter-agency approach, the Council collected over 5.7 million pounds of food in our summer Feds Feed Families program - nearly three times our stated goal.

This cooperative success extends to our policy efforts as well. For example, the CHCO Council's efforts in streamlining the hiring process Government-wide have had dramatic results. We've increased the use of category ratings, moved to resume-based systems, and greatly enhanced the Federal Government's ability to compete for top talent, all within a year of President Obama's Memorandum on Improving the Federal Recruitment and Hiring Process.

In the year ahead, the CHCO Council will continue to act as the Administration's primary collaboration mechanism for driving human resources management reform across Federal agencies.

I appreciate the Congressional leadership and support for the CHCO Council. I look forward to sharing our successes and challenges with you as the Council continues to work together to move urgent human resources reforms forward.

This report can also be found on the CHCO Council's website at [www.chcoc.gov](http://www.chcoc.gov).

A handwritten signature in black ink, appearing to read "E Kaplan".

Elaine Kaplan  
Chair





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

The CHCO Council enters its 8<sup>th</sup> year, proud of a number of tangible government-wide achievements, yet still looking forward to several new initiatives on the horizon.

This year, the CHCO Council built upon the structure that was established in the 2010 strategic plan by enacting programs and practices that improve human-relations practices across the government. Building on work and achievements from the previous year, the Council's focus in 2011 was the development of a Federal workforce that is both strong and diverse. In February of 2011, the Council launched HR University, the first government-wide training and development site, which allows Federal workers and managers across the government access to invaluable training that has already saved taxpayers more than \$15 million. Additionally, we established a number of programs aimed at diversity and inclusion, including the Disability Hiring Working Group as well as the Bender Disability Hiring Pilot. Finally, we established the new Strategic Human Capital Management (SHCM) High Risk Initiative working group in order to reduce skill gaps and remove HR Management from GAO's high risk list.

The past year was a great success. We look forward to the weeks and months ahead, and are confident that, with the same creativity, dedication, and leadership members of the CHCO Council showed this year, our best work for the American people is yet to come.

A handwritten signature in black ink that reads "Kathryn Medina". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kathryn M. Medina  
Executive Director





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## **Executive Summary and Background**

The Chief Human Capital Officers Act of 2002, 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 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 2011.

Since its inception, the Council has made tremendous strides in improving cross-agency collaboration within the Federal HR community. FY 2011 was extremely busy as the Council launched the first ever government-wide training initiative for the Human Resources profession, HR University. The Council also took on a number of other high priority projects in the areas of diversity and inclusion, identifying ways to close skill gaps in the Federal workforce, and performance management. These efforts, combined with the overwhelming success of the Fed’s Feed Families program, allowed the Council to demonstrate its strength and effectiveness as members continue to elevate human capital issues within the Federal government.







## Strategic Goals and Organizational Plan

A sound organizational plan and well-established strategic goals ensure that the Council acts as one, unified institution which marches boldly towards its stated objectives. The following Strategic Goals and Organizational Plan were ratified by consensus at the March 9, 2010, CHCO Full Council meeting.

The Council's strategic goals reflect the Council's mission and charter as well as OPM's priorities. They demonstrate the Council's strong partnership with OPM in the implementation of top human capital initiatives, broadly and specifically with regard to veterans, hiring reform, labor-management relations, and diversity and inclusion. The Council, including its working groups, forums, academy sessions and other activities, will focus on the strategic goals below. These goals will be reviewed on an annual basis to ensure they are met and reflect the needs of the Federal human capital community.

**Goal I:** The Council supports OPM's strategic goals of recruiting, retaining, and honoring the best workforce for the American people, 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 dialogue on critical and 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 the Council's action within the framework of the established Mission and Charter. The full Organizational Plan is included as the Appendix. 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), and

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;

The 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; and

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? (e.g., an expert consulting or advisory body, a partner in developing and/or advising programs, or 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. These meetings enable the Council to work efficiently toward its strategic goals and its mission. Each meeting 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 2011 meeting summaries.

### **Full Council Meetings**

The Full Council Meetings, which are co-chaired by Director Berry and Deputy Director Zients, are held each month. With the exception of the annual required public meeting, which typically meets at an off-site location to accommodate additional participants from labor organizations, the meetings are held at OPM.

#### ***October 2010***

Director Berry provided a recap from the Council's Fall Forum as well as updates on the Presidential Management Fellows (PMF) program, and the diversity and disability hiring register. OPM CHCO Angie Bailey gave a presentation on current OPM projects, including the USAJOBS Recruit and USAJOBS Assess tools. This included a special presentation on iUSAJOBS: the i-Pad and i-Phone applications for USAJOBS. OPM's Judith Rutkin shared handouts and reading material on the HR Dashboard. Additionally, Council members were invited to a Hiring Reform Boot Camp on October 15<sup>th</sup>.

#### ***November 2010***

OPM Performance Improvement Officer John Foley provided updates on the 2010 Employee Viewpoint Survey. OPM Deputy Director Christine Griffin briefed the CHCOs on the Disability



Guidance memo which provides more information on the recent initiative to increase the number of individuals with disabilities in the Federal government. Several CHCOs shared best practices regarding tools to measure time-to-hire, which is a centerpiece of Hiring Reform. The CHCOs for the Departments of Homeland Security, Energy, Housing and Urban Development, and Defense provided updates and examples regarding reducing time-to-hire rates within their agencies. Finally, the CHCO Council IT work group gave an update on the USAJOBS 3.0 conversion.

### ***December 2010***

Director Berry announced several CHCO retirements and gave awards to departing members in appreciation for their service to the Council. Office of Management and Budget's Katie Malague and OPM's Steve Shih gave a presentation on the new SES Initiative and shared implementation strategies with the Full Council. OPM Deputy Chief of Staff Justin Johnson gave an overview of the new telework bill and discussed ways to increase telework among Federal employees. Each CHCO working group, including the USAJOBS 3.0 conversion team, HRU University, and the VETS hiring group, provided end-of-year updates.

### ***January 2011***

Department of Energy Deputy CHCO Rita Franklin gave the Council a demonstration of the new HRU website. Ms. Franklin, along with Kathryn Medina, walked the members through the development of the site, highlighted the information available and notified the group of its public roll out, scheduled for March. OPM Deputy Director Christine Griffin provided the Council with an overview of the Bender Disability Hiring Pilot, which allows agencies to use a list, developed and paid for by OPM, to find qualified Schedule-A candidates. OPM gave updates on the Student Pathways and USA JOBS projects.

### ***February 2011***

Deputy Director Christine Griffin led an in-depth discussion on how to increase Federal employment for individuals with disabilities. Health and Human Services CHCO Denise Wells presented her Department's Disability Hiring Strategy and the Department of Labor's Douglas Fitzgerald discussed ways to help employees transition from Workers Compensation back into Federal service. Director Berry and Deputy Chief of Staff Justin Johnson led a group discussion on telework and weather closings and highlighted recent changes to OPM's policy and communications strategy. The Council engaged in an open discussion on ways to increase the





response rates for Manager Satisfaction Surveys. Announcements included information about the Heroes and Heritage Diversity Outreach Event and the upcoming CHCO Academy Session on Managing a Multi-generational Workforce.

### ***March 2011***

OMB Associate Director for Performance and Personnel Management, Shelley Metzenbaum, led a discussion on updates to the Government Performance and Results Act Modernization Act (GPRAMA). The Council also discussed strategies for handling Federal employees who are delinquent in their taxes and reviewed a communication plan developed by Housing and Urban Development which was showing great success in reducing fed tax delinquencies at HUD. OPM provided updates on the Student Pathways project.

### ***April 2011***

Director Berry discussed a new Memorandum of Understanding between OPM and the Partnership for Public Service outlining the use of employee viewpoint data. The Council was updated on USAJOBS 3.0 activities, including an upcoming trip to Macon, Georgia, to meet with developers. Three new members were introduced to the Council from the National Science Foundation (Judy Sunley), Department of Education (Quay Crowner), and OPM (Chuck Grimes). Veterans Affairs (VA) Assistant Secretary John Sepulveda gave an update on the Hiring Reform work group's progress. The Disability Hiring group informed the Council of the Bender List's availability via the OMB MAX portal. Energy Deputy CHCO Rita Franklin announced the public launch of HR University. Treasury CHCO Anita Blair announced the formation of a work group to create strategies for dealing with Tax Delinquent Feds. Education CHCO Robert Buggs and Labor Deputy CHCO Gene Sexton led a discussion on the implementation of new telework guidelines designed to increase telework opportunities for all Federal employees. Energy CHCO Mike Kane and HUD CHCO Janie Payne announced the formation of the new Performance Management work group.

### ***May 2011***

Director Berry kicked off the 2011 Feds Feed Families campaign and announced a government-wide goal of collecting two million pounds of food between June 1<sup>st</sup> and August 31<sup>st</sup>. OPM CHCO Angela Bailey provided updates on the USAJOBS Recruit and USAJOBSAssess sites for Federal HR specialists. OMB's Shelly Metzenbaum briefed the Council on the progress with the Performance.gov website. The work groups provided their monthly reports and Thomas



Richards from OPM's Office of Congressional Relations presented an update on congressional activity around the issue of tax-delinquent Federal employees. Department of Defense CHCO Pat Tamburrino raised the issue of the GAO High Risk study which outlines certain occupations that are in demand across the Federal government. Director Berry announced plans to honor civilians killed in the line of duty through a memorial at OPM. OMB's Katie Malague and OPM's Steve Shih discussed the new SES Performance Appraisal System and introduced the President's Management Advisory Board, including an introduction to its Director Stephen Brockelman.

### *June 2011*

OPM Deputy Director Christine Griffin briefed the Council on the Bender List, an OPM sponsored initiative which provides the names of pre-screened Schedule-A applicants to Federal agencies. The Partnership for Public Service submitted a request through the Executive Director seeking data for their "Best Places to Work" initiative. The Social Security CHCO Dr. Reginald Wells was honored for his recent award: Chief of the Year for Human Capital by Government Executive. The work groups provided reports on their recent activities, including the formation of the new Performance Management work group led by Department of Energy CHCO Mike Kane. OPM's Steve Shih and OMB's Katie Malague provided updates on the SES Performance Appraisal System.

### *July 2011*

Director Berry provided updates on the Student Pathways draft regulations. The Council received their agency totals for the June Feds Feed Families collections. The Department of Energy CHCO Mike Kane gave a briefing on the Performance Management work group and the Department of Treasury's Dawn Phillips gave a presentation on the upcoming HRU Flash Mentoring event scheduled for September. GAO's Managing Director for Strategic Issues Christopher Mihm briefed the Council on the Strategic Human Capital Management High Risk list and OPM's Joseph Kennedy provided information on OPM's role to help close the skill gaps in identified occupations. The Department of Defense CHCO Pat Tamburrino announced the formation of the CHCO Skill Gaps work group to address the issues raised by the GAO Report and formulate a plan of action to close the gaps. OPM's Steve Shih provided updates on the new SES Performance Management System.



### ***September 2011***

OPM Deputy Chief of Staff Justin Johnson briefed the Council on the status of two key issues: Government Operations Announcements and unscheduled telework. The Department of Defense CHCO Pat Tamburrino announced the formation and first meeting of the Strategic Human Capital Management Skill Gaps work group. Department of Energy CHCO Mike Kane reported on the Performance Management work group's presentation to the Labor Management Council. John Allen, Director of Integrated Hiring Systems at OPM, presented a demonstration of the new USAJOBS 3.0 and gave the Council an update on the migration scheduled for Columbus Day weekend.

### **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 to exchange best practices and form collaborative partnerships.

### ***October 2010***

CHCO Council Staff provided the full Council with updates from the Fall Forum held in September. Jerry Mikowicz, OPM's Deputy Associate Director for Pay and Leave, led a discussion on proposed changes related to the OPM announcement for weather-related closings. Bill Zielinski, Associate Director for Retirement Services, gave updates regarding services available to Federal Benefits Officers relating to retirement services. The Hiring Reform work group gave an update on recent activities and discussed several structural changes, including the elimination of knowledge, skills and abilities (KSA) essays, going into effect on November 1<sup>st</sup>. OPM's Vicki Clancey provided updates on Joint Security and Suitability Reform.

### ***December 2010***

Judith Rutkin from OPM's Office of Program Review provided an update on the HR Dashboard, on Performance.gov and Applicant/Managers satisfaction surveys, as well as presented the workforce plan for Veterinarian Medical Officers and Part 250 of Title 5, Code of Federal Regulations, which focuses on personnel management within agencies, to the Deputies for review.



### ***March 2011***

Gay Gilbert from the Department of Labor presented on Unemployment Compensation for Federal employees. Liz Mautner, Program Manager for OPM's Human Resources Line of Business, briefed the Deputies on the HR LOB initiative, including the effort to promote the consolidation and agency migration to Shared Service Centers. The working groups reported out on recent activities, including HR University, which recently unveiled its public website.

### ***July 2011***

David Mineta, Deputy Director of Demand Reduction from the White House Office of National Drug Control Policy, discussed the application of its national strategy to the Federal workplace. OPM provided updates on the FCAT-HR application which will open in August. CHCO Staff provided an update on the Feds Feed Families 2011 challenge and reminded the Deputies of their agency totals and the upcoming event at HUD. The Executive Director led a discussion on training opportunities focusing on HR analytics for the CHCOs, specifically focusing on how results are used to measure success.

### ***September 2011***

OPM Deputy Chief of Staff Jennifer Mason and Deputy Associate Director for Employee Services Joseph Kennedy led a discussion on government-wide outplacement strategies. Executive Director Kathryn Medina reviewed the agenda for the upcoming fall training forum.

### **CHCO Academy Sessions**

Academy Sessions provide training for the CHCO community at large. Topics are selected based on current priorities and critical needs. Attendees learn about new policies, regulations, and tools, and also how to implement policy changes. The Academy seeks to provide a forum for senior management officials and their staff to exchange human resources best practices. Stated learning objectives for each session allow for proper evaluation of training content. Evaluation results are documented and analyzed for continuous improvement of the Academy program.



*October 14, 2010*

**Hiring the Best: Outreach and Recruitment of Hispanics in the Federal Workforce**

Learning Objective: To educate Federal HR professionals and hiring managers about tools, methods, and resources that can be used to increase opportunities for the recruitment of Hispanic job seekers, and to share best practices on creating pathways to the Federal government for students and minorities.

*November 2, 2010*

**Hiring the Best: Outreach and Recruitment of Persons with Disabilities**

Learning Objective: To train and educate human resources professionals and hiring managers on outreach strategies and hiring authorities for the recruitment of persons with disabilities into the Federal government.

*December 7, 2010*

**Hiring the Best: Breaking down Cultural Barriers to Diversity**

Learning Objective: Author and trainer Laura Liswood conducted a two-hour session on how to recognize biases and break down cultural barriers that hinder diversity in the workplace.

*February 10, 2011*

**Managing a Multigenerational Workforce: Best Practices and Strategies for Engaging and Retaining Experienced Workers**

Learning Objective: To educate Federal HR professionals and hiring managers on sharing best practices in efforts to retain and engage the experienced worker.



*April 14, 2011*

### **Getting to Know HR University- a Learning Tutorial**

Learning Objective: To educate Federal HR professionals and HR hiring managers on fostering a culture of learning and excellence while improving the Federal government's human resources technical, business, and professional expertise.

*June 9, 2011*

### **Hiring Reform: Emerging Practices and Strategies for Success**

Learning Objective: To share strategies and emerging practices for achieving success in implementing the President's hiring reform initiatives.

*August 11, 2011*

### **Telework: Think Smart, Save Big**

Learning Objective: To share and learn strategies on how teleworkers, peers, and managers can utilize flexibilities to achieve maximum efficiency and team results.



## **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 by clearly stating objectives, deliverables, and timeframes, and by identifying a group leader who will be accountable for results, working groups can deliver high quality results and avoid the pitfalls of long-standing subcommittees. Below are the working groups and their outcomes for FY 2011:

### **HR University**

In May 2010, with unanimous support from the Council, the HR University (HRU) working group was convened, and 8 months later, the Council successfully launched [www.hru.gov](http://www.hru.gov), the only government-wide resource for HR training and development. HRU was created to address competency and skill gaps within the HR community while achieving government-wide savings through shared resources and economies of scale. By identifying the best HR training across government and establishing a means of sharing with all agencies, HRU has done just that.

Registration numbers continued to rise throughout 2011. HRU experienced a tremendous surge in registrants during the summer of 2011. From May 2011 to September 2011 there was an increase from 1500 to over 6000 users, an increase of 400%. Several activities contributed to the spike in enrollment including

- The expansive course catalog which includes many free on-line courses and allows staff to take training on a more regular basis.
- Strong support from agency CHCOs who are heavily engaged in registration drives, including
  - internal campaigns at the Departments of Energy, Treasury and Labor to see who could enroll the most employees within a targeted time frame;
  - HRU demonstration to HR managers at the Departments of Defense and Homeland Security;





- HRU demonstrations across the country, including at the Department of Defense's HR Conference in Boston, various Federal Executive Boards, and the National IPMA Conference in Chicago; and
- the first ever HRU Flash Mentoring Event on September 7<sup>th</sup>, which attracted over 90 employees and 16 mentors from 8 different agencies, as well as various HRU mentoring events. Feedback was extremely positive and indicated a strong interest in future mentoring events.

The number of course offerings also dramatically increased in 2011. Since July 2011 the Council released 4 RFI (Requests for Information) through OPM's Contracting Office to solicit vendor courses for the HRU website. Over 70 courses across four disciplines were submitted for OPM approval and posting on HRU. In addition to the technical competency training, HRU included college credit courses from the Catholic University of America. The curriculum includes information about their Master's Degree program in Federal Human Resources with an emphasis on Federal Human Resources. The Council intends to reach out to more universities to develop relationships with other programs that lead to more choices for HRU students.

In an effort to broaden the value of HRU, and complement the Performance Management Accountability Framework (PMAF), which focuses heavily on manager and supervisor training, HRU is proud to announce the addition of "Manager's Corner" which launched in October and is continuously updated with information important to Federal managers, including supervisory training opportunities.

## **Hiring Reform**

The Hiring Reform work group was established in September 2010 to address the myriad of issues and challenges regarding the successful implementation of the President's May 11, 2010, Executive Order on Hiring Reform. Chaired by OPM Assistant Secretary for Administration and Human Resources and the Department of Veterans Affairs CHCO John Sepulveda, the group met a number of times, and accomplished many of its objectives. The Hiring Reform work group started with five core areas of focus:

1. Communication
2. Meeting the November 1<sup>st</sup> date for Agencies to implement Hiring Reform changes
3. Training HR Staff
4. Leading Culture Change



## 5. Identifying and Eliminating Barriers to Hiring Reform

It was clear that one major concern at the five-month mark of hiring reform (November 2010) was whether our communication efforts were succeeding. The OPM Hiring Reform Mobile Assistance Teams (MATs) were hearing from agency components across the country that some HR specialists knew little or nothing about the Executive Order, or its areas of reform. The discussion about strategic communications quickly became intertwined with the November 1<sup>st</sup> deadline (for agencies to have implemented key elements). The working group convened several times to discuss and develop a unified communications plan that would establish a clear message about what hiring reform was and how to define success. The outcome of this effort was successful milestone on November 1<sup>st</sup>, which focused on the key message of reducing time-to-hire.

Following the successful implementation of the strategic communication plan, the group then refocused its efforts in early December 2010 and met to discuss specifically the measurement of time-to-hire (T2H) across government. The working group convened during December 2010 and helped shape the time-to-hire guidance that was issued by OPM in February 2011. Following that effort, the group was involved in an extensive conversation with OPM to determine further “pain points” or barriers to hiring reform. The work group worked toward formulating a standard approach to creating greater consistency in reporting T2H data to OPM. The group met to determine the inconsistencies within this metric, including lack of clear guidance, lack of consistency among technology solutions government-wide, and the inability of some agency systems to provide data beyond Delegated Examining Hires. The work group focused mainly on the T2H metric in FY 2011. The work group was highly successful in accomplishing the following deliverables:

- Disseminating guidance to all agencies in April 2011;
- Developing mechanisms to present data in a weighted manner, which leads to even greater accuracy in the government-wide T2H numbers;
- Helping to provide an analysis of T2H data from agencies and discovering that 67% (16) of the agencies had a “high” level of data reliability, 29% (7) had a “moderate” level, and 4% (1) had a “low” level. OPM believes these results provide evidence the agencies’ T2H data is generally reliable.

In FY 2011, agencies will report time-to-hire information for Delegated Examining (DE) permanent hires, and, if available, report time-to-hire information for all hires where the Job Opportunity Announcement (JOA) was posted on USAJOBS;



In FY 2012, agencies will report on both DE hires and all hires where the JOA was posted on USAJOBS; and

In FY 2013, agencies will report solely on all hires where the JOA was posted on USAJOBS, which includes all DE hires.

These efforts will result in greater consistency in the reporting of and data integrity of time-to-hire data across government. The CHCO work group also used Hiring Reform-related data to determine the next key focus areas of Hiring Reform. Work group members participated in the “Deep Dive” – Data Analytical Review in May 2011. Their activities included:

- Reviewing extensive hiring reform data (government-wide and agency-specific)
- Analyzing the data and developing recommendations for areas needing improvement
- Reviewing recommendations presented to OMB (by small subset of the group) using the Hiring Reform data results

This data analysis led to five specific areas for continuous improvement:

- Using Workforce Planning to ensure the government is recruiting the right talent, with appropriate skill sets and ensuring agility in addressing organizational shifts in mission and strategy
- Developing assessment instruments that allow HR and Hiring Managers to select the best candidates
- Enhancing hiring manager involvement in the hiring process (including workforce planning and recruitment and on-boarding)
- Ensuring the quality and integrity of data and ensuring that business analytics enhance decision-making of hiring managers and HR professionals



## **Performance Management**

The CHCO working group on performance management, created in April 2011, was asked to provide general and broad recommendations for a potential government-wide model for performance management. The group laid out the performance management topics into five distinct, yet interrelated categories:

- Performance Appraisal Systems
- Leadership and Culture
- Employee/Supervisor Engagement
- Training and Development
- Labor Relations
- Compensation and Awards

The group was charged with finding common themes and recommendations focusing on Director Berry's key areas for improving the government's performance management process. These areas include ongoing feedback between supervisors and employees, a clear and easy to understand performance for both employees and supervisors and strategic alignment of individual performance goals with agency mission.

The work group met weekly through the summer and developed a comprehensive set of recommendations that resulted in a new model for employee performance called GEAR. GEAR stands for Goals, Engagement, Accountability and Results and stresses that the responsibility for performance management improvements rests with everyone in government. Agency leaders, including political appointees, are responsible for setting the tone that prioritizes employee engagement and performance and supports supervisors in their daily work by balancing management with their daily work assignments. Supervisors, particularly front line supervisors, are responsible for engaging their staff in regular communications that address performance success and shortcomings. Employees are responsible for holding managers accountable for these regular meetings and seeking the guidance and feedback they need to meet and exceed performance expectations.



The work group presented its recommendations to both the CHCO Council and the National Council on Federal Labor-Management Relations in September. The work group recommended five specific areas where all agencies should focus in order to change the performance culture in the Federal government. These include:

**High Performance Culture** - Require all agencies to identify and articulate their desired agency culture, and focus on employee engagement, development, performance, accountability, and how that culture fits in with government-wide performance improvement.

**Alignment of Employee Performance Management with Organizational Performance Management** - Employee performance plans should align with an agency's mission and goals. It is the responsibility of management to establish organizational performance objectives that will be reflected in performance standards, drive ongoing alignment with agency goals, and establish organizational performance objectives through executive, manager, supervisor, and employee performance goals.

**Accountability at All Levels** - Agency leaders will be accountable to the President's Management Council and the White House Chief of Staff for improvements to organizational performance from the effective use of employee performance management. All employees share the responsibility to actively seek and encourage engaged feedback that is informed by collective use of metrics, perspectives, and best practices.

**Creating a Culture of Engagement** – Improve employee and supervisor engagement through two-way communication as an integral part of performance management, and foster and require a culture of ongoing feedback via an improved cycle of regular formal progress reviews, informal interactions, and continuous learning for employees at every level on giving, receiving, requesting, and utilizing feedback.

**Improve the Assessment, Selection, Development and Training of Supervisors** – Focus the selection process for supervisors on identifying competencies required for effective performance as a supervisor, including performance management requirements. Agencies should also require that supervisory performance plans include an element to ensure that all supervisors are given time for, and are rated on, their exercise of supervisory responsibilities, including timely and effective performance management and feedback.

Five agencies are piloting the new GEAR model during FY 2012. The Departments of Energy, Veterans Affairs, Housing and Urban Development and Homeland Security/Coast Guard, as well as OPM, are the GEAR model agencies who are actively testing the revised metrics for



performance management. The FY 2012 CHCO Report will include an analysis of the pilots' results.

### **Strategic Human Capital Management High Risk Initiative (SHCM-HRI)**

The purpose of this working group is to develop and institutionalize a comprehensive strategic human capital management (SHCM) plan to reduce high risk skill gaps in targeted Federal-wide and agency-specific mission critical occupations. Critical skill gaps may be due to staffing shortages in particular occupations or lack of required competencies in multiple occupations.

In 2010, GAO emphasized the importance of a government-wide focus on closing skill gaps as part of a comprehensive human capital management strategy. GAO suggested agencies work with OPM through the CHCO Council. The vehicle for this collaboration is the CHCO Council Skill Gaps work group.

This initiative sets the stage for a consistent approach for a government-wide workforce plan which relies on agency input and collaboration, setting the stage for a corporate strategy that agencies fully support.

This initiative began in September of 2011 at which time a project framework was developed including a comprehensive project plan. The CHCO Council work group will be engaged for 18 months to March 2013 to meet established targets and have an institutionalized government-wide process to identify, measure, and close mission critical skill gaps.

### **Disability**

The Disability Employment work group continued its work started in 2010 and celebrated a major accomplishment. Under the leadership of OPM Deputy Director Christine Griffin, the work group partnered with OPM and Bender Consulting Services to provide a list of candidates with disabilities who are eligible to be hired through the Schedule-A hiring appointment. This service is provided for free to all Federal agencies. The *OPM Shared List of People with Disabilities* is hosted online and gives agencies the opportunity to review resumes online and provides real-time updates as new candidates are added to the database. The service is free to all Federal hiring managers, and is supported and promoted by the CHCO Council.





## **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 OPM Director Berry, OPM senior leaders, and other government and industry professionals. Through round tables, presentations, breakout groups, and training sessions, CHCOs work on solutions to the most critical human capital issues facing the Federal government.

The third annual Fall Forum was held in October 2011 in Philadelphia, PA. The three-day event allowed the Council to exchange information in a confidential, focused setting that allowed for a high level exchange of ideas, information, and best practices.

Presentations included opening remarks from Philadelphia Mayor Michael Nutter and CHCO Roundtables featuring Director Berry. Martha Johnson, the GSA Administrator, spoke on Leadership, and Harvard Professor Bob Behn hosted a session on using performance metrics for strategic planning and analysis. Additionally, there was a training session on using HR analytics for workforce planning and a roundtable session featuring the Partnership for Public Service on topics such as workforce restructuring, training and development, and retaining high quality employees during tough economic times.

The second annual CHCO Council awards were presented at the 2011 Fall Forum, honoring CHCO of the Year, Deputy of the Year, and Work Group of the Year. The CHCO Awards were established to recognize CHCOs and Deputy CHCOs for their dedication and commitment to advancing and substantially improving Federal human resources through their participation and leadership in the CHCO 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 had major impact on a government-wide level.

The CHCO of the Year award was awarded to the Department of Energy CHCO Mike Kane for his consistent support and implementation of Council initiatives and for his leadership of the Performance Management work group. The Department of Labor's Deputy CHCO Eugenio (Gene) Sexton received the Deputy of the Year award for his dedication and participation on several CHCO Council initiatives. The Work Group of the Year award was awarded to the Performance Management team for successfully tackling the task to develop a government-wide framework for successful performance management (GEAR).







## 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 demonstrate the flexibility and responsiveness of the Council, and allow for richer collaboration and delivery of government-wide resources on an as-needed basis. The Council participated in the following activities during FY 2011:

### Flash Mentoring

The Council sponsored the first ever government-wide Flash Mentoring event in September. Over 130 Federal employees participated, including Director Berry, the Department of Treasury's CHCO Anita Blair, and the Department of Commerce's Deputy CHCO Bill Fleming. The topic was "Moving from HR Operations into Strategic Leadership." Over 100 mentees from 15 different agencies joined the CHCO Council for a three-hour developmental event that featured 18 Senior Executives sharing their experiences moving from front-line staff into management.





## Feds Feed Families 2011 Campaign

In 2009, Director Berry set out to address the need to help feed needy families in our community by initiating Feds Feed Families (FFF). In its third year, the 2011 campaign recognized the continued need nation-wide and set out to meet a goal of collecting two million pounds of non-perishable goods. With voluntary contribution efforts nation-wide and overseas, Federal employees proved to be generous members of everyone's community as the two million pound goal was exceeded with an unprecedented total of 5.7 million pounds collected.

Over 50 agencies rose to the challenge and participated. The Department of Defense led the success, single-handedly exceeding the nation-wide goal, with a total of 2,004,613 pounds collected; the Department of Agriculture followed closely behind with 1,791,393 pounds; and all other Federal agencies together collected 1,997,440 pounds.

To address the surge in demand that is coupled with a drop in donations each year, the campaign ran from June 1<sup>st</sup> to August 31<sup>st</sup>. During the summer, the need increases because children are left without the benefit of school nutrition programs and food banks encounter lulls in the levels of giving due to the emphasis on holiday giving and other demands on donors' time. Within the Washington, DC, metropolitan area, the contributions were donated to the Capital Area Food Bank (the largest non-profit food distribution and nutrition education resource in the area) and throughout the nation they were donated to respective local food banks.

Feds Feed Families was led by the Chief Human Capital Officers Council in partnership with the Office of Personnel Management, Department of Defense, and Department of Agriculture.





## **Communication and Outreach**

Effective communication is a critical tool in enabling the CHCOs to collaborate with one another and advance the many important initiatives outside of the monthly meetings. To maintain this necessary communication within the Council and with external audiences, the Council uses a weekly CHCO Bulletin; our websites, including [CHCOC.gov](http://CHCOC.gov) and [fedsfeedfamilies.ocio.usda.gov](http://fedsfeedfamilies.ocio.usda.gov); and social media outlets, such as Facebook and Twitter.

The CHCO Bulletin is distributed weekly to all Council members and their designated staff. It is an e-mail with sectional headings and timely information pertaining to the Council members and agencies.

The CHCO Council website, [www.chcoc.gov](http://www.chcoc.gov), contains background information on the Council and its members, a calendar of events and meetings, transmittals with memorandums pertinent to the Council, and relevant news available for the public. It also serves as a portal for internal communication and sharing of information for Council members.

The CHCO Council, HR University, and Feds Feed Families are on Facebook and Twitter. Social media gives the members and the public real-time access to important initiatives and news, and provides a venue for free and open flow of communication. Facebook and Twitter are especially critical in the effort to raise awareness and support for Feds Feed Families, as they provide an effective means of giving and receiving live updates on the status of the process, particularly during collection days. Social media also allows the Council to release collection totals as soon as they are available and connect on a personal level with the many supporters in the Washington, DC, metro area and across the nation. It allows participants to share stories and provides a channel for the Council to encourage folks to support the cause. The Fort Hood Army Wives used Facebook as their platform to communicate their extensive efforts to support the food drive to Feds Feed Families and their community and became leading supporters throughout the summer.





## Appendix A

### Members of the 2011 Chief Human Capital Officers 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

**William Milton, Jr.**

Chief Human Capital Officer  
Department of Agriculture  
**Deputy: Karlease Kelly**

**Scott Quehl**

Chief Human Capital Officer  
Department of Commerce  
**Deputy: Bill Fleming**

**Pat Tamburrino, Jr.**

Acting Chief Human Capital Officer  
Department of Defense  
**Deputy: Paige Hinkle-Bowles**

**Robert Buggs**

Chief Human Capital Officer  
Department of Education  
**Deputy: Quasette Crowner**

**Michael Kane**

Chief Human Capital Officer  
Department of Energy  
**Deputy: Rita Franklin**

**Denise Wells**

Chief Human Capital Officer  
Department of Health and Human Services  
**Deputy: Antonia Harris**

**Jeff Neal**

Chief Human Capital Officer  
Department of Homeland Security  
**Deputy: Vicki Brooks**

**Janie Payne**

Chief Human Capital Officer  
Department of Housing and Urban Development  
**Deputy: Karen Jackson**

**Rhea Suh**

Chief Human Capital Officer  
Department of Interior  
**Deputy: Pam Malam**

**Mari Barr Santangelo**

Chief Human Capital Officer  
Department of Justice  
**Deputy: Rodney Markham**

**T. Michael Kerr**

Chief Human Capital Officer  
Department of Labor  
**Deputy: Eugenio Sexton**

**Nancy Powell**

Chief Human Capital Officer  
Department of State  
**Deputy: Linda Taglialatela**



**Brodi Fontenot**

Chief Human Capital Officer  
Department of Transportation  
**Deputy: Nancy Mowry**

**Anita Blair**

Chief Human Capital Officer  
Department of Treasury  
**Deputy: Nicole Johnson**

**John Sepulveda**

Chief Human Capital Officer  
Department of Veterans Affairs  
**Deputy: Tonya Deanes**

**Craig Hooks**

Chief Human Capital Officer  
Environmental Protection Agency  
**Deputy: Kim Lewis**

**Anthony Costa**

Chief Human Capital Officer  
General Services Administration  
**Deputy: Sharon Banks**

**Jeri Buchholz**

Chief Human Capital Officer  
National Aeronautics and Space Administration

**Judy Sunley**

Chief Human Capital Officer  
National Science Foundation

**Miriam Cohen**

Chief Human Capital Officer  
Nuclear Regulatory Commission  
**Deputy: Glenn Tracy**

**Lauren Wright**

Chief Human Capital Officer  
Office of Management and Budget  
**Deputy: Jamesa Moone**

**Angie Bailey**

Chief Human Capital Officer  
Office of Personnel Management  
**Deputy: Mark Reinhold**

**Paula Roberts**

Chief Human Capital Officer  
Office of the Director of National Intelligence  
**Deputy: Lenora Gant**

**Raymond Limon**

Chief Human Capital Officer  
Small Agency Council  
**Deputy: Bonita Tingley**

**Kevin Mahoney**

Chief Human Capital Officer  
Small Business Administration  
**Deputy: Donald Sanders**

**Reginald Wells**

Chief Human Capital Officer  
Social Security Administration  
**Deputy: Donna Siegel**

**Deborah Kennedy-Iraheta**

Chief Human Capital Officer  
U.S. Agency for International Development  
**Deputy: Sandra Wiggins**

**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) was 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 2011

#### Council Governance and Structure

##### Member Accountability and Structure

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.

**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.









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