



Chief Human Capital Officers Council

FY 2013 Report to Congress

***A message from OPM Director Katherine Archuleta
Chair, Chief Human Capital Officers Council***

As Chair of the Chief Human Capital Officers (CHCO) Council, I am pleased to present our fiscal year 2013 (FY2013) report to Congress.

The work of the CHCO Council is critical to the ability of Federal human resources officers to accomplish their mission to recruit, retain and honor a world-class 21st century Federal government workforce. In the coming year, my Vice Chair, Beth Colbert, and I will be proud to work with the Council to meet our new and ongoing challenges.

The men and women who serve the American people are the Federal government's greatest asset. In the midst of budget and resource constraints, the Chief Human Capital Officers (CHCOs) are working to seek input from all levels of government and to focus on the key labor-management relationships that will help forge a pathway to enhance the delivery of Federal services. It is through the work of the CHCOs that the innovations and breakthroughs in hiring reform, mentorship and professional development, government efficiencies and Information Technology will be found.

That work was well underway in fiscal year 2013.

During this fiscal year, the CHCO Council emphasized the sharing of best practices to reduce duplicated efforts and increase efficiencies government-wide; worked to develop a framework that would take the Government, Engagement, Accountability and Results (GEAR) Initiative government-wide; and addressed the Science, Technology, Engineering, and Math (STEM) workforce needs of the Federal government. These are just a few of the examples of the way the cooperative, cross-agency approach of the CHCO Council has been successful in spurring positive change government-wide and providing more collaborative and efficient human resource services.

In the year ahead we will build on these accomplishments and we will be focused on some important goals. We will work on making sure the top-talent in the Federal government draws from the diversity of talent in America, on recognizing and championing the hard work Federal employees do every day, and on providing the programs and processes needed to support the workforce from resume to retirement.

I appreciate the continued Congressional leadership and support for the CHCO Council. I look forward to sharing the Council's achievements and challenges with you as we continue to work together to ensure the Federal workforce continues to be a model employer and provides world class service to the American people.

This report can also be found on the CHCO Council web site at www.chcoc.gov.

Katherine Archuleta
Chair

*A message from Justin Johnson
Executive Director, Chief Human Capital Officers Council*

I am pleased to introduce the Chief Human Capital Officers (CHCO) Council Annual Report for FY 2013. During this fiscal year, the Council capitalized on cross-agency collaboration to consolidate and improve upon human resource practices and resources.

The Council conducted 11 Full Council meetings and covered a variety of topics from retirement processing to closing skill gaps and Federal benefits. The working groups produced substantive reviews of the Hiring Reform and GEAR initiatives, and agency CHCOs continue to engage in Council activities that impact and improve the way we do business across the Federal Government.

The Council hosted four Flash Mentoring sessions this year, providing over 250 HR professionals with valuable management and career development skills. Additionally, the CHCO Academy Program held six sessions and trained over 250 HR professionals in currently needed topics including disability retirement, leadership and succession planning, and performance management.

I look forward to continuing the important work of the Council with a focus on increasing employee engagement as a follow-on to the GEAR initiative, closing HR skills gaps through the use of Human Resources University (HRU), and improving the efficiency and effectiveness of HR service delivery through the creation of an HRIT vision framework and the use of metrics and benchmarking.

Justin Johnson
Executive Director

Table of Contents

Executive Summary and Background.....	1
Council Meetings	2
Full Council Meetings.....	2
Deputy CHCO Meetings.....	5
GAO Human Capital Forum.....	6
CHCO Council Strategy Session	7
CHCO Academy Sessions	7
CHCO Council Work Groups.....	9
Goals, Engagement, Accountability, and Results (GEAR) Initiative	9
Hiring Reform II	9
HR LOB.....	10
Other Activities.....	11
STEM Collaborative/PMF-STEM.....	11
Flash Mentoring.....	12
Feds Feed Families 2013 Campaign.....	12
Appendix A: Members of the FY 2013 CHCO Council.....	13
Appendix B: Charter.....	15
Appendix C: Strategic Goals	20
Appendix D: Working Group Membership	21

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 2013.

Since its inception, the Council has made tremendous strides in improving cross-agency collaboration within the Federal HR community. FY 2013 marked another successful and highly productive year for the Council. The Council’s career development Flash Mentoring and Academy events focused on providing Human Resources professionals free opportunities to learn new information and skills on pressing topics. The Council also continued its work on a number of other high priority projects including hiring reform and performance management. These efforts, combined with the CHCO Council’s critical role in establishing the President’s Management Fellows Science, Technology, Engineering, and Technology initiative, allowed the Council to demonstrate its continued strength and effectiveness as the leader of the Federal Human Capital community.

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 their Deputies. Second, the deputy CHCOs meet bi-monthly to disseminate critical human capital information. Third, the Council sponsors regular 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 daylong meeting of the CHCOs and Deputies, as well as key Federal HR officials from OPM, in a high level training, strategic planning, and best practice sharing exchange. These meetings ensure the Council is working 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 2013 Meeting summaries.

Full Council Meetings

The Full Council Meetings, which are chaired by the Director of OPM, and are held each month at OPM Headquarters.

October 2012

John Berry, Chair, gave a recap of the Fall Forum and announced that Billy Milton, CHCO, USDA, was awarded the 2012 HR Break Away Leader Award. Paulette Aniskoff, FEMA and Lynda Williams, FEMA, shared information on FEMA's "The Great Shake Out," which was a national exercise to inform the public about what to do in an earthquake. Mark Reinhold, Deputy CHCO, OPM discussed the hiring process for the President's Management Fellows (PMF) Class of 2012. Phil Gardner, OPM, gave an update on retirement processing, and OPM's efforts to clear the retirement backlog. Sydney Smith-Hemibrock, OPM, gave an update on the CHCO Council Critical Skills Gap work group, and Maria Price-Detherage, Deputy CHCO, HHS, gave an update on the Disability work group. Jeri Buchholz, CHCO, NASA, shared their human capital dashboard.

November 2012

Pursuant to the CHCO Council Charter, the November meeting was open to the public, and was attended by many labor relations and media stakeholders. John Berry, Chair, thanked the CHCOs for their support of veterans hiring, which is now at its highest level in 20 years. The Chair also thanked the Council members for their help related to the country's recovery from Hurricane Sandy. The President has approved leave sharing and will allow charitable campaigns for those hit by the disaster. Shelley Metzenbaum, Co-Chair, echoed Director Berry's sentiments and praised the federal HR profession for increased use of data and metrics to support agency missions. Pam Malam, Deputy CHCO, Interior, then provided an update on the USAJOBS Executive Steering Committee. Maria Price-Detherage, Deputy CHCO, HHS, provided an update on the CHCO Disability Hiring work group. Chuck Grimes, COO, OPM provided an updated on OPM's retirement processing. Lastly, as part of the Council's mission to share best

practices, Billy Milton, CHCO, USDA and Anita Blair, CHCO, Treasury, shared information as part of the Council's "What We Do Well" discussions. Mr. Milton discussed USDA's Diversity Scorecards and Cultural Transformation initiative, and Ms. Blair shared information on the HR Strategic Partner Certification program in order to continue the campaign for training, education, career paths, and the occupation of Human Capital.

December 2012

John Berry, Chair, indicated that the 2012 calendar year was incredibly successful with significant progress on the skills gap initiative and five CHCO Council Flash Mentoring events. In addition, retirement cases fell from 61,000 to 28,000 with the processing error rate falling from 30% to 10%. The CHCO Council contributed to this success through the efforts of the Retirement work group, and the CHCO Academy training events on retirement in September and December 2012. Director Berry also indicated that the CHCO Council would focus on workforce restructuring in 2013. Mark Lambert, Associate Director for Merit System Audit Compliance, OPM, provided an overview of the work performed by the MSAC Office. Kathryn Medina, Executive Director, CHCO Council, updated the Council on the status of various workgroups focusing on retirement, USAJOBS, diversity, HR line of business, hiring reform, performance management, and HR skills gaps. As part of the Council's on-going discussions highlighting federal government HR best practices, Deputy Performance Improvement Officer David Abercrombie, Department of Energy, and Senior Human Capital Program Analyst John Walsh, Department of Energy, presented on Energy's data and benchmarking efforts using HRSTAT. Finally, the Council discussed the evolution of the federal government telework program and ways to ensure continuity of operations.

January 2013

John Berry, Chair, announced the departures of Scott Quehl, CHCO, Department of Commerce and Sandra Wiggins, Deputy CHCO, USAID. Director Berry also announced the retirement of Nancy Mowry, Deputy CHCO, Department of Transportation. Shelly Metzenbaum, Co-Chair, OMB outlined OMB's 2013 priorities, which were to focus on the nexus between organizational and individual performance management, performance.gov, EVS and GEAR. Carolyn Lerner, Special Counsel, OSC discussed Whistleblower Protections. Bill Bransford, Senior Executive Association and Jim Seymour, Partnership for Public Service announced plans for Public Service Recognition Week. Angie Bailey, CHCO, OPM gave OPM policy and program updates, asked for volunteers to participate in HRSTAT 2.0, and discussed the 2013 Human Capital Assessment and Accountability Framework (HCAAF). Dawn Phillips, Deputy CHCO, Treasury gave an update on the Treasury Department's federal HR certification model. Working Group chairs provided updates on the HR Line of Business, Hiring Reform, and performance management working groups. Pam Malam, Deputy CHCO, Department of the Interior and Roger Slater, Senior Advisor for Strategic Initiatives, Department of the Interior provided an update on the enterprise workforce planning initiative. Finally, the Department of Transportation announced their annual Telework Day on March 7th and invited other agencies to participate with them.

February 2013

John Berry, Chair, welcomed the new CHCO at the Department of Energy, Bob Gibbs and announced an initiative to focus on cyber security recruitment. Shelley Metzenbaum, Co-Chair, OMB gave an update on sequestration contingency plans. Jim Trinka gave an update on Leading

EDGE. Jon Foley, Director, Planning and Policy Analysis, OPM discussed updates to the 2013 employee viewpoint survey administration. Mark Reinhold, Deputy CHCO, OPM provided updates on OPM policies and programs. Sydney Smith Heimbrock, Chief Learning Officer, Employee Services, OPM discussed skills gaps, strategic human capital and GAO, and HRStat 2.0. The HR Line of Business, Diversity and Inclusion, and Hiring Reform work groups also gave updates on the status of their efforts. Finally, the CHCOC members discussed the possibility of conducting virtual job fairs.

March 2013

John Berry, Chair, welcomed new Deputy CHCO Kevin Mahoney from the Department of Commerce. Director Berry also updated the Council on the progress of the OPM Wall of Honor. Jeri Buchholz, CHCO, NASA, presented on efforts to re-think and re-tool the hiring and retention of employees in STEM related fields, and invited agencies with employees in STEM fields to participate in the STEM initiative with NRC, NSF, and NASA. Angela Bailey, CHCO, OPM, updated the Council on OPM's furlough guidance and outreach, the OPM MOU with the California State Universities at Fullerton and Dominguez Hills to test creative ways of using the Pathways program, the next PMF cohort, and closing skill gaps in the Federal government. Finally, the working groups reported on HR LOB, diversity and inclusion, hiring reform, and GEAR.

April 2013

John Berry, Chair, welcomed Elizabeth Kolmstetter as the new CHCO for USAID, two new President's Management Council's Interagency Rotation Program details Jessica Maguire (TSA) and Matthew Bernt (DOL) to the CHCO Council staff, and the retirement of Deputy CHCO Nancy Mowry (DOT). John Berry urged the CHCO Council to be aware of the potential effects of RIFs on new hires, employees under Schedule A appointments, and persons with disabilities. Director Berry also announced the dedication of the Wall of Honor at OPM. Yvonne Jones, GAO, briefed the Council on GAO's study of executive training programs. Angie Bailey, CHCO, OPM, provided an update on OPM policy and programs. Veronica Villalobos, OPM, provided an update on applicant flow data. Working group chairs provided updates on Hiring Reform II, HR LOB, GEAR Next Steps, and Diversity and Inclusion. An open forum followed the working group updates and Public Service Recognition Week (PSRW) was announced.

May 2013

Elaine Kaplan, Acting Chair, opened the meeting with a welcome and introductions around the table as the new chair, and provided membership updates, including Heidi Schaeffer, Acting CHCO, HHS; Michael Anderson, CHCO, Housing and Urban Development; Karen-Newton Cole, Deputy CHCO, Housing and Urban Development; Towanda Brooks, Deputy CHCO, Housing and Urban Development; and Keith Washington, Acting CHCO, Department of Transportation. Elaine Kaplan also announced that Fed's Fed's Families would be sponsored by the Department of Agriculture. She also provided an update on Presidential Rank Awards. The final vote was taken on the CLO/CHCO Council MOU that was approved unanimously. Phil Gardner, OPM, provided an update on Retirement Services and briefed the council on Phased Retirement. Angie Bailey, CHCO, OPM, provided OPM highlights and updates. Sydney Smith-Heimbrock, OPM, and Lynne Baldrighi, DOD, presented on the Strategic Human Capital High Risk Initiative. Veronica Villalobos, Director of Diversity and Inclusion, OPM, provided an

update on affinity group conferences. The HR LOB and HR Skills Gaps, GEAR Next Steps, and Hiring Reform II work groups provided updates. Elaine Kaplan opened a discussion for the CHCOs to prepare for the June 5th GAO meeting. Finally, Kathryn Medina, Executive Director, CHCO Council, closed the meeting with announcements and gratitude for participating in PSRW, Take a Future Fed to Work Day, and USDA's flash mentoring event.

June 2013

Elaine Kaplan, Acting Chair, provided updates on both Presidential Rank and SES Performance Awards. Doug Keeler, Feds Feeds Families Manager, USDA, announced the campaign kick-off at the Capital Area Food Bank. David Uejio, Young Government Leaders, announced the 2013 Next Gen Conference. Dinah Cohen, Department of Defense, briefed the Council on the Computer/Electronics Accommodations Program (CAP). Rob Shriver, OPM, provided a status update on the Affordable Care Act. Angie Bailey, CHCO, OPM, provided an update on the Emergency Leave Transfer Program following a season of hurricanes. Updates were provided by the GEAR Next Steps, HR LOB and HR Skills Gaps, and Hiring Reform II workgroups. Deputy Chief of Staff, Jen Mason, OPM, provided an update on submitting agency draft policies for addressing domestic violence. Craig Hooks, EPA, presented on the Skills Marketplace.

July 2013

Elaine Kaplan, Acting Chair, briefed the Council on the President's 21st Century Management Agenda and provided an update on the hearing dates for incoming Director Katherine Archuleta. Sharon McGowan, OPM, provided an update on extending benefits to same-sex spouses. Sydney Smith-Heimbrock, OPM, and Dustin Brown, OMB, provided a brief on GPRA and Human Capital Integration to the Council. Tonya Robinson, Domestic Policy Council, White House, addressed the Council regarding the White House initiatives that push to close gender pay gaps.

September 2013

Elaine Kaplan, Acting Chair, welcomed Gina Farrisee as the new CHCO from the Veteran's Administration (VA) and thanked outgoing VA CHCO Rafael Torres for his work. She also noted that the retirement backlog was under 10,000 applications. Acting Chair Kaplan encouraged agencies to continue to have their staff enroll on HRU and take at least one class to help close the HR skills gap, noting that this is one of the President's Cross Agency Priority Goals. Rob Shriver, OPM, provided an update on agency outreach and education efforts regarding the Affordable Care Act. Chelsa Gurkin, GAO, updated the Council on GAO's Review of Human Capital Challenges in an Era of Austerity. Kimya Lee, OPM, provided information about the FEVS Online Reporting and Analysis Tool. The Council, led by Acting Chair Kaplan and Kathryn Medina, Executive Director, CHCO Council, engaged in a discussion about the Council's priorities. Justin Johnson, OPM, led a discussion about changing attitudes about Federal service. Douglas Keeler, USDA, provided an update on the Feds Feed Families campaign. Updates were also provided by the HR IT, GEAR Next Steps, PMF-STEM, Diversity, Hiring Reform II workgroups. Finally, Angie Bailey, CHCO, provided updates from OPM.

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 are chaired by the Executive Director, and

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. The Deputy CHCO Meetings are held at OPM Headquarters.

November 2013

Gary Steinberg, Acting Director of the Office of Workers' Compensation Programs at the Department of Labor briefed the Council on the new Federal Employees' Compensation Act regulations and E-COMP web portal. Veronica Villalobos, OPM and Dianna Saxman, USA Staffing updated the Council on the collection of applicant flow data collected by USA Staffing. In addition, the Council discussed the effectiveness of OPM's operating status announcements related to Hurricane Sandy. Finally, Kathryn Medina, Executive Director, CHCO Council, provided a recap of the previous full Council meeting.

January 2013

Kathryn Medina, Executive Director, CHCO Council, provided updates on the Council's organizational plan, strategic goals, and work groups. Tina Sung, Vice President, Partnership for Public Service, gave a presentation on the Partnership's new program, "Ready to Govern: Preparing Appointees to Excel." This meeting was held at the Partnership for Public Service.

April 2013

Kathryn Medina, Executive Director, CHCO Council, provided updates from the full CHCO Council meeting and various GAO engagements. Dr. Hope Banner-Bailey and Dr. Alexis Adams, OMB updated the Council on the status of the Federal Employee Viewpoint Survey Action Plans, including sharing best practices. Gail W. Redd, OPM briefed the Council on HR Stat 2.0 and recapped the lessons learned from HR Stat 1.0. Finally, Maureen Higgins, OPM briefed the Council on OPM's LEAD certificate program, which is an interagency program geared toward helping veterans employed with the Federal government obtain leadership skills.

May 2013

Kathryn Medina, Executive Director, CHCO Council, provided updates on the efforts to assist Federal workers impacted by a tornado outbreak in Oklahoma, the transfer of the Feds Feed Families initiative to the USDA, CHCO website, the FY 2011 and 2012 CHCO Council Annual Reports, and reminded the Deputy CHCOs about the relevant guidance regarding Presidential Rank Awards. Craig Jennings, CIO Council briefed the Council on the CIO University. Kim Lewis, Deputy CHCO, GSA, and Brian Gilligan, GSA briefed the Council on the requirements of and GSA's efforts to implement the Federal Buildings Personnel Training Act.

GAO Human Capital Forum

On Wednesday, June 5th, the CHCOs and OPM officials engaged in a GAO forum, "Sustaining the Capacity of the Federal Workforce in an Era of Budget Austerity," at GAO headquarters in Washington, D.C. The forum fostered a discussion about the key human capital challenges federal agencies are facing in an era of flat or declining budgets and effective practices for addressing these challenges. The discussion informed GAO's work for the House Oversight and Government Affairs Committee and the report based on this discussion is anticipated for release early 2014.

CHCO Council Strategy Session

On July 22, 2013, the CHCO Council held a strategic planning workshop at the Office of Personnel Management in Washington, DC in lieu of the annual Fall Forum. This workshop provided the Council with an opportunity to focus on strategic planning and goal setting for FY 14-FY 16. All Chief Human Capital Officers and their Deputies were invited to attend this meeting along with OPM senior leaders. Through roundtable discussions, presentations, and breakout groups, the CHCOs executed their mission to work on solutions to the most critical human capital issues facing the Federal government.

The workshop began with remarks from Elaine Kaplan, Acting OPM Director, and Kathryn Medina, Executive Director, CHCO Council. The Council held a facilitated discussion reviewing the progress of existing CHCOC workgroups and the status of other potential areas of strategic focus. After an in-depth discussion, the Council agreed to focus on Civil Service Modernization and Human Resources Information Technology, as two issues that also represent areas where the Council and OPM have the greatest opportunity to affect positive change. The Council then broke into small groups to further discuss these issues, desired future change, and actions that the Council could take to encourage or implement these changes over the next three years.

CHCO Academy Sessions

The CHCO Academy sessions served a critical need in 2013. As most agencies face shrinking training budgets, the Academy sessions filled a necessary niche by providing top quality training. Topics in 2013 covered a wide range of specialty areas including executive resources, disability retirement, succession planning, performance management, and staffing. The 2013 Academy series trained over 250 Federal HR staff and continues to serve as a key resource to Council members who send staff to sessions at no cost to their Agency. Evaluation data collected and analyzed after each Academy session showed significant participant satisfaction and provided additional training ideas for 2014 and beyond.

October 30, 2012

Executive Resources during Transition

This Academy session provided HR Specialists with important information about supporting Political and Career SES staff during times of transition. OPM HR Specialists' Nancy Osborn, Nicole Wright, Cheryl Ndunguru, and Gale Perryman discussed onboarding new executives, policy guidance on onboarding Schedule C employees and non-career SES members, and the conditions requiring a Qualifications Review Board moratorium.

December 4, 2012

Disability Retirement

This Academy session provided HR specialists and benefit officers with the basic information they need to effectively understand the complexities of disability retirement. Philip Gardner, HR Specialist, Retirement Benefits, OPM explained the disability retirement process and documentation necessary to ensure a complete application package is sent to OPM.

January 23, 2013

Job Analysis Fundamentals

This Academy session was conducted for Human Resources Specialists with responsibility for staffing in an operational HR office. Tara Ricci, Personnel Research Psychologist, Classification and Assessment Policy, OPM provided an overview of what constitutes a job analysis, the purpose of a job analysis, legal and regulatory requirements, and how to create a job analysis. The second half of the training focused on the job analysis from a compliance perspective. Linda Campbell, Delegated Examining Program Manager Merit System Audit and Compliance, OPM discussed with the group what OPM looks for in an audit. A total of 51 people attended this session.

March 21-22, 2013

Strategic Leadership Succession Planning

The CHCOC offered two separate sessions full-day on strategic leadership succession planning. Julie Brill, Training and Executive Development, OPM; Harold Welch, Strategic Workforce Planning, OPM; and Randall Lohman, HR Strategy & Evaluation Solutions, OPM provided an introduction to succession planning policies and regulations, a review of the Succession Planning Model, and key points of the Succession Planning Guide. Participants heard from agencies that have successfully developed succession management programs and received advice for strategically preparing agencies for the future. The sessions also utilized hands-on, interactive exercises designed as examples of methodologies that could be customized for agency use with the goal of giving participants insights into implementing key aspects of the Succession Planning Model. Lastly, participants discussed each phase of the model starting with ideas to gain senior leadership buy-in and support, and aligning succession planning with the strategic direction of the agency. A total of 94 people attended both sessions.

June 17, 19, 20, 2013

Effective Performance Discussions

The CHCOC offered three separate full-day sessions on effective performance discussions for managers, supervisors, and HR professionals responsible for training HR and Labor Management Professionals on performance management. These Academy sessions examined best practices for conducting effective performance and developmental discussions with employees. Participants received hands on examples of effective discussion tactics and information on how to structure any type of performance discussion. Each training session discussed how to prepare for and provide formal feedback, how to have difficult conversations and provide negative feedback, understanding the importance of frequent informal feedback throughout the year, and how to provide mentoring and coaching to employees. A total of 88 participants attended the three training sessions and consolidated evaluation results indicated the training was an overwhelming success. Participants strongly agreed that the Academy session was well designed, the topics were relevant, they would recommend the event to others if offered again, and the Academy session met their needs.

September 24-26, 2013

Effective Performance Discussions

Due to the overwhelmingly positive reception of the June CHCOC Academy on Effective Performance Discussions, the Academy again offered these three one-day training sessions for

managers, supervisors, and HR professionals responsible for training HR and Labor Management Professionals. A total of 68 participants attended the three training sessions.

CHCO Council Work Groups

In FY 2013, the CHCO Council work groups focused on significant policy issues that needed to be addressed at a government-wide level. These work groups fulfill a critical need by allowing agencies to find solutions to pressing concerns in a collaborative atmosphere that considers the unique viewpoints and experiences of a variety of agencies. This type of teamwork ensures that these solutions are broadly applicable and useful to organizations with varying missions and structures. Below are the CHCO Council working groups and their outcomes for FY 2013.

Goals, Engagement, Accountability, and Results (GEAR) Initiative

During the 2012 Chief Human Capital Officers (CHCO) Council Fall Forum, the Council agreed to establish a workgroup dedicated to developing a framework for “taking GEAR government wide.” The GEAR – Next Steps Workgroup was created to expand upon the recommendations in the National Labor Management Relations Board’s November 2011 report *Getting in GEAR for Employee Performance Management* and other well-developed Performance Management practices in order to further improve government services.

Overall, the workgroup was charged with providing a strategic focus to identifying the types of organizational practices an agency could use to incorporate the GEAR principles within each agency’s existing performance framework. To do this, the GEAR – Next Steps Workgroup agreed their recommendations would not impose specific actions for agencies to implement. Instead their goal was to heighten understanding of performance management across the government, highlight examples of promising practices, and do so without being overly prescriptive.

In particular, the goals of the CHCO Council GEAR – Next Steps Workgroup were to examine current GEAR implementation maturity levels within agencies, devise mechanisms for agencies to assess their individual implementation maturity, and provide recommendations for agencies wanting to improve their GEAR alignment.

With an anticipated publication date of the Fall of 2013, the workgroup’s recommendations and findings are designed to be applicable government-wide, so that agencies with vastly different missions and responsibilities can find practical solutions for improving their alignment with the spirit and specific measures described in the 2011 GEAR report.

Hiring Reform II

In December 2012, Director Berry released a call for working group members to all CHCO agencies. The Hiring Reform II Work Group, led by Quay Crowner, Deputy CHCO, Department of Education, and Jamesa Moone, Deputy CHCO, OMB, requested participation from CHCO agency personnel with expertise in corporate recruitment, hiring, on-boarding, human capital

metrics, HR systems, and employee relations. The working group's objectives were to assess the effectiveness of the President's Hiring Reform initiative and review methods to improve the speed and quality of agency hiring. The work group was divided into four sub groups: Data Assessment and Quality, Time-to-Hire, Strategic Assessment, and Pathways and Special Hiring Authorities.

On July 19, 2013, the Hiring Reform II Work Group held a symposium at the Department of Transportation to allow the sub groups to present their work and recommendations to the CHCOs and Deputy CHCOs. Based on the work of the sub groups and recommendations presented at the symposium the work group developed a white paper to be published in Fall 2013. The white paper reviews the goals of the President's hiring reform initiative and successes to date, describes the remaining challenges, and outlines the work group's accomplishments and proposed recommendations to the CHCO Council and OPM.

Specific challenges identified include:

- Agencies have become overly focused on the 80 day time-to-hire model
- Use of outdated, guidance, and procedures; potential need to consider seeking change to applicable law
- Inconsistent data
- Limited interaction within the HR community
- Regulatory and policy requirements that appear to be in tension with each other
- Challenging engagement with the Pathways program

Specific recommendations will include:

- Review and revise, as appropriate, relevant regulations and guidance
- Provide timely guidance after changes to relevant laws or regulations
- Leverage the major HR IT staffing systems to track and report time-to-hire data
- Improve the OPM Survey Portal to allow linkages between surveys and specific job opportunity announcements
- Require standardized training before utilization of the Pathways Program
- Review and reconcile various hiring mandates

HR LOB

In October 2012, Angela Bailey, CHCO, OPM, released a call for working group members to all CHCO agencies, with a special request to DoD, DOI, USDA, HHS, GSA, Treasury, DHS, and VA. The work group's objective is to develop an overarching HR IT system strategy that drives a universal set of requirements, provides for flow of data between agencies, and create a powerful business analytics/intelligence tool for agencies to meet their mission needs through solid workforce planning. The working group has been focused on developing a Strategic Plan outlining the next decade in HR IT, focusing on additional savings, alignment with Federal agency HR goals, and how to leverage savings to pay for further innovation.

Other Activities

STEM Collaborative/PMF-STEM

The purpose of this working group is to address the Science, Technology, Engineering, and Math (STEM) workforce needs of the federal government. Last year, the effort to create PMF-STEM began out of the CHCO Council and the urgency to address the federal STEM workforce needs. NASA, OSTP, the CHCO Council staff, and the PMF program office have been working together to launch the pilot PMF for STEM occupations during this year's application cycle.

This initiative began in February 2012 and was spearheaded by Neerav Shah, President's Management Council Rotational Program detail to the CHCO Council. The goal of this pilot is to recruit and retain the highest quality STEM candidates across the globe to fill federal STEM positions. The PMF-STEM pilot is a STEM track within the seasoned PMF program.



The PMF Program is a flagship entry level leadership development program for advanced degree candidates. The Program attracts and selects candidates with the intention of developing a cadre of potential government leaders. The PMF program is an important program in which STEM candidates have always applied. Last year 2,260 applicants with STEM degrees applied, but only 40 of those became finalists. This track will allow STEM candidates to compete among each other and based on STEM competencies, instead of with traditional PMF applicants.

The PMF-STEM track will provide quality STEM candidates the opportunity to develop into potential STEM government leaders and help to close the STEM skills gap. These candidates are those that aspire to hold leadership positions in a science, technology, engineering, mathematical or medical field, and want to explore Federal

opportunities in STEM rather than pursue a solely academic career track. The PMF-STEM Fellows are expected to engage in meaningful work in a STEM-related field. The PMF program's assessment tools will be tailored to support the identification, assessment and placement of outstanding STEM candidates throughout agencies government-wide.

The pilot has made significant strides in 2013. To date, the work group has created a communication plan to promote the new track to federal agencies, PMF coordinators, and colleges and universities. Classification and Assessment Policy at OPM has assisted the team in designing and validating the online and in-person assessment process for applicants that closely mirrors the process for traditional PMF applicants following a Human Centered Design session held in the Innovation Lab with S&T leaders across the federal government. The call for applications is set to launch on October 1, 2013.

Flash Mentoring

Flash Mentoring events have become a valuable training and networking tool for Federal HR staff, especially during these times of budget constraints and limited training and development funds. They are developmental opportunities for HR professionals across the government who want to gain valuable management and career development advice from experts in the field. Mentors share lessons learned on a variety of topics. The following Flash Mentoring sessions were held in FY 2013:

- On November 8, 2012, the Department of the Navy hosted a session on the U.S.S. Barry focusing on “Workforce Planning for Emerging HR Leaders.” The keynote speakers were the Honorable Juan M. Garcia, III, Assistant Secretary of the Navy; and Patricia Adams, Deputy Assistant Secretary of the Navy. The mentees were made up of 45 HR professionals at the GS 13-15 level.
- On February 7, 2013, the U.S. Department of Labor hosted a session focusing on “Enhancing Customer Service Skills.” The keynote speakers were Edward C. Hugler, Deputy Assistant Secretary for Administration and Management, Department of Labor; and Sydney Rose, Deputy Chief Human Capital Officer, Department of Labor. The mentees were made up of 70 HR professionals at the GS 9-13 level.
- On May 9, 2013, the U.S. Department of Agriculture hosted a session focusing on “HR Professionals: Leaders in Employee Engagement.” The keynote speakers were Dr. Gregory Parham, Acting Assistant Secretary for Administration, Department of Agriculture; and William P. Milton, Jr., Chief Human Capital Officer, Department of Agriculture. The mentees were made up of 60 HR professionals at the GS 5-9 level.
- On September 24, 2013, the Social Security Administration hosted a session focusing on “Building your Skills for the Future.” The keynote speakers were Carolyn W. Colvin, Acting Commissioner, Social Security Administration; and Dr. Reginald Wells, Deputy Commissioner, Office of Human Resources, Social Security Administration. The mentees were made up of 90 professionals at the GS 5-13 level.

Feds Feed Families 2013 Campaign

In 2013, the CHCO Council transferred leadership of the Feds Feed Families campaign to the Department of Agriculture. The Council continued to support USDA in carrying out the campaign.

Appendix A
Member of the FY 2013 Chief Human Capital Officers Council

John Berry, Chairman

Director
Office of Personnel Management

Jeffrey Zients, Co-Chairman

Deputy Director for Management &
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 (Acting): Tyra Dent Smith

Paige Hinkle-Bowles

Chief Human Capital Officer
Department of Defense

Deputy: Donna Seymour

Pam Malam

Chief Human Capital Officer
Department of Education

Deputy: Quasette Crowner

Robert Gibbs

Chief Human Capital Officer
Department of Energy

Deputy: Sarah Bonilla

Heidi Sheaffer

Chief Human Capital Officer
Department of Health and Human Services

Deputy: Raymona Ramsey

Catherine Emerson

Chief Human Capital Officer
Department of Homeland Security

Deputy: Vicki Brooks

Michael Anderson

Chief Human Capital Officer
Department of Housing and Urban
Development

Deputy: Towanda Brooks

Rhea Suh

Chief Human Capital Officer
Department of Interior

Deputy: Pam Malam

Mari Barr Santangelo

Chief Human Capital Officer
Department of Justice

Deputy: Terence Cook

T. Michael Kerr

Chief Human Capital Officer
Department of Labor

Deputy: Sydney Rose

Linda Thomas-Greenfield

Chief Human Capital Officer
Department of State

Deputy: Linda Tagliatela

Brodi Fontenot

Chief Human Capital Officer
Department of Transportation

Deputy: Keith Washington

Anita Blair

Chief Human Capital Officer
Department of Treasury
Deputy: Dawn Phillips

Rafael Torres

Chief Human Capital Officer
Department of Veterans Affairs
Deputy (Acting): Esra Özben

Craig Hooks

Chief Human Capital Officer
Environmental Protection Agency
Deputy (Acting): Susan Kantrowitz

Anthony Costa

Chief Human Capital Officer
General Services Administration
Deputy: Kim Lewis & Toni Harris

Jeri Buchholz

Chief Human Capital Officer
National Aeronautics and Space
Administration
Deputy (Acting): Sherri McGee

Eugene Hubbard

Chief Human Capital Officer
National Science Foundation
Deputy: Judy Sunley

Miriam Cohen

Chief Human Capital Officer
Nuclear Regulatory Commission
Deputy: Jody Hudson

Lauren Wright

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

Angela Bailey

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

Deborah Kircher

Chief Human Capital Officer
Office of the Director of National
Intelligence
Deputy: Daniel Scott

Vicki Barber

Chief Human Capital Officer
Small Agency Council
Deputy: Paula Chandler

Bridget Bean

Chief Human Capital Officer
Small Business Administration
Deputy: Donald Sanders

Reginald Wells

Chief Human Capital Officer
Social Security Administration
Deputy: Donna Siegel

Elizabeth Kolmstetter

Chief Human Capital Officer
U.S. Agency for International Development
Deputy: Maria Price Detherage

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 Strategic Goals 2010

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.

Appendix D

Working Group Membership for FY 2013

Goals, Engagement, Accountability, and Results (GEAR)

January-September 2013

Chair: Paige Hinkle-Bowles, CHCO, Department of Defense

Work Group Members

Kathryn Medina	CHCO Council
Traci DiMartini	CHCO Council
Jessica Maguire	CHCO Council
Joanne Barlow	Department of Agriculture
Jake Faibisch	Department of Agriculture
Jodi Hartmann	Department of Defense
David Amaral	Department of Energy
Tony Nguyen	Department of Energy
John Walsh	Department of Energy
Donna Sankar	Department of Homeland Security
Cristina Frias-Brown	Department of Labor
Tiffany Marzuki	Department of Transportation
Wade Hannum	General Services Administration
Kim Lewis	General Services Administration
Robyn Johnson	Housing and Urban Development
Lori Sealy	Housing and Urban Development
Chrissy Peterson	National Science Foundation
Justin Johnson	Office of Personnel Management
Aisha Kendall	Office of Personnel Management
Jaye Murray	Office of Personnel Management
Mark Reinhold	Office of Personnel Management
Cindy Reynolds	Office of Personnel Management
Fred Soto	Office of Personnel Management

Hiring Reform II

January – September 2013

Chair: Quasette Crowner, Deputy CHCO, Department of Education

Jamesa Moone, Deputy CHCO, Office of Management and Budget

Working Group Members

Matthew Bernt	CHCO Council
Marcus Brownrigg	Department of Agriculture
John Decato	Department of Agriculture
Geraldine Esquibel	Department of Agriculture
Carol Scott	Department of Agriculture
Jennifer Sweet	Department of Agriculture
William Mann	Department of Defense

Jeffrey Nelson	Department of Defense
Tony Nguyen	Department of Energy
Kenneth Venuto	Department of Energy
George Waldmann	Department of Energy
John Walsh	Department of Energy
Heidi Sheaffer	Department of Health and Human Services
Catherine Teti	Department of Health and Human Services
Brenda Morris	Department of Homeland Security
Constance Christakos	Department of Labor
Robert Seidner	Department of Transportation
Lewis Curtis	Environmental Protection Agency
Kim Barnes	General Services Administration
Donna Letchford	General Services Administration
Joseph Malick	General Services Administration
Lisa Tittle	General Services Administration
Jeff Cunningham	National Science Foundation
Rebecca Flowers	Office of the Director of National Intelligence
Jason Barke	Office of Personnel Management
Janine Beatty	Office of Personnel Management
Brenda Coney	Office of Personnel Management
Matthew Davis	Office of Personnel Management
Rachel Dorman	Office of Personnel Management
Kim Holden	Office of Personnel Management
Ginger Johnson-DeRusha	Office of Personnel Management
Rafiell Jones	Office of Personnel Management
Joseph Marcec	Office of Personnel Management
Latonia Page	Office of Personnel Management
Tara Ricci	Office of Personnel Management
Clint Sidwell	Office of Personnel Management
Renee Singleton	Office of Personnel Management
Charles Trucco	Office of Personnel Management
Ruth Ann Abrams	Postal Regulatory Commission
Shoshana Grove	Postal Regulatory Commission

HR IT Working Group Members

January 2013 – Current

Chair: Angela Bailey, CHCO, Office of Personnel Management

Working Group Members

Traci DiMartini	CHCO Council
Michelle Guzman	CHCO Council
Brent Pernak	CHCO Council
Donna Seymour	Department of Defense
Letitia Lawson	Department of Energy
Kenneth Venuto	Department of Energy

Thomas Wheeler	Department of Energy
Denise Carter	Department of Health and Human Services
Heidi Sheaffer	Department of Health and Human Services
Deborah Eldredge	Department of Homeland Security
Carolyn Hadiji	Department of Homeland Security
Gregg Pelowski	Department of Homeland Security
Christopher Lawson	Department of the Interior
Pamela Malam	Department of the Interior
Thomas Mulhern	Department of the Interior
James Villarrubia	Department of Justice
Joyce Woodard	Department of Transportation
Anita Blair	Department of the Treasury
Paula Molloy	Department of Veterans Affairs
Cynthia Vaughan	Department of Veterans Affairs
Zbynek Krobot	IBM
M. Hornsby	Office of Administration
Cecilia Trujillo	Office of Administration
Dustin Brown	Office of Management and Budget
Jeremy Leon	Office of Management and Budget
Andrew McMahan	Office of Management and Budget
Jamesa Moone	Office of Management and Budget
J. Newhart	Office of Management and Budget
Timothy Biggert	Office of Personnel Management
William Brantley	Office of Personnel Management
Joseph Kennedy	Office of Personnel Management
Melissa Kline-Lee	Office of Personnel Management
Bernhard Kluger	Office of Personnel Management
Ryan Kobb	Office of Personnel Management
Daniel McKay	Office of Personnel Management
Leslie Pollack	Office of Personnel Management
Judith Rutkin	Office of Personnel Management
Diana Saxman	Office of Personnel Management
Sydney Smith-Heimbrock	Office of Personnel Management