

# Chief Human Capital Officers Council



## Annual Report to the Congress Fiscal Year 2014-2016



***A Message from OPM Acting Director Beth Cobert  
Chair, Chief Human Capital Officers Council***

As Chair of the Chief Human Capital Officers (CHCO) Council, I am pleased to present this report to Congress to summarize activities in Fiscal Year 2014 - Fiscal Year 2016. The CHCO Council provides an important forum for governmentwide discussion of priority human capital management issues. During the Obama Administration, the CHCO Council has been instrumental in implementing the People and Culture plank of the President's Management Agenda.

Specifically, early work done by CHCO Council members, in partnership with national labor-management partners, laid a foundation for improvement in employee engagement. Results from the Federal Employee Viewpoint Survey show an increase in the employee engagement index each of the last two years and not a single item has declined governmentwide since 2014.

The CHCO Council has also been supportive of the Hiring Excellence Campaign. In 2016 alone, nearly 1,100 participants from 45 agencies participated in training provided by OPM in 22 cities. In addition, OPM and the CHCO Council have partnered to create an annual virtual HR conference, with more than 4,000 participants receiving online training between 2015 and 2016.

As someone who loves data, my favorite project of the CHCO Council has been an ongoing effort since 2014 to improve the efficiency of human capital service delivery through the analysis of operational benchmarks. Through this work, agencies have been able to analyze the expenditures and numbers of people engaged in supporting human capital management as well as the satisfaction of agency customers with the services provided. Those agencies providing high quality service at relatively low cost have been studied to provide lessons learned to other agencies.

In addition to President's Management Agenda initiatives, the Council has been extensively engaged in efforts to identify and close mission critical skill gaps. Each CHCO has worked with OPM to identify agency-specific occupations requiring attention, and the Council has collectively worked on the HR occupation. This work has created a deep understanding of the root causes that have led to diminished capacity in the HR community, such as a lack of core competency training and workload issues that must be addressed as a governmentwide community. I am confident that the CHCO Council has identified strategies to address these root causes and improve the capacity of the HR community.

I appreciate Congressional leadership and support for these issues.

Beth Cobert  
Chair



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

It has been my pleasure to serve as Executive Director of the Council since January 2014. This report summarizes the activities of the Council in Fiscal Year 2014 through Fiscal Year 2016.

During that time the Council has conducted regular meetings to discuss priority issues and training sessions to strengthen the skills of Chief Human Capital Officers (CHCOs), Deputy CHCOs and members of their staff. In support of the President's Management Agenda, the Council has made important improvements in employee engagement, leadership development and the hiring process.

Most gratifying to me have been the efforts to improve the capacity of the HR community. I recognize that all CHCOs have vast responsibilities within their agencies. Establishing a common Human Resources Information Technology vision in 2014, agreeing upon common position descriptions, job opportunity announcements and career paths in 2016, and developing a core curriculum for the future are critically important to the health of the CHCO community.

Mentoring events and other training sessions conducted in recent years have been focused on the importance of both technical HR skill and general consulting skills so that HR professionals may serve as strategic business partners to their customers. The recent Hiring Excellence Campaign focused on the relationship between the hiring manager and HR. Via Human Capital Benchmarking, the Council discovered that agencies with strong relationships between HR and hiring managers, such as the Social Security Administration, Office of Personnel Management and Internal Revenue Service, provide quality service at relatively low cost. As the Council works with OPM to develop and deliver a core curriculum for the various disciplines of human capital management, the importance of teaching technical and consulting skills together cannot be overstated. I am encouraged that the Council has agreed to support OPM as the provider of this important training rather than develop multiple versions at great cost to the government.

In 2017, the Council expects to continue its focus on simplifying and improving the hiring process, building the capacity of the HR community and improving the accountability and performance of all Federal employees.

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

Justin R. Johnson  
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 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 annual report to Congress outlines the key initiatives the Council led, or actively participated in, during FY 2014-2016.



## 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;
- The 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 three 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.

### **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 provide project plans outlining objectives, timelines, and deliverables.
- 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.

### **Mission Statement**

Adopted January 2016, the Chief Human Capital Officers Council Mission Statement is as follows:

*The Chief Human Capital Officers Council serves the Nation by advising and collaborating with the U.S. Office of Personnel Management and other stakeholders to create human capital management strategies that attract, develop and retain a high performing, engaged and diverse federal workforce.*





## Council Meetings

The Council meeting structure consists of three distinct recurring meetings. First, the Council holds monthly meetings of the Full Council, which includes all CHCOs and/or their Deputies. Second, the deputy CHCOs meet bi-monthly to disseminate critical human capital information. 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 is the FY 2014-2016 meeting summaries.

### Full Council Meetings

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

#### FY 2014

##### *October 2013*

Elaine Kaplan, Council Chair, opened the meeting by introducing Beth Cobert, Deputy Director for Management at OMB, and CHCO Council Vice Chair. The Council discussed the Family and Medical Leave Act (FMLA) Coverage of Same-Sex Spouses. Next, Jon Foley from OPM discussed the 2013 Federal Employee Viewpoint Survey Results. CHCO Council Executive Director, Kathryn Medina, provided the council with important announcements. The last half of the meeting was for open discussion about lessons learned during the government shutdown.

##### *November 2013*

Pursuant to the CHCO Act, the November meeting was open to the public. Katherine Archuleta, Council Chair, opened the meeting by introducing new CHCO's and Deputy CHCO's. Dean Hunter, Director, Facilities/Security/Contracting for OPM and Chris Geldart, Director, DC Homeland Security and Emergency Management Agency discussed Evaluation Exercises in the National Capital Region. Rose Duval, Deputy Director, National Security Professional Development (NSPD)-Integration Office, OPM, discussed the NSPD Federal Operations Charter Approval. Next, Angie Bailey Associate Director at OPM, briefed the Council on OPM updates. Justin Johnson, Deputy Chief of Staff at OPM, held an open discussion on employee engagement and morale. The meeting wrapped up with reminders of the closing ceremony of Feds Feed Families at USDA, a deputy CHCO meeting and a flash mentoring session at the Department of Education.



#### *December 2013*

Katherine Archuleta, Council Chair, along with Dustin Brown, OMB, opened the meeting. The Council discussed FY 2012 Veteran Employment Initiative Awards. Dean Hunter from OPM discussed an update to the D.C. area dismissal policy. Director Archuleta provided an update regarding the President's Management Council (PMC)-Presidents Management Agenda (PMA). The Council then conducted a discussion on the Senior Executive Services (SES) Performance Appraisal System Certification. Steve Shih presented, Understanding the Process & Mitigating Pain Points. Next, Angie Bailey and Justin Johnson talked about The Future of the SES & PMA Agenda. Council work group members then provided updates on their respective groups. Paige Hinkle-Bowles, DOD, provided updates on Goals, Engagement, Accountability, Results (GEAR). Quay Crowner from the Department of Education provided updates on Hiring Reform. Sydney Smith-Heimbrock from OPM provided updates on HR Skills Gaps. Tom Mulhem, DOI, provided updates on Human Resources Information Technology (HR IT) and Kathryn Medina, CHCO Council, gave an update on Employee Engagement. Kathryn closed the meeting with notes from the October full Council meeting hot wash. She then discussed FY 2014 CHCO Council priorities and benchmarking award calls.

#### *January 2014*

Katherine Archuleta, Council Chair, opened the meeting by formally introducing Justin Johnson as the new Executive Director for the CHCO Council. Jennifer Mattingley and Bill Dougan discussed Public Service Recognition Week 2014. Paul Craven and Michelle Gilder of OPM gave an update about USAJOBS. CHCO Council Executive Director Justin Johnson introduced Mark Reinhold, CHCO OPM, to discuss OPM activities. Next, Director Archuleta discussed the President's Management Agenda next steps. Justin Johnson presented an employee engagement data review and Angie Bailey, Chief Operating Officer (COO) OPM, discussed the SES Thought Leader Forum. Wrapping up the meeting, members updated the Council on their Working Groups. Billy Milton of USDA and Tom Mulhern of the DOI discussed HR IT and Justin Johnson discussed employee engagement.

#### *February 2014*

CHCO Council Executive Director, Justin Johnson, introduced OMB's Deputy Director for Management Beth Cobert, who chaired the meeting while OPM Director Archuleta was in a Congressional Hearing. Beth Cobert and GSA Administer Dan Tangherlini provided updates on the Presidents Management Agenda. Mark Reinhold, CHCO OPM, gave OPM policy updates. Billy Milton, USDA CHCO, and Indu Garg, USDA HR IT Director, provided an overview of OneUSDA Information Technology Integration. Tom Mulhern, Interior Deputy CHCO, and Jody Hudson, NRC Deputy CHCO, provided updates on their work groups; HR IT and engagement.

#### *March 2014*

Katherine Archuleta, Council Chair, and CHCO Council Executive Director, Justin Johnson opened the meeting. Director Archuleta and Donna Seymour, OPM Chief Information Officer (CIO), gave updates on OPM's HR IT Plan. Quay Crowner from the Department of Education gave updates on Hiring Reform Next Steps. Joseph Kennedy, OPM/Human Resources Solutions (HRS) discussed the Virtual HR Conference. Next, Sydney Smith-Heimbrock, OPM/Employee



Services (ES), discussed the HR Certification Proposal. Justin Johnson then discussed HR benchmarking. Mark Reinhold, CHCO OPM, gave OPM policy updates. Tom Mulhern, DOI Deputy CHCO, and Jody Hudson, NRC Deputy CHCO, gave updates on working groups. Linda Tagliatalata, State Department CHCO, discussed Enhanced Death Benefits for United States Government (USG) Employees. Director Archuleta closed the meeting with reminders on upcoming events.

#### *April 2014*

Katherine Archuleta, Council Chair, and CHCO Council Executive Director, Justin Johnson opened the meeting. Denise Anderson from DOD briefed the Council on Operation Warfighter. The GovConnect Team and Justin Johnson provided an update on GovConnect and the President's Second Term Management Agenda. Mark Reinhold, CHCO OPM, gave OPM policy updates. The Council then held an Executive Session Discussion on the Government Accountability Office (GAO) Report on CHCO/OPM Collaboration. Tom Mulhern, DOI Deputy CHCO, and Jody Hudson, NRC Deputy CHCO, gave updates on working groups. Traci DiMartini of the CHCO Council briefed the Council on a CHCO/CIO Meeting on April 9 and Public Service Recognition Week (PSRW) Reminders: Wall of Honor and Other Activities. Director Archuleta closed the meeting with reminders on upcoming events.

#### *May 2014*

Katherine Archuleta, Council Chair and Beth Cobert, Council Vice Chair opened the meeting. They discussed Performance Appraisals and Presidential Rank Awards. The Council then held a discussion on connecting the dots on the President's Second Term Management Agenda. CHCO Council Executive Director Justin Johnson provided an overview. Sydney Smith-Heimbrock gave a Govconnect update. Jon Foley and Justin Johnson gave a Data Dashboard Update. Kim Holden gave an Untying the Knots update. Tom Mulhern, Interior Deputy CHCO and Indu Garg, USDA, held a council discussion on an HRIT Workgroup Proposal. Mark Reinhold OPM CHCO, Steve Shih and Sydney Smith-Heimbrock provided OPM ES policy updates. Marcus DeCosta, CHCO Staff, discussed an employee engagement work group update. Traci DiMartini of the CHCO Council briefed the Council on Feds Feed Families 2014 and the Don Bosco Cristo Rey partnership. Director Archuleta closed the meeting.

#### *June 2014*

Katherine Archuleta, Council Chair, and Beth Cobert, Council Vice Chair, opened the meeting. This meeting focused on the Presidents Second Term Management Agenda (STMA). Beth Cobert gave an overview of the STMA. Director Archuleta discussed the People and Culture Cross Agency Priority (CAP) Goals. Justin Johnson, CHCO Council Executive Director, held an Employee Engagement Dashboard Session. Steve Shih, Mari Santangelo and Elizabeth Kolmstetter discussed SES certification. Kim Holden and Carmen Andujar discussed recruiting and hiring tools. Traci DiMartini of the CHCO Council briefed the Council on Feds Feed Families 2014 and other upcoming meetings.



### *July 2014*

Katherine Archuleta, Council Chair, opened the meeting. Kim Holden and Carmen Andujar from OPM discussed Recruiting and Hiring Tools. The Council had a group discussion on the HRIT Vision. Dr. Christine Hunter from OPM discussed a Mental Health Initiative. Brodi Fontenot and team from DOT discussed SES selection. Jon Foley and Kimya Lee from OPM gave updates on UnlockTalent.gov. Jody Hudson from NRC and Mark Reinhold from OPM provided the Council updates on their working groups; Employee Engagement and HR Skills Gap. The meeting closed with announcements on upcoming events.

### *September 2014*

Katherine Archuleta, Council Chair, opened the meeting with a State of the Workforce discussion. The Council then held an open discussion on building from the July Strategic offsite planning session. Mari Santangelo, DOJ CHCO, and her team discussed the DOJ Attorney Recruitment App. Next on the agenda was a discussion about Human Resources University (HRU) Goals and Skills Gap Project. Representatives from OPM talked about progress toward the goals. SBA CHCO, Bridget Bean, discussed strategies for meeting the goals. The Council then gave an update on Employee Engagement. This included information about the Employee Viewpoint Survey (EVS) and its roll out. Also, Jody Hudson from the CHCO-Labor-Management Council (LMC) work group gave an update to the Council. The meeting closed with announcements on upcoming events.

## **FY 2015**

### *October 2014*

Katherine Archuleta, Council Chair opened the meeting. Beth Cobert, Council Vice Chair, discussed Human Capital Quality Benchmarks. Lisa Loss, OPM, gave an update on the Federal Investigative Services. DOJ CHCO, Mari Santangelo and Chief Learning Officer (CLO) Randy Bergquist presented the CHCO-CLO Survey to Council members. Kim Holden from OPM Employee Services provided Recruiting and Hiring Updates. The Council then held a discussion on Retirement Security. Linda Bradford from OPM Retirement Services briefed the Council on Retirement Services and Thrift Savings Plan (TSP) collaboration. Cynthia Egan from Treasury talked about MyRA. The meeting closed with announcements for the November 4 Public CHCO meeting and its focus on Engagement and Inclusion. The Council was reminded about the November 20 Deputy CHCO meeting that featured Quality Benchmarking. Finally, a representative from USDA reminded the Council about the Feds Feed Families closing event.

### *November 2014*

Pursuant to the CHCO Act, the November meeting was open to the public, and was attended by many labor relations and media stakeholders. Katherine Archuleta, Council Chair, greeted the council and guests. Director Archuleta had each CHCO introduce themselves to the guests. Work Group Members from the Employee Engagement work group provided updates and then facilitated an open discussion with Council members. Bruce Stewart, OPM Diversity and Inclusion, presented the New Inclusion Quotient (New IQ). New IQ is an important tool that some agencies are using to make their workplaces more inclusive. Finally, Eric Brown from



OPM's Veterans Services office gave a presentation on the Feds to Vets program for 2015. The meeting closed with Justin Johnson, Executive Director for the CHCO council giving updates on upcoming meetings and events.

#### *December 2014*

Beth Cobert, Council Vice Chair, and Justin Johnson, CHCO Council Executive Director, opened the meeting. The Council meeting began with a conversation on SES reform. Discussions included the President's Senior Leadership Event recap and next steps. There was an update on SES Reform Pilots. Next, there was a presentation on Human Capital Benchmarking followed by an open discussion. Lesley Field and George Price from OPM gave a presentation on Category Management and Strategic Sourcing followed by an open discussion with the council. CHCO's Judy Sunley, Anita Blair and Sydney Heimbrock gave an overview on Closing Critical Skills Gap. Finally, Chelsea Ruediger from OPM gave a much anticipated presentation on Self Plus One Federal Employee Health Benefits (FEHB) and Employer Shared Reporting Responsibilities (ESR) update. The council followed up this presentation with an open discussion. The meeting ended with Justin Johnson giving updates on upcoming meetings and events.

#### *January 2015*

Katherine Archuleta, Council Chair and Lisa Danzig from OMB opened the council meeting. The first Council topic was Recruitment, Engagement, Diversity, and Inclusion (REDI). Director Archuleta and the OPM Team gave an overview presentation. The council followed this up with an open discussion. Michelle Earley, OPM, discussed improving USAJOBS to support strategic recruitment. The Council then held an open discussion. The next topic was Untying Knots in the hiring process. Kim Holden discussed Pathways Work Out Projects. The final discussion topic focused on closing the HR skills gap. Ventris Gibson and Mark Reinhold gave an update on the Executive Steering Committee. The meeting ended with updates on upcoming meetings and events.

#### *February 2015*

Katherine Archuleta, Council Chair, and Lisa Danzig from OMB opened the Council meeting. The first topic of the agenda talked about HR Skills Gap Closure. The Executive Steering Committee provided a project update. Representatives from OPM provided an update on the Virtual HR Skills Conference. The Council then held an open discussion. Justin Johnson, Council Executive Director, facilitated a discussion on Employee Engagement Activities. The next topic on the agenda focused on Administrative Leave. Brenda Roberts from OPM gave an administrative update. Mari Barr Santangelo, CHCO DOJ, explained the Department of Justice's leave policy. The meeting ended with updates on upcoming meetings and events.

#### *March 2015*

Katherine Archuleta, Council Chair opened the Council meeting. The first order of business consisted of a discussion about Human Capital Category Management. Anne Rung and Sydney Smith-Heimbrock from OPM gave a project update. The Council then held a group discussion and talked about next steps. Next, the Council talked about the CHCO Survey Overview: Tools





and Programs for Strategic HC Management. Shanaz Porter from OPM provided rationale and survey highlights. Beth Cobert, Council Vice Chair, gave the Council updates about OMB. The OMB eGov team gave a presentation on the Federal Information Technology Acquisition Reform Act (FITARA). Jeri Buchholz from NASA gave a presentation on ‘Focus on Engagement’ which included Leveraging Agency Supervisory Excellence and Resilience (LASER). The meeting ended with updates on upcoming meetings and events.

#### *April 2015*

Katherine Archuleta, Council Chair, and Beth Cobert, Vice Chair, opened the meeting. Beth Cobert and Steve Brockelman from GSA gave the Council a timeline on the Benchmarking Project and FedStat. Next, the Council provided updates on Closing HR Skills Gap and HC Category Management. John Gill, CHCO Health and Human Services (HHS), and Mark Reinhold, CHCO OPM, provided community leaders with background information on closing HR Skills Gaps. Shanaz Porter from OPM gave an update on HC Category Management Game Changer. Kimya Lee from OPM provided a quick overview of the 2015 EVS. Kim Holden from OPM gave a brief update on PMA hiring. Mark Reinhold held a brief Fair Labor Standards Act (FLSA) education session. Bonnie Doyle from Social Security Administration (SSA) gave the Council an update on SES certification. Kim Holden along with the Excellence In Government (EIG) fellows reminded the Council about Honor the Oath, Public Service Recognition Week. Finally, Tim Curry from OPM briefed the Council on the GAO Report on Improved Supervision and Probationary Periods. The meeting ended with updates on upcoming meetings and events.

#### *May 2015*

Katherine Archuleta, Council Chair, and Lisa Danzig from OMB opened the Council meeting. Haley van Dyck, United States Digital Service (USDS) and Kim Holden from OPM provided the Council with a Digital Services Hiring Update. Lisa Danzig from OMB and her team gave the Council a recap on the April 18 Senior Accountable Official (SAO) Meeting and talked about next steps. Kimya Lee from OPM gave the council an update on Unlocks.talent.gov. John Gill, CHCO HHS, and Mark Reinhold, CHCO OPM, gave the Council an update on HR Skills Gaps Next Steps. Sydney Heimbrock, OPM provided the Council an update on HC Category Management. Dave Vargas from OPM discussed the 2015 assessment of Shared Service Providers. Tim Curry from OPM provided an update on an effort of the National Council on Federal Labor-Management Relations to help agencies and their union partners effectively collaborate when planning office moves or workspace redesigns. Mark Reinhold presented to the Council about the application of veterans’ preference related to Operation Iraqi Freedom. The meeting ended with updates on upcoming meetings and events.

#### *June 2015*

Beth Cobert, Council Vice Chair, and Ann Marie Habershaw from OPM opened the Council meeting. The SES Advisory Committee members presented SES recommendations. The Council then held a vote on these recommendations. There was then a brief discussion on SES performance planning for FY16. Followed by a presentation of Closing HR Skills Gap and HC Category Management Updates. John Gill, CHCO HHS, and Mark Reinhold, CHCO OPM, gave



the Council an update on HR Skills Gaps Next Steps. Shanaz Porter from OPM gave an update on HC Category Management. Lisa Danzig from OMB solicited feedback for FedStat/Benchmarking. Mark Reinhold then gave a brief update on FLSA and Admin Leave work groups. Representatives from USDA made an announcement for Feds Feed Families 2015. The meeting ended with updates on upcoming meetings and events.

#### *July 2015*

Beth Cobert, Council Vice Chair, opened the meeting with updates on Cybersecurity and other topics. Jon Foley gave an update on Engagement Data and Unlock Talent. Meg McLaughlin provided the Council an update on SAO Engagement Workgroups. Lisa Danzig from OMB gave an overview on SES reform feedback. Greg Price gave a presentation on DOD Leadership Succession Management. Mark Reinhold, CHCO OPM, gave an HR Skills Gap update. Sydney Smith-Heimbrock provided the Council an update on HC Category Management and HC planning. The meeting ended with updates on upcoming meetings and events.

#### *September 2015*

Beth Cobert, Acting Council Chair, opened the meeting with updates and held a discussion on recent events. Lisa Danzig gave the Council an update on SES Recommendations. Kim Wells, OPM discussed an update for the 2015 EVS Roll Out. Next, the Council heard presentations about Data Driven Decisions. Arianne Gallagher from OMB talked about a FedStat feedback summary, while Justin Johnson, Executive Director, gave the council a summary about HRStat Community of Practice/Benchmarking. Next, Anita Blair and Sydney Heimbrock provided the council with a Government-wide Skills Gap update. Finally, Bill Newhouse from National Institute of Standards and Technology (NIST) gave a Federal Cybersecurity Workforce Act update. The meeting ended with updates on upcoming meetings and events.

### **FY 2016**

#### *October 2015*

Beth Cobert, Acting Council Chair, opened the meeting with a brief introduction and discussed updates around the community. Shanaz Porter, OPM, and Valerie Revelez, DOC, held a discussion on Data-Driven Decisions and discussed the HRStat Maturity Model. Next, Kim Holden, OPM, briefed the Council on the Hiring Excellence Campaign and the Hiring Tool Kit. Next, Shanaz Porter stepped in for the ESET team to give the Council an update on Closing the Government-wide Skills Gap. John Gill, HHS, and Mark Reinhold, OPM, followed up with an update on the HR Skills Gap. The meeting closed with the recognition of Carol Bonosaro from the Senior Executives Association.



### *November 2015*

The annual public CHCO meeting opened with Justin Johnson, Executive Director CHCO Council, delivering welcoming remarks and introducing the Council members to the audience. Next, Beth Cobert, Acting Council Chair, discussed key updates and introduced Mark Reinhold, OPM, and the Supporting the Cybersecurity Strategy Implementation Plan. Sydney Smith-Heimbrock, OPM, followed up with a brief PMF-STEM update. Next, the Council heard a series of Employee Engagement updates. Kimya Lee, OPM, discussed the New Unlock Talent tools. Leslie Pollack and Matthew Sigafosse, OPM, then discussed the Employee Engagement white paper. Karlease Kelly, USDA, finished the Employee Engagement Updates with how USDA maximized their Employee Engagement. Lastly, Gordon Canning, Treasury discussed the Merit Matters Campaign at Treasury. The meeting ended with closing remarks and reminders on upcoming events.

### *December 2015*

Beth Cobert, Acting Council Chair, opened the meeting by introducing Andrew Mayock, Senior Advisor at OMB, as the new Acting Council Vice Chair. Kim Holden then held a discussion on the Hiring Excellence Campaign followed by Shanaz Porter, OPM, and John Gill, HHS, giving updates on the government-wide and HR Skills Gap. Next, Dave Mader, OMB, and Elizabeth Angerman, GSA, gave an update on the Shared Services initiative. The meeting ended with upcoming meeting reminders.

### *January 2016*

Beth Cobert, Acting Council Chair, opened the meeting with remarks and updates. Next, Kim Holden, OPM, delivered an update on the Hiring Excellence Campaign. Veronica Villalobos delivered updates on the Cybersecurity Strategy and Implementation Plan. John Gill, HHS, and Shanaz Porter, OPM, briefed the Council on Skills Gaps updates. The Council then discussed the newly proposed mission statement and proceeded to adopt it. Council staff then proceeded to update members on future Flash Mentoring events and upgrades to the CHCOC.gov website. Lastly, two PMC detailees from the CHCO Council office updated the Council on the next Benchmarking initiative and the Youth Employment Service. The meeting ended with upcoming event reminders.

### *February 2016*

Beth Cobert, Acting Council Chair, opened the meeting with remarks and updates. Council members heard a presentation from Marc Groman, OMB, introducing the Privacy Council. Kim Holden, OPM, updated the Council on the Hiring Excellence Campaign and discussed next steps. John Gill, HHS, discussed the second quarter HR Skills Gap plan. Council members then heard a presentation from Julie Brill, OPM, on the 2014 Telework report to Congress. Next, Karlease Kelly, USDA, gave a presentation on the Chief Learning Officer Council Report of 2015 Achievements. Lastly, Kimya Lee, OPM, discussed a policy research event. The meeting ended with upcoming event reminders.





### *March 2016*

Beth Cobert, Acting Council Chair, opened the meeting by having an open discussion on performance and engagement trends. Next, Veronica Villalobos, OPM, presented the Cybersecurity Human Capital Strategy timeline. Council members then heard an overview of the Federal Cyber Workforce Assessment Act and Skills Gap updates by Shanaz Porter, OPM, in which Shanaz asked Council members for their inputs on; using a phased approach to applying revised codes to our workforce, collecting Cyber certification and vacancy data, and defining Cyber work roles of “critical need”. Next, John Gill, HHS, discussed updates to the HR Skills Gap initiative. Council members then heard a legislative update from Jason Levine, OPM. Kim Wells, OPM, delivered a presentation on 2016 FEVS planning updates. Finally, Council members heard from Mike Torres, HRLOB OPM, on the Human Capital Business Reference Model 3.0. The meeting ended with upcoming event reminders.

### *April 2016*

Beth Cobert, Acting Council Chair, opened the meeting with introductions and opening remarks. Council members then heard a briefing about National Insider Threat Task Force (NITTF) from Patti Larsen, NITTF Co-chair. Next, Jim Seymour from the Partnership for Public Service discussed Public Service Recognition Week 2016. Next, Carol Perez from the State Department introduced the Employee Self-Certification and Acknowledgement of Potential Emergencies (ESCAPE) Program. Mert Miller, FIS OPM, then briefed members on the Background Investigation Program Performance Update and addressed timeliness and backlog issues. Council members next heard updates from Veronica Villalobos, OPM, on the Hiring Excellence Campaign, Federal Cyber Workforce, and the Talent Development Survey. Members also hear an update from Jason Burke, OPM, on the Mission Critical Occupations. John Gill, HHS, then gave a progress report on the HR Skills Gap. Lastly, members heard a presentation on Benchmarking HR Best Practices from Brie Aines, CHCO Council PMC fellow and Trey Bradley, GSA. The meeting ended with upcoming event reminders.

### *May 2016*

Beth Cobert, Acting Council Chair and Andrew Mayock, Council Vice-Chair, opened the meeting. CHCO Council Executive Director, Justin Johnson, then introduced Jennifer Yezak from USDA. Jennifer updated the Council on 2016 Feds Feed Families campaign. Next, Trey Bradley, GSA, gave a presentation on the 2016 Human Capital Benchmarking initiative. Next, the Council heard Michelle Early, OPM, give a presentation on USAJOBS: Strategic Recruitment. The Council then heard a series of OPM-related updates: Unlocktalent.gov, Veteran Employment Training, Leadership Development Training, Hiring Excellence, and the 2016 Virtual HR Conference. Next, John Gill, HHS, delivered a HR Skills Gap progress update. The meeting ended with reminders on upcoming meetings and events.

### *June 2016*

Beth Cobert, Acting Council Chair, opened the meeting with updates and opening remarks. CHCO Council Executive Director, Justin Johnson, then introduced Dave Mader and Kristy Daphnis from OMB as they gave a presentation of employer responsibilities under the Affordable Care Act. Council members then heard from Towanda Brooks, HUD CHCO, and



Dave Mader, OMB, on a Shared Services Initiative update. Next, Kelly Cruz, from State Department & Hayly Bangle, DOT, presented on the basic performance appraisal system design for SL/ST employees. Next, Council members heard updates from around OPM on: the Competitive Service Act, PMF program redesign, and the mission critical occupation skills gap. John Gill, HHS, and his team then gave a progress report on the HR skills gap. Lastly, Linda Cronin, USDA, gave an update on the Feds Feed Families campaign. The meeting ended with reminders about upcoming CHCO Academies and future Council meetings.

#### *July 2016*

Beth Cobert, Acting Council Chair, opened the meeting introductions and opening remarks. Tony Scott from OMB gave a presentation on the digital Transformation Task Force. Next, Jessica Powers, OPM & Mary Pletcher, DOI, talked about SES Hiring Excellence. The Council then heard updates from around OPM on: Cyber/IT security, the Human Capital and Training Solutions (HCaTs) contract, and a presentation on Hiring Excellence. Next, John Gill, HHS, delivered a HR Skills Gap progress report. The meeting ended with reminders on the Virtual HR conference, the annual Fall Forum and other scheduled Council meetings.

#### *September 2016*

The September Full Council meeting was held virtually and was intended to address the upcoming release of the 2016 Federal Employee Viewpoint Survey results. Kim Wells, Stephanie Westphal, and Ellen Linehan presented on ways to use the results to guide action decisions and unveiled new features on the unlocktalent.gov website.

### **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.

### **FY 2014**

#### *November 2013*

Kathryn Medina, Executive Director CHCO Council, opened the meeting by introducing new Deputy CHCO's from OMB, VA, DOE, and DOL. She also provided a recap of the November Full Council meeting. Anthony Cotton and Patty Lamond from USAID, shared with the Council USAID's Internal LGBT Training. Eric Brown from OPM discussed Vets to Feds Career Development Program for Contracting. The Council then held an open discussion on Employee Engagement. The meeting concluded with reminders for the next deputy meeting, January 15<sup>th</sup> Flash Mentoring session, and two CHCO academies in the coming months.



### *January 2014*

New Executive Director for the CHCO Council Justin Johnson and Deputy Director Traci DiMartini opened the meeting. Justin Johnson gave some welcoming remarks and recapped the January full Council meeting. Next, he discussed the Presidents Management Agenda. Louise Ying from OPM discussed Affordable Care Act and Employer Shared Responsibility. Ed Ames from OPM gave the Council a demonstration on OPM MAX and HRS Employee Resume Data Base. Jean Friedrich from OPM along with Roy Burgess and Ben Scribner from DHS gave a presentation on OPM Cyber Security Data Coding Project. The Council then had an open discussion on the following topics: EVS Data and Employee Engagement, SES Thought Leaders Symposium, Virtual HR Conference 2014.

### *March 2014*

Justin Johnson, Executive Director CHCO Council, and Traci DiMartini, Deputy Director, opened the meeting by introducing two new Deputy CHCO's: Samuel Retherford from the VA and Denies Yaag from DOC. Gail Redd from OPM conducted a briefing on HR STAT 3.0. Renee Singleton from OPM gave updates on Telework and Cyber Security Data Calls. Philip Lussier from the State Department gave a presentation on Regulations for Enhanced USG employee Death Benefits. Renee Forney from DHS gave a briefing on DHS Cyber Security. The Council then held discussions on the following: CHCO/CIO, Public Service Recognition Week and an Update on Wall of Honor Ceremony and Data Clean up.

### *May 2014*

Justin Johnson, Executive Director CHCO Council, and Traci DiMartini, Deputy Director, opened the meeting by introducing two new deputies CHCO's: Ventris Gibson from HHS and Gerri Ratliff from NSF. Elizabeth Matthews and Erin Herrmann from the Peace Corps gave a briefing on VISTA/Peace Corps Hiring Authorities. Julie Brill and her team at OPM Training and Executive Development gave a briefing on the SES Situational Mentoring Pilot. Jeanne Friedrich from OPM provided an update on FY14 Special Cyber Security Dataset Project. Next, Pam Mitchell from DOD held a discussion on Improving Communication among CHCO Agencies. Jody Hudson from NRC and Karlease Kelly from USDA gave the Council updates on employee engagement. Tom Mulhern from Interior gave an HR IT work group update.

## **FY 2015**

### *January 2015*

Justin Johnson, Executive Director CHCO Council, opened the meeting by giving an overview of REDI and holding a group discussion. April Davis from OPM held an open discussion on the Hiring Assessments Storyboard. Gerri Ratliff from NSF held a group discussion on Knowledge Management: Building an Official Documents Repository. Carol Bonosaro with the Senior Executives Association gave a briefing on the DEAN's List/Government Alumni Network. Nate Hopkins, CHCO Council, discussed the CHCO Academy: Past, Present and Future.



### *May 2015*

Justin Johnson, Executive Director CHCO Council, opened the meeting. The first order of business was a presentation by Chris Wheedleton, Vice President Corporate Solutions and Community Partnerships on University of Maryland University College (UMUC) Federal Education & Development (FED) Program. Next, Dianna Saxman, Federal Staffing Group, gave a USA Staffing briefing. Jenny Mattingley, White House Leadership Development Program (WHLDP) Director, gave an update on the White House Leadership Development Program. Finally, David Yeh, program creator for the Presidential Finance Executive Program gave a brief presentation.

### *July 2015*

Justin Johnson, Executive Director CHCO Council, opened the meeting by introducing Michelle Earley, USAJOBS/OPM & Stephanie Wade, Innovation Lab/OPM. Michelle and Stephanie gave a presentation on using Human Centered Design to improve USAJOBS. Michelle then gave a presentation on 'Is Your Recruitment Strategy Working? Next, Matt Collier, OMB, and Kim Holden, ES/OPM, gave an update on Digital Services Hiring. Dr. Suzanne Logan, Federal Executive Institute (FEI)/OPM, presented Future Inter-agency Senior Executive Development Program for FY 2016: Leading Edge 2.0 @ FEI. Finally, Shanaz Porter, ES/OPM, gave a HC Management and Planning HR Skills Gap Update. The meeting closed with reminders about upcoming meetings and events.

## **FY 2016**

### *October 2015*

Justin Johnson, Executive Director CHCO Council, opened the meeting by introducing Bill Hamele from OMB. Bill delivered a Real Property Benchmarking update to the Council. Next, Cheryl Abram & Yadira Guerrero, OPM, discussed Situational Mentoring: Evaluation Results & Next Steps. Next, Michelle Earley, from OPM's USAJOBS, discussed recruiting strategies and the ways USAJOBS can help. Afterwards, Anjum Agarwala, TSA/DHS, briefed Council members on TSA precheck and how it is beneficial to government employees. Anjum encouraged agencies to take part in this program. Lastly, Council members heard a presentation on Employer Shared Responsibility Requirements as it relates to the Affordable Care Act.

### *November 2015*

Justin Johnson, Executive Director CHCO Council, opened the meeting with a Benchmarking initiative update. Council members then heard a presentation by Eric Brown, OPM, on the Vets to Feds program, centered on STEM and HR positions. Next, the Council heard a presentation on the Federal Buildings Personnel Training Act by Brian Gilligan, GSA. Next, Shanaz Porter, OPM, delivered an update on Closing the Skills Gap initiative. Council members heard a status update, as well as the government-wide and agency specific approach to closing the gap. Finally, the Council recapped what was discussed at the Fall Forum; HR as a strategic partner, the need for transparency, and continuing hiring improvement efforts.



### *January 2016*

Debbie Robinson, Deputy Director CHCO Council, opened the meeting with opening remarks and updates. Next, Mari Kukral, GSA, gave a presentation on Strengthening Federal Managers by using Modern Government Management Traits. This briefing incorporated information from the Federal Employment Viewpoint Survey as well as the Performance Improvement Council. Next, Jason Burke, OPM, discussed the results from the CHCO management and applicant survey. Shanaz Porter, OPM, then gave a HR Skills Gap update. Shanaz briefed the Council on training sessions in the upcoming months and OPM's partnership with the Performance Improvement Council aimed to provide training/guidance on creating outcome oriented metrics. The Council then heard updates to the CHCOC.gov website and upcoming Flash Mentoring meetings. Lastly, the two PMC detailees from the CHCO Council office delivered updates on Benchmarking and the Youth Employment Strategy. The meeting ended with reminders on upcoming events.

### *March 2016*

Justin Johnson, Executive Director CHCO Council, opened the meeting by introducing Jenny Mattingley from GSA. Jenny delivered a presentation on the White House Leadership Development Program, Nomination Process and introduced the current fellows. Next, Rosa Moreno, Corporation for National and Community Service & Marvin, Carr, from the White House give a presentation on FedServe: One Million Hours of STEM Volunteering. The presenters called on Council members to participate in the FedServe Interagency Work Group and assist in the 1M hour STEM volunteering goal. Next, the Council heard a lengthy discussion from Mike Torres, OPM, on the Business Reference Model (BRM). The Human Capital Business Reference Model (HC BRM) is the end-to-end depiction of the HC business Functions that take place across the US Federal Government. Lastly, Shanaz Porter, OPM & Benjamin Scribner, DHS gave a briefing on Implementing the Federal Cyber Workforce Assessment Act. The meeting ended with reminders on upcoming events and meetings.

### *May 2016*

Justin Johnson, Executive Director CHCO Council, opened the meeting by introducing Kim Holden, OPM. Kim provided the Council an update on the Hiring Excellence Campaign and how the Council can help support it. Next, Patrick Gawkins, HRS, OPM, gave a presentation on Leadership Development Training in which he talked about CLD Career-Long Federal Leadership Development, What is FEI's SES Leading EDGE?, FEI's Government-wide SES Onboarding Program, and FEI's Support for SES Continuing Development. Next, Tammy Paul, FIS, OPM & Ruby Stone, DNI, held a discussion on Trusted Information Providers. The last half of the meeting, Council members heard a presentation from Lisa Nelson, DigitalGov, GSA, on Open Opportunities. Open Opportunities is a platform where federal employees from any agency can post an opportunity and connect with other federal employees from across government who have the skills and interests to complete the task. Lisa asked Council members to work with their staff to pilot the program and come up with the first Open Opportunities. The meeting ended with reminders on upcoming events and meetings.





*July 2016*

Justin Johnson, Executive Director CHCO Council, opened the meeting with opening remarks and introduced Malissa Levesque, OMB and Charles Worthington, USDS as they gave an overview and update on the Transformation Task Force (TTF). The TTF is an effort to accelerate the Federal Government's transition from legacy processes and infrastructure to a "digitized" model that enables the development of continuously improved digital services. The goal is to help agencies solve common tech hiring challenges. Next, Latosha Frink and Aditi Prabhu, EIG Fellows, introduced MyFederalStory. MyFederalStory is an OPM social media campaign that spotlights the stories of inspiration, commitment and determination of federal employees. Council members were encouraged to spread the word in their agencies about MyFederalStory. Next, Veronica Givens and Shirley Adelstein, OPM, shared Telework Data & the Telework Annual Report with Council members. They reminded Council members that agencies should ensure that they are tracking; routine telework, situational telework, and remote work as well as laid out next steps. Lastly Anita Murray, OPM, discussed Human Resources Line of Business (HR LOB) 2017/2018 Priorities and Multi-Agency Policy Advisory Council (MPAC) background and accomplishments. The meeting ended with reminders on upcoming events and meetings.

### **CHCO Strategy Session (Fall Forum)**

The CHCO Council holds 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 the OPM Director, OPM senior leaders, and other government and industry professionals. Through roundtable discussions, presentations, breakout groups, and training sessions, CHCOs execute their mission to work on solutions to the most critical human capital issues facing the Federal government.

### **FY 2014**

On July 17, 2014, the CHCO Council held a strategic planning workshop at the Carnegie Endowment for International Peace in Washington, DC in lieu of the annual Fall Forum. The session began with remarks from OPM Director, Katherine Archuleta and Deputy Director of Management at OMB, Beth Cobert. The Council held a facilitated discussion about potential SES reforms and ways to partner with the CHCO community to effectively implement president's management agenda initiatives. Also, the Council was shown a preview of the new CHCOC.gov website.

### **FY 2015**

Due to scheduling conflicts, the FY15 Fall Forum was moved to Oct 2015.

### **FY 2016**

Due to scheduling conflicts, there were two Fall Forum events in FY 2016.



### **October 21, 2015**

The 2015 Annual Fall Forum was held at OPM's Theodore Roosevelt Building and included a robust agenda intended to address current issues and map out a plan for the Council's next year priorities.

The session began with opening remarks from Acting OPM Director and Council Chair, Beth Cobert. CHCO Council Executive Director, Justin Johnson then provided an overview of the Agenda and invited feedback from Council members. The Council then heard a briefing on Data-Driven Decisions through Benchmarking and HRStat by Trey Bradley, Shanaz Porter and Gail Redd. This led into a facilitated discussion/exercise by Justin Johnson and Debbie Robinson. Next, Kim Holden and Arianne Gallagher gave a presentation on Defining and Implementing the Hiring Excellence Campaign. The second half of the day was spent discussing the government-wide skills gap closure. Council members heard an update on the findings the group uncovered by Shanaz Porter and conducted an implications exercise with Sydney Smith-Heimbrock. Anita Blair and Judy Sunley discussed the way forward for the group. Lastly, the Council heard a presentation and discussion on the HRSkills Gap and Credentialing by John Gill and Mark Reinhold. The session ended with the Council re-defining their Mission Statement, Vision, and Priorities.

### **September 21-22, 2016**

Building on the success of last year's Fall Forum, the 2016 Annual Fall Forum was held over the course of two days. Held at the Partnership for Public Service, day one's theme focused on "Looking Forward Together". Council members enjoyed breakfast and time to socialize before the event started. Acting OPM Director, Beth Cobert, and OMB's, Lisa Danzig delivered opening remarks. Next, GSA's Trey Bradley presented to the Council members the results of the latest round of Identifying Best Practices (Benchmarking) initiative. Council members then heard best practices from SSA and OPM. Next, the Council heard from Towanda Brooks and her Shared Services team on the latest updates on the Shared Services and Human Capital Management initiatives, as well as the HCATS contract. The Council then had a working lunch discussion on The State of Merit by Cynthia Ferentinos and MSPB Leadership. The second half of the day featured an overview of the new 5 CFR 250 regulations and the planned "Workforce Priorities Report" by Shanaz Porter & Valerie Revelez. Lastly, the Council heard an update on the HR Skills Gap and reviewed the root cause analysis. Next, they began discussing the change management and funding needed to build capacity.

The second day started with a light breakfast and more time to socialize with other Council members. CHCO Council Executive Director Justin Johnson, kicked off the second day and headed straight into Engagement and SES initiative discussions led by Tony Nguyen, OMB, and Steve Shih, OPM. Next, the Council heard an update on Hiring Excellence and USAJOBS next steps by Kim Holden, and Michelle Earley, OPM. Council members then heard a discussion about the draft Hiring Excellence memo and improvements to USAJOBS. The second half of the day members heard about the results from the customer survey project the CHCO Council Office and Innovation lab conducted with Council members. Members heard a discussion on the Human Capital challenges that CHCOs submitted in advance and what tools/approaches could be



developed to help address them collectively. Finally, the Council had a robust discussion on FY 2017 priorities. The Council decided to focus on three priorities during FY 2017 and the upcoming transition; Simplifying Hiring, Building Capital in Human Capital, and Improving the Accountability and Performance of All Employees.

## **CHCO Council Work Groups**

In FY 2014-2016, 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 2014-2016.

### **FY 2014**

#### **Benchmarking (This work group is still active)**

Since FY14, the Council has partnered with GSA and the CFO agencies to define and collect cost, customer satisfaction, and other data points. Through an interagency working group, the team has developed and forward satisfaction surveys to GS-14 supervisors, GS-15 supervisors, and Senior Executives at the CFO agencies in the spring. The survey is administered by GSA on behalf of agency leadership, the President's Management Council, the CxO Councils, and OMB. This effort has led us to create metrics that can be used to measure government performance in various HR functions.

GSA, in conjunction with the CHCO Council, paired the survey results with cost information provided by the agencies to analyze the cost and efficiency of aspects of the Human Capital functions. The CHCO Council continues to work with GSA to further identify data points and survey questions in order to provide meaningful data and useful metrics. Our goal is to help the agencies increase the efficiency and effectiveness of mission-support functions by using various data sources.

#### **Goals Engagement Accountability Results (GEAR) Government Wide Implementation**

During the CHCO Council's 2012 Fall Forum, the Council agreed with the proposal to "take GEAR government-wide." This agreement resulted in the establishment of a CHCO work group who has been assigned responsibility to provide a strategic focus for identifying the types of organizational practices an Agency could use to incorporate the GEAR principles within each Agency's existing performance framework. The intent is not to prescribe specific actions for agencies to implement nor to prescribe a defined list of tasks that Agencies must follow. The goal is to heighten awareness of performance management and to highlight examples of promising practices and other initiatives without being overly prescriptive.





The GEAR – Next Steps Workgroup developed a matrix with key indicators demonstrating alignment to each of the five GEAR recommendations to provide a common understanding of the general indicators of successful implementation. Two subgroups focused on 1) considering current agency initiatives and programs and how they align to the GEAR recommendations; 2) developing a data-driven means for understanding an agency’s maturity in executing the concepts of GEAR compared to actual mission achievement.

To effectively implement the GEAR model across all agencies, as well as build upon the work of the GEAR – Next Steps Workgroup to attain a government-wide perspective, the team recommends that agencies and the CHCO Council complete the following actions:

Agencies are recommended to:

1. Conduct initial benchmarking using the initial prototype tool for the GEAR Metrics Framework no later than February 2014.
2. By March 2014, develop and execute action plans through 2014 to improve GEAR implementation maturity by utilizing the Promising Practices as they apply to each agency.
3. Conduct recurring GEAR implementation maturity assessments using the GEAR Metrics Framework (annually, resuming in January 2015).

OPM is recommended to:

1. Convene a GEAR “Phase 3” Workgroup to resume the effort of continuously improving the tools provided in this report, to include providing the link between the GEAR Metrics Framework and Promising Practices Toolkit.
2. Review and improve “Next Steps” GEAR Metrics Framework by evaluating the need to:
  - a. Incorporate additional existing tools into the framework, and/or
  - b. Develop new metrics, tools or systems.
  - c. Determine the platform of the framework if the determination is made to proceed from prototype to full implementation.
3. Follow up on “Next Steps” recommendations (see below) related to existing tools to:
  - a. Address noted gaps with respect to GEAR recommendations and key indicators.
  - b. Explore additional uses of existing tools to maximize data-driven approaches to understanding performance and employee engagement.

## **Hiring Reform Part II**

President Obama, in a May 11, 2010, memorandum called on Federal agencies generally, and OPM specifically, to make the Federal hiring process simpler and more efficient with the goal of creating a “common sense hiring process” that allows agencies to “select high-quality candidates efficiently and quickly.” “Presidential Memorandum – Improving the Federal Recruitment and Hiring Process,” May 11, 2010. Overall, the hiring reform initiative was successful as a number of the initiative’s goals were achieved. The application process was streamlined and simplified as job opportunities announcements (JOA) are now shorter, clearer, and require less information



from an applicant; agencies have significantly reduced the time it takes to hire a new employee; and are reaching out to applicants at four specific touch points regarding the status of their application. As a result of the initiative, agency Human Resources (HR) offices and hiring managers are working in closer collaboration throughout the process.

While the initiative successfully simplified the hiring process, several challenges remain, including outdated regulations and untimely guidance, contradictory policy requirements, inconsistent hiring data, conflicting hiring authorities, limited interaction between Federal HR professionals, and increased emphasis on the speed of the hiring process and corresponding decreasing emphasis on the quality of the hire.

Realizing the broad nature of these challenges, the working group looked beyond the discreet hiring process at the center of the hiring reform initiative to the panoply of issues faced by job applicants, HR professionals, and hiring managers. In line with several broad objectives, the working group developed several specific short and long-term actions that can be taken by stakeholders to ensure “hiring excellence” across the government. Specific actions items include quickly providing guidance to agencies after changes are made in the law, updating outdated regulations and guidance, consolidating conflicting policy mandates, linking the two manager satisfaction surveys, leveraging an IT system to track time-to-hire data, and adopting a standard checklist to consistently implement the Pathways program.

### **Human Resources Information Technology (HRIT)**

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.

Moving forward, the OPM and the CHCOC HR LOB workgroup are developing a strategic plan to serve as the road map for the next ten years of HR IT innovation, with the broad goals of identifying and adopting cost-saving strategies, aligning technology with human capital goals, and finding ways to reinvest future savings to improve the HR LOB initiative. Within this framework, OPM and the workgroup are considering tasking the Council with defining the certification requirements for SSCs and monitoring SSC compliance with those requirements.

In light of the above identified issues and path forward, we recommend the following:

- 1) Increased communication between OPM, the HR Line of Business (LOB) workgroup, the CHCOC, and other relevant interagency bodies (e.g., CIO Council, CFO Council, and CAO Council) to ensure all relevant parties are clear about goals, strategies, outcomes, etc.
- 2) Establish a Governance Council comprised of the CHCOC, CIO Council, CFO Council, and CAO Council to drive HR IT strategy.



- 3) Formalize those requirements and certification standards that the CHCOs would want in a SSC to ensure alignment between human capital goals.
- 4) Further explore opportunities for data sharing/consolidation.

## **FY 2015**

### **Skills Gap**

#### **HR Skills Gap Executive Steering Committee**

This ongoing workgroup is focused on developing a community framework for HR recruitment, training and development, performance management and retention to close the HR Skills gap.

#### **HR Community Leaders**

This workgroup provides input to the HR Skills Gap Executive Steering Committee workgroup and will lead implementation at the agency level.

#### **Government-wide Skills Gaps Executive Steering Committee**

The Government-wide Skills Gap Executive Steering Committee has used data analysis and environmental scanning to identify government wide mission-critical occupations and skills gaps and agency-specific skills gaps. These efforts may develop into more targeted work groups in 2016.

### **Employee Engagement**

In President Obama's Management Agenda, the People and Culture Goal identified enhancing Federal Workforce Engagement as an essential component for fostering a culture of excellence within the Federal workforce. Understanding and strengthening employee engagement is an inter-agency initiative co-led by the Director of the U.S. Office of Personnel Management (OPM) and the Presidential Personnel Office (PPO), and implemented by the PMC and the CHCO Council in partnership with the Labor-Management Council.

Employee engagement is a multi-level concept that can reflect (1) how employees' independently think, feel, and act towards an organization, or (2) how employees, supervisors, and leaders collectively shape an organizational culture of engagement. OPM recently defined employee engagement as the sense of purpose that is evident in an employee's display of dedication, persistence and effort or the overall attachment the employee has to their organization and its mission.

### **Ebola Issues**

In November 2014, The Ebola issues group was formed to address the human capital issues related to the response to Ebola in Africa and the management of personnel returning from Ebola-impacted countries. Issues included pay and leave administration and employee and labor relations impacts.



**FY 2016**

**Closing the HR Skills Gap**

This ongoing workgroup is focused on developing a community framework for HR recruitment, training and development, performance management and retention to close the HR Skills gap.

**Washington Metropolitan Area Transit Authority (WMATA) Safe Track Mitigation**

In May 2016, OPM established an interagency working group, through the Chief Human Capital Officers Council, to assess the potential impact on Federal employees and agency operations in the Washington, DC, metropolitan area. The responsibility of this group is to discuss agency concerns, develop options, and share agency best practices for maintaining productivity and continuity of operations during this project.



## **Advisory Committees**

### **Multi-Agency Executive Strategy Committee (MAESC)**

The MAESC serves as the HR LOB's primary governing body and is comprised of representatives from each of the 24 CFO Act Agencies. The MAESC provides strategic guidance, advice, and recommendations for the implementation of the HR LOB vision, goals, and objectives. The MAESC convenes for in-person meetings on a monthly basis to review current HR LOB initiatives and discuss both government-wide and agency-specific Human Capital and HRIT priorities, challenges, and best practices.

### **Chief Learning Officer Council (CLOC)**

The CLOC supports and advances the Government Performance and Results Modernization Act (GPRA) of 2010 and other emergent regulations and statutes by aligning learning resources to high-priority needs such as mission critical occupations, organizational performance issues identified in performance reviews, and measuring the impact of learning investment on agency and employee performance.

The CLOC identifies and recommends processes that effectively limit unnecessary overlap and duplication of effort to ensure delivery of integrated and consistent learning across the Federal enterprise. They promote and optimize access to integrated workforce development activities.



## Other Activities

### 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 2014-2016:

- On January 15, 2014, the Department of the Education hosted a session focusing on “How Do YOU Add Value.” The keynote speakers were Pam Malam, CHCO for U.S. DOE (Education); and Traci DiMartini of the CHCO Council. The mentees were made up of 37 HR professionals at the GS 11-13 level.
- On June 8, 2015, the Federal Executive Board in San Francisco, CA hosted a session focusing on “Executive Women in Motion”. The session highlighted successful and inspiring SES women motivating federal employees towards attaining opportunities in the Senior Executive Service.
- On August 11, 2015, the U.S. Mint hosted a session focusing on “Moving from Policy to Implementation, Technical to Strategic Skills”. The keynote speakers were Anita Blair, CHCO for U.S. Department of Treasury; Mark Reinhold, OPM’s Associate Director for Employee Services; and Justin Johnson, Executive Director of the CHCO Council. The session focused on the difference considerations required to create governmentwide policy, agencywide policy and implementation guidance at the component level. More than 50 senior and mid-career HR professionals from multiple agencies attended.
- On October 29, 2015, OPM’S Chief Human Capital Officer’s Council and the U.S Department of Agriculture partnered to host a unique Flash Mentoring event. This session focused on HR Policy vs HR Implementation and was designed to encourage mid-level HR professionals to think about the transition in approach and skills needed to become strategic business partners. USDA CHCO Billy Milton provided opening remarks. More than 50 senior and mid-career HR professionals from multiple agencies attended.



## **CHCO Academy Sessions**

The CHCO Academy sessions served a critical need in FY 2014-2016. As most agencies face shrinking training budgets, the Academy sessions filled a necessary niche by providing top quality training. Topics in 2014-2016 covered a wide range of specialty areas including executive resources, disability retirement, succession planning, performance management, and staffing. The 2014-2016 Academy series trained over 300 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 2017 and beyond.

### **FY 2014**

*February 25-27, 2014*

#### **Workforce Planning**

This one-day CHCO Academy training focused on workforce planning in the Federal environment. Workforce planning contributes to organizational effectiveness by ensuring an agency's current and forecasted workforce aligns with agency priority goals. This 1-day interactive training presented an overview of the OPM Workforce Planning Model and industry best practices in alignment with the requirements of the 5 CFR 250 and the GPRA act of 2010. Participants learned how to approach workforce planning strategically, understand the processes and benefits involved, recognize and overcome common roadblocks, and evaluate the effectiveness of workforce strategies. The course included classroom training with interactive discussion, practical application, and workforce planning tool examples.

*March 18-20, 2014*

#### **Dealing with Poor Performance**

This CHCO Academy training targeted supervisors and serve as a refresher for agency HR Specialists on how to effectively address poor performing employees. Rooted in regulations (5 CFR Part 432 and 752), participants emerged more confident in taking performance-based actions. This course provided tools and best practices for supervisors and HR specialists to effectively communicate performance matters to employees, develop a performance improvement plan, and take corrective and legal action when performance continues to decline. This Academy session was taught by Megan Arens, a founding member of Performance Management Solutions. Megan is an experienced trainer who consults with Federal Agencies on OPM requirements and Performance Management systems for OPM's Office of Human Resource Solutions.





## **FY 2015**

*February 24, 2015*

### **Recruitment Strategies**

This CHCO Academy training helped HR professionals, hiring officials and employees that participate in recruiting activities learn the recruitment skills to seek out top talent. This session provided tools and best practices dealing with recruiting analytics, planning, collaboration, and organizational structure. The session was led by Tom Formby, Human Resources Specialist, from OPM's Office of Recruitment Policy and Outreach team.

*June 23-26, 2015*

### **The New IQ**

This CHCO Academy training provided leaders, managers, and federal employees with the ability to create and strengthen their workplace teams to their fullest potential. By leveraging unique experiences, perspectives and viewpoints of all members of the team, leaders were provided with concrete measures to improve the employee engagement levels of their employees and explore critical issues related to specific workforce diversity concerns. Participants learned skills to address diversity related concerns consistent with the organization's philosophy and policy, and foster an inclusive climate that improves organizational performance, such as speed, efficiency, creativity, innovation, motivation and corporate image. Organization's priorities, expectations and policies concerning diversity and inclusion were explained by Bruce Stewart, a subject matter expert on The New IQ and experienced trainer who consults with Federal Agencies for OPM's Office of Diversity and Inclusion.

*September 29, 2015*

### **Training Program Evaluation: Evidence Matters**

This CHCO Academy training focused on Training Program Evaluation in the Federal Government. Agencies are required to "evaluate their training programs annually to determine how well such plans and programs contribute to mission accomplishment and meet organizational performance goals" (5 CFR 410. 202). In addition to help complying with regulations, this event offered participants strategies and tools to effectively evaluate leadership development programs. Presenters addressed specific strategies like Return on Investment (ROI), evaluation from a research perspective, and evaluation as a business tool used to accomplish the agency mission.

## **FY 2016**

*June 15, 2016*

### **Business Process Improvement**

OPM's Chief Human Capital Officers Council, the U.S Department of Agriculture and the Department of Housing and Urban Development partnered to host a unique CHCO Academy event. This session focused on Business Process Improvement and was designed specifically for HR business partners and individuals in the field of process improvement or those looking to improve the hiring process. This session presented recent work at HUD where government





officials have teamed up with Toyota on improving the Federal hiring process.

*February 17, 2016*

**The Presidential Transition**

OPM's Chief Human Capital Officers Council hosted a CHCO Academy session on the topic of Presidential Transition. The purpose of this event was to provide CHCOs, Deputy CHCOs and agency Transition points of contact with resources available from OPM, GSA and other organizations. The event also served as a forum for sharing best practices and lessons learned in support of the transition process for incoming and outgoing teams, before and after inauguration.

*June 29, 2016*

**Engaging the Millennial Mindset**

This session explored strategies to understanding what millennials seek, and then connecting with them in a meaningful and authentic way. It also sought practical ideas to harness the talents of Millennials to drive agency success. This event was hosted by American University's Bob Tobias and Dr. Patrick Malone, Key Executive Leadership Programs Director, at the Carnegie Endowment for International Peace.



**Appendix A: CHCO Council Members  
Executive Staff**

Agency	Name	FY 14	FY 15	FY 16
Office of Personnel Management (OPM)	Katherine Archuleta (Chair)	X		
Office of Personnel Management (OPM)	Beth Cobert (Acting Chair)		X	X
Office of Management and Budget (OMB)	Beth Cobert (Vice Chair)	X		
Office of Management and Budget (OMB)	David Mader (Acting Vice Chair)		X	
Office of Management and Budget (OMB)	Andrew Mayock (Vice Chair)			X
Office of Personnel Management (OPM)	Justin Johnson (Executive Director)	X	X	X



### Chief Human Capital Officers

Agency	Name	FY 14	FY 15	FY 16
Department of Agriculture (DOA)	William Milton, Jr.	X	X	
Department of Agriculture (DOA)	Roberta Jeanquart			X
Department of Commerce (DOC)	Kevin Mahoney	X	X	X
Department of Defense (DOD)	Paige Hinkle-Bowles	X	X	
Department of Defense (DOD)	Julie Blanks			X
Department of Education (ED)	Cassandra Cuffee-Graves	X	X	X
Department of Energy (DOE)	Robert Gibbs	X	X	X
Department of Health and Human Services (HHS)	John Gil	X	X	X
Department of Homeland Security (DHS)	Catherine Emerson	X	X	
Department of Homeland Security (DHS)	Angela Bailey			X
Department of Housing and Urban Development (HUD)	Michael Anderson	X		
Department of Housing and Urban Development (HUD)	Towanda Brooks		X	X
Department of the Interior (DOI)	Mary Pletcher	X	X	X
Department of Justice (DOJ)	Mari Barr Santangelo	X	X	X
Department of Labor (DOL)	Sydney Rose	X	X	X
Department of State (DOS)	Linda Tagliatela	X		
Department of State (DOS)	Arnold Chacon		X	X
Department of Transportation (DOT)	Brodi Fontenot	X		
Department of Transportation (DOT)	Keith Washington		X	
Department of Transportation (DOT)	Jeff Marootian			X
Department of the Treasury (DoT)	Anita Blair	X	X	X
Department of Veterans Affairs (VA)	Gina Farrisee	X	X	
Department of Veterans Affairs (VA)	Meghan Flanz			X
Environmental Protection Agency (EPA)	Nanci Gelb	X		
Environmental Protection Agency (EPA)	Karl Brooks		X	
Environmental Protection Agency (EPA)	Donna Vizian			X
General Services Administration	Antonia Harris	X	X	X
National Aeronautics and Space Administration (NASA)	Jeri Buchholz	X		
National Aeronautics and Space Administration (NASA)	Lauren Leo		X	X
National Science Foundation (NSF)	Judy Sunley	X		
National Science Foundation (NSF)	Joanne Tornow		X	X
Nuclear Regulatory Commission (NRC)	Miriam Cohen	X	X	X
Office of Management and Budget (OMB)	Lauren Wright	X	X	X
Office of Personnel Management	Mark Reinhold	X	X	X
Office of the Director of National Intelligence (ODNI)	Deborah Kircher	X	X	X
Small Agency Council (SAC)	Vicki Barber	X	X	X
Small Business Administration (SBA)	Bridget Bean	X	X	
Small Business Administration (SBA)	Elias Hernandez			X
Social Security Administration (SSA)	Reginald Wells	X	X	X
U.S. Agency for International Development (USAID)	Elizabeth Kolmstetter	X	X	
U.S. Agency for International Development (USAID)	Lawrence Hardy			X



### Deputy CHCO Council Members

Agency	Name	FY 14	FY 15	FY 16
Department of Agriculture (DOA)	Karlease Kelly	X	X	X
Department of Agriculture (DOA)	Marsha Wiggins			X
Department of Commerce (DOC)	Denise Yaag	X		
Department of Commerce (DOC)	Tyra Dent Smith		X	X
Department of Defense (DOD)	Deborah Breining	X		
Department of Defense (DOD)	Julie Blanks		X	X
Department of Education (ED)	Jason Nelson	X		
Department of Education (ED)	Bianca Green			X
Department of Energy (DOE)	Cyndi Mays	X		
Department of Energy (DOE)	Tonya Mackey		X	X
Department of Health and Human Services (HHS)	Ventris Gibson	X		
Department of Health and Human Services (HHS)	Paula Malloy		X	X
Department of Homeland Security (DHS)	Vicki Brooks	X	X	
Department of Homeland Security (DHS)	Roland Edwards			X
Department of Housing and Urban Development (HUD)	Towanda Brooks	X		
Department of Housing and Urban Development (HUD)	Karen Newton-Cole		X	
Department of Housing and Urban Development (HUD)	Peter Constantine			X
Department of the Interior (DOI)	Tom Mulhern	X		
Department of the Interior (DOI)	Ray Limon		X	X
Department of Justice (DOJ)	Terence Cook	X	X	
Department of Justice (DOJ)	Theresa Toll			X
Department of Labor (DOL)	Kim Sasajima	X	X	X
Department of State (DOS)	Ray Limon	X		
Department of State (DOS)	Linda Tagliatela		X	
Department of State (DOS)	Phillipe Lussier			X
Department of Transportation (DOT)	Keith Washington	X		
Department of Transportation (DOT)	Cynthia Vaughn	X	X	
Department of Transportation (DOT)	Lisa Williams			X
Department of the Treasury (DoT)	Gordon Canning	X	X	
Department of the Treasury (DoT)	Veronica Hinton			X
Department of Veterans Affairs (VA)	Samuel Retherford	X	X	
Department of Veterans Affairs (VA)	Pamela Mitchell			X
Environmental Protection Agency (EPA)	Susan Kantrowitz	X	X	
Environmental Protection Agency (EPA)	Linda Gray			X
General Services Administration (GSA)	Kim Lewis	X	X	
General Services Administration (GSA)	Heidi Sheaffer			X
National Aeronautics and Space Administration (NASA)	Sherri McGee	X	X	X
National Science Foundation (NSF)	Gerri Ratliff	X		
National Science Foundation (NSF)	Judy Sunley		X	
National Science Foundation (NSF)	Diane Campbell			X
Nuclear Regulatory Commission (NRC)	Jody Hudson	X	X	X
Office of Management and Budget (OMB)	Chris McLaren	X	X	



**Deputy CHCO Council Members (cont.)**

<b>Agency</b>	<b>Name</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>
Office of Management and Budget (OMB)	Nathaniel Benjamin			X
Office of Personnel Management (OPM)	Andrea Bright	X	X	X
Office of the Director of National Intelligence (ODNI)	Daniel Scott	X	X	
Office of the Director of National Intelligence (ODNI)	Sherry Van Sloun			X
Small Agency Council (SAC)	Paula Chandler	X		
Small Agency Council (SAC)	Karen Leydon		X	X
Small Business Administration (SBA)	Donald Sanders	X		
Small Business Administration (SBA)	Natalie Duncan		X	X
Social Security Administration (SSA)	Dot Smallwood	X	X	X
U.S. Agency for International Development (USAID)	Maria Price Detherage	X	X	X



## Appendix B

### Working Group Members

#### Benchmarking

Agency	Name	FY 14	FY 15	FY 16
Department of Agriculture	Allen Hatcher	X	X	X
Department of Agriculture	Brenda Lucas			
Department of Commerce	Mary O'Connor		X	X
Department of Defense	Deb Peeler	X	X	
Department of Defense	Deborah L. Ray			X
Department of Education	Jim Clemmens		X	X
Department of Energy	Tim McWhorter	X		
Department of Energy	John Walsh		X	
Department of Energy	Aaron Trent			X
Department of Health and Human Services	Ventris Gibson	X		
Department of Health and Human Services	Wifredo Sauri		X	
Department of Health and Human Services	Cliff Green			X
Department of Homeland Security	Steve McPeek	X	X	X
Department of Housing and Urban Development	Jack Malgeri	X		
Department of Housing and Urban Development	Charles Butler		X	X
Department of Justice	Trevor Norris	X	X	
Department of Justice	Ulhas Rajurkar			X
Department of Labor	Kim Sasajima	X	X	X
Department of State	James Rider		X	
Department of State	Nakiea Dade			X
Department of State	Donia Ghorab			X
Department of the Interior	Thomas Mulhern	X		
Department of the Interior	Chris Lawson		X	
Department of the Interior	Kermit Howard			X
Department of the Treasury	Jim Sullivan	X	X	X
Department of Transportation	Cynthia Vaughn	X		
Department of Transportation	Bree Estep		X	X
Department of Veterans Affairs	Patricia Rice	X		
Department of Veterans Affairs	Roy Coles		X	
Department of Veterans Affairs	Timothy Newman			X
Environmental Protection Agency	Debbie Hart	X		
Environmental Protection Agency	Jason Kuhns	X	X	X
General Services Administration	Heidi Sheaffer	X		
General Services Administration	Anthony Calisti		X	X



Agency	Name	FY 14	FY 15	FY 16
USAID	Robert Baker		X	
USAID	Kevin Mitchell			X
National Aeronautics and Space Administration	Stephen Chesley	X	X	X
National Science Foundation	Kurtis Shank	X		
National Science Foundation	Gerri Ratliff	X		
National Science Foundation	Judith Sunley	X		
National Science Foundation	Rock Fowler	X	X	X
Nuclear Regulatory Commission	Brendan Cain			
Nuclear Regulatory Commission	Rick Grancorvitz		X	X
Office of Personnel Management	Andrea Bright	X		
Office of Personnel Management	Janet Smith		X	X
Small Business Administration	Charles Brinkley		X	
Small Business Administration	Valencia Dickens			X
Social Security Administration	Kecia Rome		X	X
Office of Management and Budget	Sheila Bruce			X

**FY 2014**

**Goals Engagement Accountability Results (GEAR) Government Wide Implementation**

Justin Johnson	Office of Personnel Management
Fred Soto	Office of Personnel Management
Mark Reinhold	Office of Personnel Management
Aisha Kendall	Office of Personnel Management
Cindy Reynolds	Office of Personnel Management
Jodi Hartmann	Department of Defense
Lori Sealy	Department of Housing and Urban Development
Robyn Johnson	Department of Housing and Urban Development
Chrissy Peterson	National Science Foundation
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
Kim Lewis	General Services Administration
Tiffany Marzuki	Department of Transportation
Joanne Barlow	Department of Agriculture
Jake Faibisch	Department of Agriculture
Wade Hannum	General Services Administration
Jaye Murray	Office of Personnel Management
Traci DiMartini	CHCO Council



## Hiring Reform Part II

Working Group Leads: Quay Crowner and Jamesa Moone

### Data Assessment and Quality

- 1) John Walsh Department of Energy (Lead)
- 2) Jason Barke Office of Personnel Management
- 3) Joe Marcec Office of Personnel Management
- 4) Jeff Cunningham National Science Foundation
- 5) Matthew Davis Office of Personnel Management
- 6) Tara Ricci Office of Personnel Management
- 7) Clint Sidwell Office of Personnel Management

### Hiring Reform Strategic Assessment

- 1) Robert Seidner Department of Transportation (Lead)
- 2) Jennifer Sweet Department of Agriculture (Lead)
- 3) Brenda Morris Department of Homeland Security
- 4) Ken Venuto Department of Energy
- 5) Charles (Chuck) Trucco Office of Personnel Management
- 6) C.C. Christakos Department of Labor
- 7) Geraldine Esquibel Department of Agriculture

### Time-to-Hire

- 1) Tony Nguyen Department of Energy (Lead)
- 2) Matthew Bernt CHCO Council (Lead)
- 3) Brenda Coney Office of Personnel Management
- 4) Heidi Sheaffer Department of Health and Human Services
- 5) Catherine Teti Department of Health and Human Services
- 6) Lewis Curtis Environmental Protection Agency
- 7) C.C. Christakos Department of Labor
- 8) Joseph Malick General Services Administration
- 9) Brenda Morris Department of Homeland Security
- 10) Ruth Ann Abrams Postal Regulatory Commission
- 11) Rafiell Jones Office of Personnel Management
- 12) Lisa Tittle General Services Administration

### Pathways and Special Hiring Authorities

- 1) Ruth Ann Abrams Postal Regulatory Commission (Lead)
- 2) Marcus Brownrigg Department of Agriculture (Lead)
- 3) Jeffrey Nelson Department of Defense
- 4) Kim Holden Office of Personnel Management
- 5) Latonia Page Office of Personnel Management
- 6) Rachel Dorman Office of Personnel Management
- 7) George Waldmann Department of Energy





- |                    |                                 |
|--------------------|---------------------------------|
| 8) Carol Scott     | Department of Agriculture       |
| 9) Donna Letchford | General Services Administration |
| 10) Kim Barnes     | General Services Administration |
| 11) Shoshana Grove | Postal Regulatory Commission    |

#### Other Working Group Members

- |                    |   |
|--------------------|---|
| 1) John Decato     | Department of Agriculture                       |
| 2) William Mann    | Department of Defense                           |
| 3) Rebecca Flowers | Office of the Director of National Intelligence |
| 4) Renee Singleton | Office of Personnel Management                  |
| 5) Ginger Johnson  | Office of Personnel Management                  |
| 6) Janine Beatty   | Office of Personnel Management                  |

#### Human Resources Information Technology (HRIT)

- |                         |   |
|-------------------------|---|
| Billy Milton            | Department of Agriculture                       |
| Indu Garg               | Department of Agriculture                       |
| Tom Mulhern             | Department of the Interior                      |
| Chris Lawson            | Department of the Interior                      |
| Bernie Kluger           | Office of Personnel Management                  |
| Dave Vargas             | Office of Personnel Management                  |
| Raymona Ramsey          | Department of Health and Human Services         |
| Aimee Scanlon           | Department of Defense                           |
| Karen Senkel            | Department of Education                         |
| Carolyn Hadiji          | Department of Homeland Security                 |
| Tim Newman              | Department of Veterans Affairs                  |
| David Parks             | Department of the Treasury                      |
| Terry Cook (alternate)  | Department of Justice                           |
| Trevor Norris (primary) | Department of Justice                           |
| Sydney Smith Heimbrock  | Office of Personnel Management                  |
| Shanaz Porter           | Office of Personnel Management                  |
| Doug Smith (primary)    | Central Intelligence Agency                     |
| Natalie "May" Edwards   | Office of the Director of National Intelligence |
| Traci DiMartini         | CHCO Council                                    |

#### FY 2015

##### Skills Gap (Executive Steering Committee)

- |                        |                                |
|------------------------|--------------------------------|
| Mark Reinhold          | Office of Personnel Management |
| Sydney Smith-Heimbrock | Office of Personnel Management |
| Kathy D. McDuffie      | National Education Association |
| Jonathan Perez         | Department of Defense          |
| Gwen Yandall           | Department of Defense          |



Shanda Adams	Department of the Treasury
Melissa DuRoss	Department of Justice
Judy S. McLaughlin	Federal Election Committee
Deborah Eldredge	Department of Homeland Security
Alethea Smalls	Department of Homeland Security
Cora McVey	Department of Transportation
Clarence Baker	Department of Health and Human Services
Sean Bailey	Department of Health and Human Services
Cara Berman	Department of Health and Human Services
Lakisha Greenwade	Department of Health and Human Services
Belinda Spohn	Securities and Exchange Committee
Christelle LaPolice	Securities and Exchange Committee
Elizabeth Assink	Department of State
Alba Nunez	Office of Personnel Management
Renee' Singleton	Office of Personnel Management
Linda Datcher	Office of Personnel Management
Marianne Ndekey	Office of Personnel Management
Angela Graham-Humes	Office of Personnel Management
Cynthia Lewis	Office of Personnel Management
Mary Robertson	Office of Personnel Management
Makisha Bass	Office of Personnel Management

**Employee Engagement**

Bridget Bean	Small Business Administration
Bill Dougan	NFFE
Anita Blair	Department of the Treasury
Bobbi Jeanquart	Department of Agriculture
Towanda Brooks	Department of Housing and Urban Development
Catherine Emerson	Department of Homeland Security
Paula Chandler	Small Agency Council
Miriam Cohen	Nuclear Regulatory Commission
Tony Costa	General Services Administration
Tim Curry	Office of Personnel Management
Daniel Scott	Office of the Director of National Intelligence
Dave Cann	AFGE
Deborah Kircher	Office of the Director of National Intelligence
Debra Roth	Senior Executives Association
Denise Yaag	Department of Commerce
Mike Filler	Teamsters
Cynthia P Fonseca	Office of Personnel Management
Greg Stanford	Federal Managers Association
Sharon J Hall	Office of Personnel Management



Stephanie Hinkle-Bowles	Department of Defense
Craig Hooks	Environmental Protection Agency
Jodi Hartman	Department of Defense
Jody Hudson	Nuclear Regulatory Commission
Karen A. Newton-Cole	Department of Housing and Urban Development
Karlease Kelly	Department of Agriculture
Jennifer Mattingley	SEA
Michael Casey	General Services Administration
Pam Mitchell	Department of Defense
Pam Malam	Department of Education
Maria Price Detherage	U.S. Agency for International Development
Robin Heard	Department of Agriculture
Donald Sanders	Small Business Administration
Sarah Suszczyk	NAGE/SEIU
TyraSmith	Department of Commerce
Judy Sunley	National Science Foundation
Linda Tagliatela	Department of State
Tanya Diamond	LIUNA
Vicki Brooks	Department of Homeland Security
Reginald Wells	Social Security Administration

**FY 2016**

**Closing the HR Skills Gap**

Veronica Villalobos, Co-Chair-	Office of Personnel Management
John Gill, Co-Chair	Department of Health and Human Services
Sydney Heimbrock- Smith	Office of Personnel Management
Elizabeth Kolmstetter	Office of Management and Budget
Ray Limon	Department of the Interior
Allen Hatcher	Department of Agriculture
Karen Filipponi	Department of Transportation
Karlease Kelly	Department of Agriculture
Anita Blair	Department of Treasury
Judy Sunley	National Science Foundation
Towanda Brooks	Department of Housing and Urban Development
Mary Pletcher	Department of the Interior
Justin Johnson	Office of Personnel Management
Linda Datcher	Office of Personnel Management
Makisha Bass	Office of Personnel Management
Mary Robertson	Office of Personnel Management
Angela Graham- Humes	Office of Personnel Management



Veronica Hinton	Department of Treasury
Bob Gibbs	Department of Energy
Brandon Guzzone	Department of Energy
Alba Nunez	Office of Personnel Management
Amy Rucker	Office of Personnel Management
Carla Williams	Department of Treasury
Cathy Little	Department of Energy
Janine Beatty	Office of Personnel Management
Karen Jacobs	Office of Personnel Management
Karla Ruiz	Department of Justice
Kimberly Gunza	Department of Defense
Demetrice Douglas	Office of Personnel Management
Loretta Reeves	Office of Personnel Management
Melody Jameson	Department of the Interior
Cassie Myers	Department of Treasury
David Parks	Department of Treasury
Jay Offenberger	Department of Treasury
Jay Walters	Department of Treasury
Jerome Jones	Department of Defense
Keshia Easterling	Department of Defense
Chris DeWolfe	Department of Treasury
Elizabeth Assink	Department of State
Ilka Johnson	Department of State
Ingrid Burford	Department of Agriculture
Joanne Plasky	Office of Personnel Management
Marianne Ndekey	Office of Personnel Management
Meg Bowman-	Office of Personnel Management
Ridings Sharon	Environmental Protection Agency
Soraya Smith	Office of Personnel Management
Sydney Smith-Heimbrock	Office of Personnel Management
Tara Ricci	Office of Personnel Management

#### **Washington Metropolitan Area Transit Authority (WMATA) Safe Track Mitigation**

Christine Jones	Department of Agriculture
Valerie Smith	Department of Commerce
Mary O'Connor	Department of Commerce
Rose Jimenez	Department of Defense
Samantha Cutler	Department of Education
Cassandra Cuffee-Graves	Department of Education
Theresa Heinicke	Department of Energy
Ernita Collins	Department of Health and Human Services
Marian Manlove	Department of Homeland Security
Felicia Purifoy	Department of Housing and Urban Development



Joe Sullivan	Department of Housing and Urban Development
Peter Symmes	Department of the Interior
Mary Lamary	Department of Justice
Maria Jordan	Department of Labor
Alan Alonso	Department of State
Karl Schuler	Department of Transportation
Veronica Hinton	Department of Treasury
Judy Welch	Department of Veterans Affairs
Loretta Hunt	Environmental Protection Agency
Renee Jones	General Services Administration
Jannette Black	National Aeronautics and Space Administration
Gerri Ratliff	National Science Foundation
Jeanne Dempsey	Nuclear Regulatory Commission
John Leveck	Office of Management and Budget
Andrea Bright	Office of Personnel Management
Peguine Taylor	Office of the Director of National Intelligence
Vicki Barber	Small Agency Council
Dierdre "Dee Dee" Williams	Small Business Administration
Donna Vesely	Social Security Administration
Carole Nathan	Social Security Administration



## Appendix C

### Advisory Committee Members

#### Multi-Agency Executive Strategy Committee (MAESC)

##### FY 2016

Barbara Gardner	Department of Homeland Security
Tyra Smith	Department of Commerce
Joy Douglas	Department of Defense
Susan Mostrom	Department of Defense
Letitia Lawson	Department of Energy
Jacob Wickert	Department of Energy
Chris Lawson	Department of the Interior
Peter Symmes	Department of the Interior
Sandra Gangadhar	Department of Justice
Cathy Cestone	Department of Labor
Hans Krein	Department of Labor
John Moyer	Department of State
Douglas Townsend	Department of State
Stephanie Robbs	Department of Transportation
Veronica Johnson	Department of Education
Han Kim	Department of Education
Joe Wilson	Environmental Protection Agency
Kristina Ellingson	General Services Administration
Heidi Sheaffer	General Services Administration
Barbra Symonds	Department of Health and Human Services
Charles Butler	Department of Housing and Urban Development
Phillip Burrows	Department of Housing and Urban Development
Robert C. Crain	Office of the Director of National Intelligence
Jantele Ross	Office of the Director of National Intelligence
Dan Costello	National Aeronautics and Space Administration
Samichie Thomas	National Aeronautics and Space Administration
Nadine Tremper	National Aeronautics and Space Administration
Gerri Ratliff	National Science Foundation
Scott Bernard	Office of Management and Budget
David Bacon	Social Security Administration
David Parks	Department of the Treasury
Donato Corsini	U.S. Agency for International Development
Lindsey Willis	U.S. Agency for International Development
Indu Garg	Department of Agriculture
Darius Jamshidi	Department of Agriculture





Timothy Newman      Department of Veterans Affairs

### **Chief Learning Officer Council (CLOC)**

#### **FY 2016**

Jeff Anderson	Office of the Director of National Intelligence
Kim Bauhs	Department of Homeland Security
Randy Bergquist	Department of Justice
Erica Bovaird	National Aeronautics and Space Administration
Mike Casey	General Services Administration
Chris Chavis	Department of Labor
Ivonne Cunarro	Department of Commerce
Nicole Dunn	Federal Trade Commission
Brian Easley	Department of Transportation
Ben Ficks	Nuclear Regulatory Commission
Trina Greer	Department of Health and Human Services
Brandon Guzzone	Department of Energy
Karlease Kelly	Department of Agriculture
Lydia Marshall	Social Security Administration
Jason Nelson	Department of Education
David Parks	Department of the Treasury
Alesia Pierre-Louis	Department of Interior
Sharon Ridings	Environmental Protection Agency
David Rude	Department of Defense (Civilian)
Sydney Smith-Heimbrock	Office of Personnel Management
Delores Stuckey	PBGC
Sheila Wright	Department of Housing and Urban Development