2019 Chief Human Capital Officers (CHCO) Council

Report to Congress



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FEBRUARY 2020



"Each day, millions of government employees serve their fellow citizens, and we as a Nation recognize the valuable role they play in our communities. From the law enforcement officers and border patrol agents who keep our country safe and secure to those who work in education, healthcare, transportation, and other public service careers, civil servants ensure government works for the American people."

– President Donald J. Trump



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT Washington, DC 20415

FEB 2 7 2020

The Honorable Michael Pence President of the Senate United States Senate Washington, DC 20510

Dear Mr. President:

As the Chief Human Capital Officers Council Chairperson, I am submitting the Council's Annual Report to Congress for 2019 in accordance with the reporting requirement established through section 1303(d) of Public Law 107-296, the Homeland Security Act of 2002.

In 2019, the Council focused on the President's Management Agenda (PMA) to lay out a longterm vision for modernization of the Federal Government's human capital strategies, policies and practices while delivering quality human resource services.

The PMA calls for cross-agency collaboration and sharing of best practices to promote the efficiency and effectiveness of human capital management service.

The attached report highlights many of the Council's meetings, activities, recommendations and accomplishments through 2019.

Please feel free to contact me if you have any questions about this report.

Sincerely,

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Dale Cabaniss



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT Washington, DC 20415

FEB 2 7 2020

The Honorable Nancy Pelosi Speaker of the House of Representatives US House of Representatives Washington, DC 20515

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Dale Cabaniss

A Message from OPM Director Dale Cabaniss *Chairperson,* Chief Human Capital Officers Council

The President's Management Agenda (PMA) calls for agencies to establish strategies, processes and practices that focus upon retention of top talent as well as accountability and, if necessary, adverse actions for under-performing employees. Over the past year, the CHCO Council worked with the Administration to promote these objectives.

The PMA and the activities of the CHCO Council described in this report were undertaken, ultimately, with a view to improved delivery of federal, service to citizens and more cautious stewardship of the taxpayers' dollars. The CHCOs take these responsibilities seriously and look forward to continuing efforts toward achievement of these goals.

With this document, I am pleased to present to Congress the annual report of the Chief Human Capital Officers Council.

Dale Cabaniss

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Chairperson, Chief Human Capital Officers Council

2019 Annual Report

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CHCO Act

I. Executive Summary



CHCO Council welcomed its new Chairperson Dale Cabaniss in September 2019

Important Milestones:

In early September, the Acting OPM Director approved the transfer of the office supporting the CHCO Council from OPM to the Office of Executive Councils at GSA.

On September 11, 2019, the U.S. Senate confirmed Dale Cabaniss as the new OPM Director and CHCO Council Chairperson.

Mission-critical activities:

To fulfill its mission, the CHCO Council serves its member CHCOs by providing a forum where best human capital management practices, strategies, and lessons learned can be shared, tested and explored. The following CHCO Council activities are highlighted:

- With the assistance of the U.S. Office of Personnel Management's (OPM) Accountability and Workforce Relations team, the CHCO Council worked on implementation of the following Presidential Executive Orders: 1) 13836 -- Developing Efficient, Effective, and Cost-Reducing Approaches to Federal Sector Collective Bargaining; 2) 13837-- Ensuring Transparency, Accountability and Efficiency in Taxpayer Funded Union Time Use; and 3) 13839 -- Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles.
- The CHCO Council partnered with OPM on its development of new guidance to "Apply Rigor in the Performance Management Process and Leverage Awards Programs for a High-Performing Workforce."

- CHCOs assisted OPM with its new Guidance on Progressive Discipline and Tables of Penalties when dealing with employee misconduct.
- The CHCO Council will also be assisting OPM with implementation of initiatives that will streamline hiring practices and further the President's efforts with criminal justice reform. In particular, the CHCO Council will provide input and assistance with:
 - Direct Hiring Authorities delegated to agencies for Information Technology experts;
 - Noncompetitive Hiring Authority of Military Spouses;
 - Access to USAJOBS by former prison inmates to promote Second Chance job opportunities after leaving prison.

II. Mission and Purpose of the Chief Human Capital Officers Council

The Chief Human Capital Officers Act of 2002, enacted as part of the Homeland Security Act of 2002, required the heads of 24 Executive departments and agencies to appoint or designate Chief Human Capital Officers. The Act also established a Chief Human Capital Officers Council (Council). The Council's mission and purpose is "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 information, and legislation affecting human resources operations and organizations."

The CHCO Council membership includes 24 CHCOs from the Executive Departments and agencies. Three additional members were permanently appointed to serve on the Council from the Director of National Intelligence, the Small Agency Human Resources Council and the Office of Management and Budget. The Council reports to the CHCO Council Chairperson, the Director of the U.S. Office of Personnel Management (OPM). The Deputy Director for Management of OMB serves as the CHCO Council's Vice Chairperson.

In addition to the Council's commitment to advise and coordinate Federal personnel policy and practices, the Council is required to hold periodic meetings, to ensure that representatives of Federal employee labor organizations are present for at least one meeting of the Council each year, and to submit a report to Congress on the activities of the Council. This report provides highlights of 2019 Council activities.

III. Highlights of CHCO Council 2019 Activities

2 – 25 Jan 2019

Every business day, during the lapse of appropriations, the CHCO council hosted daily calls facilitated by Senior OPM, OMB and DOL executives. Updates included notification letters, Retirement notifications, Transit Subsidy accommodations, Federal Employee Health Benefits Program (FEHBP) updates, and other key personnel and benefit matters as they affected furloughed employees.

26 Feb 2019

CHCO Council convened to discuss "Managing the Workforce" and focused on Workforce Retention Data and Employee Survey results. The CHCOs received an out brief of the Intelligence Community's 2018 Climate Survey. A panel of the 2018 "Most Improved" Agencies—U.S. Department of Defense (DoD), DHS, U.S. Small Business Administration (SBA) and Federal Trade Commission (FTC) -- as ranked by the Partnership for Public Service Survey, offered insights on how they achieved improvements. The CHCOs reviewed the President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal for the 21st Century Workforce as it prepared to enter its second year.

12 Mar 2019

CHCOC invited the Chief Information Officers (CIO) Council to discuss IT/Cybersecurity workforce issues from the mission orientation. The Deputy Federal CIO provided insights. OPM's data analytics team provided an update on data associated with the National Initiative for Cybersecurity Education (NICE) Framework. OPM offered information about their new toolkit for Reskilling. The CHCOs expressed significant interest in the reports of 1,700+ applicants for the reskilling academy and what opportunities exist to share certificates across agencies. Pilot programs at the U.S. Social Security Administration, U.S. Department of the Interior, and National Science Foundation were discussed. The Office of the CHCO Council provided a presentation on culture change and upskilling talent development.

29 Apr 2019

CHCOs from Departments with embedded Intelligence elements met with OPM to plan a connector capability between the federal jobs platform USA Staffing and the Intelligence Community's Intelligence Careers Applicant Gateway (ICAG).

6 May 2019

On the first day of Public Service Recognition Week each year, the CHCO Council sponsors the Wall of Honor annual tribute to federal employees who died in service to their country that year. Veterans Affairs CHCO Dan Sitterly assisted Acting OPM Director Margaret Weichert with the laying of the Wall of Honor wreath. According to the U.S. Department of Labor's Office of Workers Compensation Program, 22 federal employees died during the course of conducting federal business since May 2018.

11 Jun 2019

The CHCO Council embarked on a session dedicated to "acquiring top talent." OPM's team provided an update on Military Spouse regulations followed by DoD's presentation on a new interactive tool for hiring military spouses. The Defense Logistics Agency (DLA), U.S. Department of Health and Human Services

(HHS) and OPM's Human Resources Services (HRS) division provided updates on how they developed better assessment tools for attracting and qualifying better candidates. Air Force, State Department and USDA discussed recent success with career fair and college recruiting efforts. The Council took action to begin debate on Pathways Reform. A separate Work Group was formed to review Pathways and to make recommendations to the full Council at its Fall Forum in September. The Acting CHCO Council chair instructed the Council to review the 19 delegations it submitted and to vote on the delegations the Council considered of highest value and highest impact, and to return at the July CHCO Council Meeting with a narrowed list of delegation priorities.

25 Jun 2019

The CHCO Council was asked by the National Academy of Public Administration (NAPA) to provide a panel of CHCOs to discuss Skill Gaps in the Federal Workforce. Treasury's Trevor Norris, Interior's Ray Limon, NASA's Elizabeth Kolmstetter, and DHS's Clo Taylor provided insights on the challenges facing federal agencies trying to keep pace with rapidly evolving technology and competition from the private sector for talent.

16 Jul 2019

The July Council opened with a late breaking update from OPM on the SES QRB. Several agencies identified by OMB as Best Practices in the OMB M-17-22 exercise provided material. Air Force briefed on their Compressed, Orderly, Rapid and Equitable (CORE) Equal Employment Opportunity (EEO) Complaint Resolution Pilot. The National Geospatial-Intelligence Agency (NGA) discussed an upward feedback survey to help managers improve. NSA presented its Talent Evaluation and Advancement (TEA) Initiative combining performance management, bonus planning and promotion assessments into one event. Energy's CHCO followed the panel by discussing how their pay for performance demonstration had higher engagement scores than the Department's non-demonstration workforce. Energy also shared insights on how they reduced ratings inflation in their executive corps. Time expired before the NSA and USAID teams could brief CHCOs on their timely feedback innovations.

In response to the Acting CHCO Council Chair's June instruction to prioritize requested delegations, the Council voted unanimously to push for the SES Reforms, VERA, VSIP and Dual Compensation Waivers to be delegated to Agency Heads.

13 Aug 2019

HR Transaction Services were briefed to CHCOs in a telcon session. The purpose was to roll out OMB's Strategies for Sharing Quality Services. The goals include agreement on what can be shared, what capabilities are needed for the future and increasing the use of existing services. Over 100 CHCOs across government called in for the presentation.

18 Sep 2019

Joint CIO/CHCO Event

CHCOs and CIOs met in Joint session 18 Sep 2019 to review new OPM hiring policies, government wide hiring shortage data and to receive updates on reskilling academy initiatives and innovative hiring programs at the Federal Bureau of Investigations (FBI).

Nov 2019

A special teleconference panel with CHCOs was requested by GAO commissioned by Senators Murray and Duckworth, Rep. Clark and DeLauro to examine the status of gender pay equity in the federal government. Twenty-one (21) CHCOs agreed to be interviewed on what individual agencies are doing to track pay gaps associated with gender.

18 Nov 2019

Annual Public Meeting

By statute, the CHCO Council conducts one meeting each year open to the public and employee organizations. The CHCOs hosted Special Guest Sara Egeland from the Office of the Vice President's 2nd Lady's Director of Policy who talked on the Administration's emphasis on improving military spouse hiring.

IV. CHCO Council Communications

Date	Transmittal Title
	Five Reasons to Fight Flu this Season
24-Oct-19	Proposal to Cancel Occupational Series
23-Oct-19	Agency Reporting Requirements to OPM for Fiscal Year 2019 Taxpayer-Funded Union Time Use
	2019 Telework Call for Data
	Employee Engagement Toolkit for Supervisors
	HCF Evaluator Training
	Request for the Annual Federal Equal Opportunity Recruitment Report, Hispanic Employment Report, and People with Disabilities Report for Fiscal Year 2019
	Guidance on Progressive Discipline and Tables of Penalties
	National Work & Family Month
	Updated Guidance on Implementation of Executive Orders 13836, 13837, and 13839
	2019 Federal Employee Benefits Survey
	Agency Non-Competitive Hiring Authority of Military Spouses Annual Reporting Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Dorian
	Energency Leave mainster for Proteinal Employees Adversely Antecked by number both and the point of Employee Performance and Dismissal Policies and Procedures Maximization of Employee Performance Management and Engagement by Streamlining Agency Performance and Dismissal Policies and Procedures
	Continuation of National Emergency in raq
	Agency Disabled Veterans Affirmative Action Program (DVAAP) Annual Reporting
	Improving Federal Hiring through the Use of Effective Assessment Strategies to Advance Mission Outcomes
	2019 Annual Review of Special Rates (Data Call)
	Human Resources Flexibilities and Procedures for Hurricane Season
	2018 WellCheck Results
15-Aug-19	Modified Agency-Specific Senior Executive Service (SES) Qualifications Review Board (QRB) Moratorium during Agency Head Transitions
25-Jul-19	Information Request for Human Resources Management Competency Model
24-Jul-19	Launch of the Revitalized Delegated Examining Certification Program
	Coping with Severe Heat and Humidity
	Work-Life Program Evaluation Guide - Evidence-Based Strategies to Capture the Benefits and Costs
	Guidance on Awards for Employees and Agency Workforce Fund Plan
	Applying Rigor in the Performance Management Process and Leveraging Awards Programs for a High-Performing Workforce
	2019 Combined Federal Campaign
	Data Scientist Titling Guidance
	Update of the Delegated Examining Operations Handbook Federal Senior Executive Service Exit Survey Results
	rederal senior Executive Service Exit solvey results Program Management Improvement Accountability Act – Program and Project Management Job Analysis Survey
	Reshaping and Reskilling Tools to Help Agencies Prepare for the Workforce of the Future
	Impact of WMATA Platform Improvement Project on Washington, DC, Area Federal Employees
	Reskilling / Upskilling Efforts within the Federal Government
	Call for Biennial Review Submission for Executive Allocations for Fiscal Years 2020 and 2021 (Part II)
6-May-19	Fiscal Year 2018 Federal Executive Board National Network Annual Report
2-May-19	Annual Data Call for Pathways Programs for FY 2019
2-May-19	Program Management Improvement Accountability Act – Position Classification Flysheet for Program Management Series 0340 and the Interpretive Guidance for Project Ma
	2019 Office of Personnel Management Federal Employee Viewpoint Survey
	Draft Qualification Standards for the Professional and Administrative Work in the Accounting, Auditing, and Budget Group, 0500
	Compensatory Time Off for Religious Observances Final Regulations
	National Prescription Drug Take Back Day, Saturday April 27, 2019 Federal Prescription Drug Take Back Day, Wednesday April 24, 2019
	Delegation of Direct-Hire Appointing Authority for IT Positions
	Program Management Improvement Accountability Act — Program and Project Management Competencies Neuffed Program Canada Canad
	Modified Pay Freeze for Certain Senior Political Officials Update to 2018 Annual Review of Special Rates
	Update to Fics I ver 2019 Prevailing Rate Pay Adjustments
	Groat constant can a constant can a constant constant constant constant constant constant can a constant can a constant
	Annual Data Call for Senior Executive Service (SES), Senior-Level (SL) and Scientific and Professional (ST) Performance Ratings, Pay and Awards for FY 2018
Date	Transmittal Title
	Impanded for the Lapse in Appropriations on 2018 "Use or Lose" Annual Leave Donations
	Pay-Related legislative Changes in the National Defense Authorization Act, FY 2019
	Request for Data on Student Loan Repayments CY 2018
	Emergency Leave Transfer for Federal Employees Adversely Affected by the November 2018 California Wildfires
	National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2017-Eligibility of certain time-limited Defense Industrial Base Facility or the Major Range and Test Facilities
5-Mar-19	Draft Job Family Standard for Professional and Administrative Work in the Accounting, Auditing, and Budget Group, 0500
	Nominations for FY 2019 Presidential Rank Awards
	Recent Changes to the Noncompetitive Hiring Authority of Military Spouses
	Human Capital Reviews
	Answers to Frequently Asked Post-Lapse Questions
	Eligibility of Land Management Employees in a Time-Limited Appointment into the Competitive Service
	Pay and Benefits for Employees Affected by the Lapse in Appropriations
	Government Employee Fair Treatment Act of 2019
	Telework and other Workplace Flexibilities for Excepted Employees during a Lapse in Appropriations Answers to Frequently Asked Funding Lapse Questions
10 1 10	
	Tack Sheet: Pay and Benefits Information for Employees Affected by the Lapse in Appropriations

Charter

United States Government Chief Human Capital Officers Council

Adopted: June 11, 2003 The White House

Introduction

In his Management Agenda, the President has stated that the Federal Government's workforce is one of its most valuable assets. Our employees are a national resource, and the American public expects the Federal workforce to be managed effectively and efficiently on their behalf. The Congress, through law, also supports this goal and has required that agencies establish a system of human capital management with plans that are strategically developed, leadership that has authority and accountability, and performance that is measured and continuously improved.

Chief Human Capital Officers (CHCOs) are essential to the success of human capital management throughout the Federal Government. They are vested with stewardship responsibilities for Federal employees and agencies and also share a collective accountability with OPM for improving the strategic management of human capital throughout the executive branch. They exercise that accountability in part through the CHCO Council, as strategic partners with the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB).

Authority

The CHCO Council (Council) is formally established by the Chief Human Capital Officers Act of 2002 (Act), which was enacted as part of the Homeland Security Act, Public Law 107-296, on November 25, 2002. The provisions are effective May 24, 2003.

Purposes

The purposes of the Council are to:

- Advise OPM, OMB, and agency leaders on human capital strategies and policies, as well as on the assessment of human capital management in Federal agencies.
- Inform and coordinate the activities of its member agencies on such matters as modernization

of human resources systems, improved quality of human resources information, and legislation affecting human resources management operations and organizations.

- Assist member CHCOs and other officials with similar responsibilities in fulfilling their individual responsibilities to:
 - (1) Implement the laws governing the Federal civil service, as well as the rules and regulations of the President, OPM, and other agencies with regulatory authority that affects Federal employees;
 - (2) In accordance with those laws and regulations, advise and assist agency heads and other senior officials in carrying out their responsibilities for selecting, developing, training, and managing a high-quality, productive workforce in accordance with Merit System Principles;
 - (3) Assess workforce characteristics and future needs and align the agency's human resources policies and programs with the agency's mission, strategic goals, and performance objectives;
 - (4) Advocate and assure a culture of continuous learning and high performance, developing and implementing effective strategies to attract, develop, manage, and retain employees with superior abilities;
 - (5) Identify human capital best practices and benchmarks, and apply those exemplars to their agencies and the Federal Government as a whole.
- Provide leadership in identifying and addressing the needs of the Federal Government's human capital community, including training and development.

Membership

The Act establishes as permanent members of the Council:

- (1) the Director of OPM;
- (2) the Deputy Director for Management of OMB; and
- (3) the Chief Human Capital Officers of executive departments.

The Act also provides that the Director of OPM may designate other members of the Council. Such additional members may include, but are not limited to:

- (1) the Chief Human Capital Officers of other Executive agencies; and
- (2) members who are designated on an *ex officio* basis and who may be invited to contribute to projects as particular skills and expertise are needed.

The Act provides that the Director of OPM serves as Chairperson of the Council, and the Deputy Director for Management of OMB serves as Vice Chairperson.

Other Attendees

As required by the Act, at least once a year, representatives of employee labor organizations will be invited to attend a Council meeting. At the discretion of the Chair, representatives of other organizations may be invited to attend Council meetings.

Meetings

Meetings will be scheduled at the direction of the Chair. Attendance will generally be limited to principals and members, as described above, and to others who are specifically invited or approved by the Chair.

When votes are taken, each Council member (other than *ex officio* members) will have one vote. Members must be present to vote.

Invited guests who are not Federal employees may express their views, but will not participate in deliberations or decisions on policy matters, unless the meeting has been opened to the public in accordance with the Federal Advisory Committee Act (FACA). Note in this regard that FACA does not normally apply to Council meetings.

Minutes of meetings will be prepared by the Secretary/Treasurer, and copies will be provided to all members. The Secretary/Treasurer will maintain an official archive of all minutes and other official Council documents.

Committees

The Chair may establish standing committees of the Council and appoint committee chairs and members. The Chair may also establish one or more *ad hoc* committees to deal with specific issues or initiatives.

Annual Report

The Act requires that the Council submit each year to Congress a report on the activities of the Council.

5 USC Ch. 14: Agency Chief Human Capital Officers

Chapter 14—Agency Chief Human Capital Officers

Sec.

1401. Establishment of agency Chief Human Capital Officers.

1402. Authority and functions of agency Chief Human Capital Officers.

§1401. Establishment of agency Chief Human Capital Officers

The head of each agency referred to under paragraphs (1) and (2) of section 901(b) of title 31 shall appoint or designate a Chief Human Capital Officer, who shall—

(1) advise and assist the head of the agency and other agency officials in carrying out the agency's responsibilities for selecting, developing, training, and managing a high-quality, productive workforce in accordance with merit system principles;

(2) implement the rules and regulations of the President and the Office of Personnel Management and the laws governing the civil service within the agency; and(3) carry out such functions as the primary duty of the Chief Human Capital Officer.

(Added Pub. L. 107–296, title XIII, §1302(a), Nov. 25, 2002, 116 Stat. 2287.)

Effective Date

Chapter effective 180 days after Nov. 25, 2002, see section 1305 of Pub. L. 107–296, set out as an Effective Date of 2002 Amendment note under section 1103 of this title.

Chief Human Capital Officers Council

Pub. L. 107-296, title XIII, §1303, Nov. 25, 2002, 116 Stat. 2288, provided that:

"(a) Establishment.—There is established a Chief Human Capital Officers Council, consisting of—

"(1) the Director of the Office of Personnel Management, who shall act as chairperson of the Council;

"(2) the Deputy Director for Management of the Office of Management and Budget, who shall act as vice chairperson of the Council; and

"(3) the Chief Human Capital Officers of Executive departments and any other members who are designated by the Director of the Office of Personnel Management.

"(b) Functions.—The Chief Human Capital Officers Council shall meet periodically 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 information, and legislation affecting human resources operations and organizations.

"(c) Employee Labor Organizations at Meetings.—The Chief Human Capital Officers Council shall ensure that representatives of Federal employee labor organizations are present at a minimum of 1 meeting of the Council each year. Such representatives shall not be members of the Council.

"(d) Annual Report.—Each year the Chief Human Capital Officers Council shall submit a report to Congress on the activities of the Council."

§1402. Authority and functions of agency Chief Human Capital Officers

(a) The functions of each Chief Human Capital Officer shall include—

(1) setting the workforce development strategy of the agency;

(2) assessing workforce characteristics and future needs based on the agency's mission and strategic plan;

(3) aligning the agency's human resources policies and programs with organization mission, strategic goals, and performance outcomes;

(4) developing and advocating a culture of continuous learning to attract and retain employees with superior abilities;

(5) identifying best practices and benchmarking studies, and

(6) applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth.

(b) In addition to the authority otherwise provided by this section, each agency Chief Human Capital Officer—

(1) shall have access to all records, reports, audits, reviews, documents, papers, recommendations, or other material that—

(A) are the property of the agency or are available to the agency; and

(B) relate to programs and operations with respect to which that agency Chief Human Capital Officer has responsibilities under this chapter; and

(2) may request such information or assistance as may be necessary for carrying out the duties and responsibilities provided by this chapter from any Federal, State, or local governmental entity.

(Added Pub. L. 107-296, title XIII, §1302(a), Nov. 25, 2002, 116 Stat. 2288.)



U.S. Office of Personnel Management

1900 E Street, NW, Washington, DC 20415

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