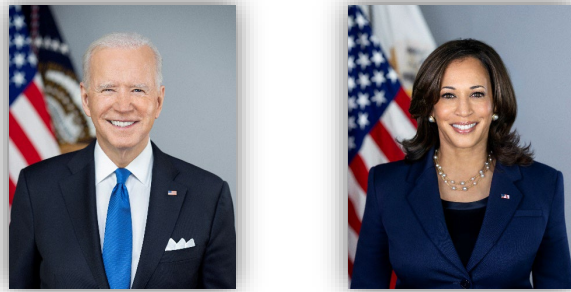


# Chief Human Capital Officers Council 2023 Report to Congress

In accordance with requirement established through  
Public Law 107-296, Section 1303(d)



*Interagency forum established in 2002  
to advise and coordinate activities of member agencies  
on matters of federal personnel policy and practices*



“My Administration is committed to protecting, empowering, and rebuilding the career Federal workforce so they can bring more resources to bear in service of the American people.”

– President Biden, Analytical Perspectives, President’s 2024 Budget



“OPM is committed to strengthening the federal workforce and supporting agencies as they deliver for the American people. Whether it’s improving the hiring experience, revamping early career talent initiatives, or advancing pay equity, OPM has taken great strides this year in recruiting and hiring the best talent. Americans should know that they have a highly qualified, diverse, and skilled workforce dedicated to meeting their needs. The success of our workforce is not possible without the invaluable efforts of our Chief Human Capital Officers (CHCO) and the CHCO Council. Thanks to their tireless work, we are better prepared and resourced to support the 2.2-million-person civilian workforce.”

- OPM Director and CHCO Council Chair, Kiran Ahuja

## **A Message from OPM Director and CHCO Council Chair, Kiran Ahuja**

I am pleased to present the 2023 Chief Human Capital Officers (CHCO) Council Annual Report to Congress.

The CHCO Council is a critical asset to the Office of Personnel Management (OPM), providing real-time feedback and agency-specific insights to inform our policies. CHCOs shape Human Resources (HR) across the executive branch and position the federal government as a model employer and employer of choice.

The first priority of President Biden’s Management Agenda calls on OPM to strengthen the federal workforce, and our success in 2023 was possible thanks to CHCO Council collaboration. Council members co-led and collaborated in cross-agency working groups and communities of practice that OPM launched to explore critical issues like mental health and recruitment and outreach. CHCOs provided direct input on OPM’s government-wide training to help federal employees thrive in a hybrid work environment – more than 25,000 public servants from across the country have already participated. And as OPM has worked to develop a career pathing model to elevate the Human Resources profession in government, the CHCO Council Elevating HR Working Group has been at the heart of our efforts.

The CHCO Council’s impact is not new – in May 2023 the Council celebrated its 20<sup>th</sup> anniversary. The Council’s consistent leadership over the past two decades has served as the connective tissue for the largest and most complex workforce in the country. In partnership with OPM, the Council created innovative hiring fairs that yielded hundreds of offers; strengthened federal HR with government-wide resources and professional development; and created the Feds Feed Families Government-wide Initiative, which has collected more than 99 million pounds of food for donation to local food banks across the country since 2009.

More recently, CHCOs have made employee engagement a priority in their agencies and have actively facilitated learning and best practice sharing as part of the Employee Engagement Working Group and Community of Practice. Success can be measured by how the federal workforce responds to agency efforts, and the results of OPM’s 2023 Federal Employee Viewpoint Survey (OPM FEVS) are overwhelmingly positive. Federal employees remain remarkably resilient, increasingly engaged, and clearly value Diversity, Equity, Inclusion, and Accessibility (DEIA). At a time when [employee engagement is declining for the U.S. workforce](#), it’s tied at a five-year high for

government workers. Engagement is up; job satisfaction, organization satisfaction, and willingness to recommend a friend are all up. And confidence in an organization's ability to achieve its goals is at a high of nearly 85 percent.

To continue these trends, the federal government must keep pace with technology that plays an increasing role in the workplace. In April 2023, OPM released its FY23-26 data strategy, committing us to an ambitious plan to leverage data, automation, advanced analytics and artificial intelligence to improve evidence-based decision-making. The CHCO Council was both a focus group and a sounding board as we developed our strategy, and now they serve as early adopters for implementation. With their help, we will develop a strong, data-driven culture across the federal government with a highly skilled data and analytics workforce.

We know what it looks like when government delivers. Since the Bipartisan Infrastructure Law (BIL) was signed in 2022, nearly \$400 billion in infrastructure investments have been announced, and more than 44,000 projects have been identified in all 50 states, Washington D.C., U.S. territories, and Tribal lands. The scale of this impact is only possible in government, and it can only happen if we get our personnel policy right first and foremost. OPM was tasked with helping agencies hire just over 5,800 people in FY23. We helped deliver 6,100 hires, thanks to CHCO partnership on major hiring and recruitment efforts, as we developed multi-agency hiring actions. As an example, agencies hired more than 80 HR specialists across government using just one announcement, each of whom went on to help onboard additional talent quickly at agencies implementing BIL projects.

In the pages that follow, you will find an in-depth reporting of the CHCO Council's work and impact throughout 2023. If my office can answer any further questions, please contact the CHCO Council team at [CHCOCouncil@opm.gov](mailto:CHCOCouncil@opm.gov).

Sincerely,

/s/

Kiran Ahuja  
OPM Director and CHCO Council Chair  
U.S. Office of Personnel Management

## **A Message from Acting Executive Director of the CHCO Council, Latonia Page**

I am honored to reflect on the accomplishments of the CHCO Council in this 2023 Annual Report to Congress. I have served as the Acting Executive Director of the CHCO Council since September 2023, having previously served in various roles with OPM since 2012. I would like to extend my sincerest gratitude and appreciation to Margot Conrad, who served as Executive Director of the CHCO Council from January 2021 until September 2023. Margot led the Council back to OPM and established many of the current rhythms of the Council, allowing us to achieve important progress together.

Throughout the year, the CHCO Council has continued to meet monthly, covering topics from employment barriers, human resources information technology modernization, employee engagement, organizational health and performance, data strategy, and preparing for seasonal retirement surge, among many others. On May 18, 2023, OPM and the CHCO Council hosted the Council's 20th Anniversary Awards Ceremony and Celebration recognizing two decades worth of progress and accomplishments while noting how the Council will continue strengthening human resources for the future. In addition to monthly CHCO Council meetings, the CHCO Council continued to regularly host Personnel Policy Office Hours, convened seven working groups and three communities of practice, and hosted Special Sessions for Council members when needed. The Executive Steering Committee (ESC) met biweekly throughout the year to help shape Council meeting agendas and priorities and inform OPM policy and initiatives. We also convened a terrific in-person Fall Forum in September for CHCOs and Deputy CHCOs at the Federal Executive Institute where meaningful discussions on work environment and CHCO Council priorities were had. We closed out the 2023 calendar year with our Annual Public Meeting in December highlighting key actions Council member agencies had taken to engage their workforce that resulted in improved OPM Federal Employee Viewpoint Survey (FEVS) results.

In 2023, CHCO Council members provided feedback and key insight on critical OPM initiatives and those in support of the Workforce Priority of the President's Management Agenda (PMA). With five CHCO Council members championing PMA initiatives to help strengthen the Federal workforce, they are having direct impact on areas such as mental health and wellbeing, expanding opportunities for interns across government, analyzing barriers to federal employment, and employee engagement.

CHCO Council 2023 Annual Report to Congress

I look forward to the CHCO Council continuing to work together throughout 2024 to innovate, share best practices, and creatively problem solve to address the human capital challenges and opportunities before us.

Sincerely,

/s/

Latonia Page  
Acting Executive Director of the CHCO Council  
U.S. Office of Personnel Management

## Table of Contents

Executive Summary .....	1
Overview .....	1
CHCO Council Meetings .....	1
Authority and Purpose of the Chief Human Capital Officers Council .....	2
Authority .....	2
Purpose .....	2
CHCO Council 2023 Activities .....	3
CHCO Council Meeting Highlights .....	3
Executive Steering Committee .....	4
CHCO Council Priorities .....	5
Working Groups and Communities of Practice.....	5
CHCO Council Special Sessions and Involvement.....	8
CHCO Council Personnel Policy Office Hours .....	9
CHCO Council 20th Anniversary Awards Ceremony and Celebration.....	9
Fall Forum.....	10
Annual Public Meeting .....	10
Cross-Agency Council Engagement .....	11
CHCO Council Operations.....	12
CHCO Council Communications .....	12
CHCO Council Annual Survey .....	12
Employment Barriers .....	13
Appendix 1: CHCOC.gov Transmittals.....	17
Appendix 2: CHCO Council Member List as of December 31, 2023 .....	24

# Executive Summary

## Overview

The year 2023 was another successful time for the Chief Human Capital Officers (CHCO) Council. Under the leadership of the Office of Personnel Management (OPM) Director and CHCO Council Chair, Kiran Ahuja, Office of Management and Budget (OMB) Deputy Director for Management and CHCO Council Vice Chair, Jason Miller, and Executive Director for the CHCO Council, Margot Conrad (Jan-Sept) and later Acting Executive Director of the CHCO Council, Latonia Page (Sept-Dec), the Council continued regular meetings, engaged the Executive Steering Committee (ESC), hosted the CHCO Council 20<sup>th</sup> Anniversary Awards Ceremony and Celebration, convened the CHCO Council Fall Forum, and held the Annual Public Meeting. This report covers CHCO Council activities from January 1 through December 31, 2023.

## CHCO Council Meetings

The CHCO Council met monthly, generally on the third Tuesday of the month, for two hours. CHCOs also met for a several day Fall Forum in September 2023. In addition, the Council hosted monthly informal policy feedback sessions with OPM to provide early input on policy matters. Seven working groups and three communities of practice convened throughout the year with regular meeting cadences focusing on elevating human resources, human capital data, employee engagement, recruitment and outreach, future of the workforce, and work environment. At the end of 2023, the CHCO Council held its annual public meeting on Tuesday, December 12, 2023, via a virtual web platform. The event was announced in the Federal Register with additional outreach to labor unions, management associations, the press, and good government organizations. Over three hundred individuals attended.



# Authority and Purpose of the Chief Human Capital Officers Council

## Authority

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

## Purpose

The CHCO Council is the principal interagency forum 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.

# CHCO Council 2023 Activities

## CHCO Council Meeting Highlights

The CHCO Council Chair and Vice Chair presided over monthly CHCO Council meetings, with the CHCO Council Executive Director facilitating. Chief Human Capital Officers and Deputy Chief Human Capital Officers from the 24 Chief Financial Officers (CFO) Act agencies attended and represented their agencies. In addition, the Chair of the Small Agency Human Resources Council (SAHRC) attended. CHCOs from OMB and the Office of the Director of National Intelligence (ODNI) attended as well, as is the historical precedent. Deputy CHCOs were invited to attend CHCO Council meetings in addition to, but not in lieu of, CHCOs. The Chief Learning Officers Council (CLOC) co-chairs also attended CHCO Council meetings.

CHCO Council meeting agendas during the 2023 calendar year included, but were not limited to, the following topics:

- Data Strategy
- Early Career Talent and Mission Critical Hiring
- Employment Barriers
- Employee Engagement
- Executive Order Requirements
- Generative Artificial Intelligence (AI)
- Guidance on Applicant Flow Data Structure, Access, and Use
- Human Resources Information Technology (HR IT) Modernization
- Human Capital Reviews
- OPM Federal Employee Viewpoint Survey (FEVS)
- Organizational Health and Performance
- President's Management Agenda (PMA) Metrics
- Preparing for Seasonal Retirement Surge
- Presidential Management Fellows Program

- Senior Executive Service Reform
- Sexual Orientation and Gender Identity (SOGI) Data Action Plan
- Work Environment
- Workplace Flexibilities for Hardship and Wellness

## Executive Steering Committee

After being established in 2021, the CHCO Council ESC met biweekly in 2023. The ESC serves as a voice for the CHCO Community to raise important issues and has continued to be a sounding board on OPM policy and programmatic matters. Additionally, the ESC has helped shape the CHCO Council meeting agendas and inform the work of the Council more broadly.

The CHCO Council facilitated a peer-nomination and approval process for two vacant seats on the ESC after Traci DiMartini left her role as the CHCO at the General Services Administration and Catherine Emerson left her role as the CHCO at the Department of Justice. With final approval by the CHCO Council Chair and Vice Chair, the current members of the ESC as of December 2023 are:

- Roland Edwards, CHCO at the Department of Homeland Security
- Wonzie Gardner, CHCO at the National Science Foundation
- Bob Leavitt, CHCO at the Department of Health and Human Services
- Jessica Palatka, CHCO at the Department of Commerce
- Latonia Page, Acting Executive Director of the CHCO Council
- Tracey Therit, CHCO at the Department of Veterans Affairs

## CHCO Council Priorities

The CHCO Council has continued to advance the Council priorities previously established. The priority of “Fostering Strategic Partnerships to Elevate Human Capital” was taken off after discussion at the Fall Forum where Council Members decided that priority under-pinned the other three. The other three priorities continue to be assessed to be responsive to key issues CHCO Council members identified to focus on as a community. The current priorities are:

1. Informing Human Capital Policy Development
2. Building HR Workforce Capacity and Capability
3. Improving Human Capital Data Collection and Usage

To continue to support these priorities, as well as facilitate the implementation of the PMA and OPM’s Strategic Plan, the CHCO Council had seven different working groups and three communities of practice throughout 2023.

## Working Groups and Communities of Practice

To drive execution of the CHCO Council priorities and support implementation of the PMA, the CHCO Council continued to convene seven working groups and three communities of practice in 2023. Each group is co-chaired by at least one CHCO Council member, often an OPM senior leader, and other senior agency leaders, where appropriate. Groups meet on a regular basis – some bi-weekly and others monthly – depending on individual needs. Membership of each working group is determined by their respective leadership but generally includes CHCOs or other senior human capital leaders. Members of the communities of practice are human capital practitioners. The working groups and communities of practice that operated in 2023 are as follows:

### **1. Future of the Workforce Working Group**

In 2023, this working group supported OPM in developing policy guidance and providing recommendations on tools, resources, and services to support agencies as they continue to navigate a hybrid work environment and plan for the workforce of the future. The group partnered with OPM in enabling a workforce that is inclusive, agile, and engaged with the skills for today and the future. Throughout the year, the working group achieved the following

accomplishments: provided input and feedback on OPM Future of the Workforce Vision and Strategy, which was outlined in a subsequent OPM memo on [“Advancing Future of the Workforce Policies and Practices to Support Mission Delivery”](#); helped inform the design and content for OPM’s “Thriving in a Hybrid Environment” training and leadership model for a hybrid environment; informed the development of a [Workforce of the Future Playbook](#) issued in February 2024; and, informed OPM policy on Enterprise Human Resources Integration (EHRI) Telework/Remote Work Variable and subsequent OPM memo on [“Remote/Telework Enhancements to Enterprise Human Resources Integration Data Files.”](#)

## **2. Elevating Human Resources Working Group**

The Elevating Human Resources Working Group worked to develop a strong and modern Federal HR workforce able to provide credible, effective support as partners in agency mission, strategy, and operational success. This working group had two milestones aligned with the PMA. The first was compiling HR workforce training and career development practices, and the second was designing a career path model for HR specialists and partnering with agencies to advance this model with a multi-agency pilot. To achieve the future state, the group started with research and data analysis to develop a common understanding of the state of the HR workforce. The group also identified successful and innovative human capital management practices. In 2023, the working group worked with the Partnership for Public Service Excellence in Government Fellows and launched four projects to help advance the objectives focused on HR retention data analysis, emerging skills toolkits, career pathing platform requirements, career path pilot evaluation, and communication.

## **3. Human Capital Data Working Group**

The Human Capital Data Working Group was established to serve as a strategic partner to OPM on its data strategy and plays an advisory role in the Human Capital Analytics Community of Practice (CoP). The Human Capital Data Analytics CoP provided a forum for human capital data analytics practitioners to share methods, tools, and insights which enables federal agencies to improve their data analytics capability. The ultimate goal of the community is to identify solutions to key questions and common challenges that can be created or replicated and reused. The Human Capital Data Working Group worked to

improve data and dashboarding support to agencies in planning for the future of the workforce and ensuring agencies have the talent with the skills needed to achieve mission. This included facilitating the sharing of dashboards and visualizations that agencies find useful, modernizing data collection methods to ensure data is collected and made available on a centralized basis for agency use, and working collectively to upgrade the skills of agency personnel making use of the data. In 2023, the working group contributed to the development of OPM's Data Strategy, OPM's Data Portal and initial data products, and the public facing FEVS, cyber workforce, and hiring manager satisfaction dashboards as well as the role-based Diversity, Equity, Inclusion, and Accessibility (DEIA), FEVS, Time-to-Hire, Cyber and Attrition dashboards. Further, the working group shifted its meetings to include CHCO Council member agencies HR Data Champions. These individuals were identified by the CHCO at their agency as technical experts who drive adoption and change management related to OPM data products.

#### **4. Employee Engagement Working Group**

The Employee Engagement Working Group aimed to identify and implement holistic solutions to employee engagement. The working group advised the Employee Engagement CoP, which helped agencies take quick, visible action on employee survey results such as OPM FEVS, provided agencies opportunities to share challenges and best practices, and helped them create engaging, inclusive work environments and workplace cultures. In 2023, the Working Group had three priorities: Engaging Leadership, Improving Recognition and Retention Strategies, and Taking Action on FEVS results. Small teams were formed to develop resources highlighting promising practices and examples for agencies in the priority areas. Members of the CoP contributed to the work of the small teams as well. The Working Group shared promising practices in raising agency FEVS participation rates, provided agencies information from the OPM FEVS team on the development and usage of the Agency Specific Indicators (ASI) questions, and shared leading practices in employee engagement from their agencies.

#### **5. Recruitment and Outreach Working Group**

The Recruitment and Outreach Working Group served as a champion to pilot shared recruitment and outreach initiatives, provided strategic direction to align initiatives with the PMA priorities, and helped disseminate knowledge

throughout the recruitment community. Further, the Recruitment and Outreach Working Group provided strategic oversight and vision for the Recruitment and Outreach CoP. The CoP was represented by CFO Act and non-CFO Act Agencies to maintain a strong and sustainable interagency group of recruitment subject matter experts. These experts in the CoP worked together to position the federal government as an employer of choice for early career talent by promoting federal careers and employment opportunities to colleges and universities, including minority-serving institutions and historically underserved and underrepresented communities. The CoP facilitated the sharing of best practices, lessons learned, and resources to attract and hire the most qualified employees into appropriate roles who reflect the diversity of our country. CoP activities included interagency collaboration, bi-monthly meetings for information dissemination, a “best-practices” series featuring agency experts on varied topics of interest, and virtual events to promote agencies and their mission areas.

In addition, coming out of the 2023 CHCO Council Fall Forum, two short-term working groups were convened for CHCO Council members. These working groups discussed remote work considerations and how CHCO Council members were approaching remote work, particularly for common mission-critical occupations, in an effort to learn and potentially achieve a more consistent approach across agencies. The working groups were made up of CHCO Council members with OPM subject matter experts.

## **CHCO Council Special Sessions and Involvement**

In addition to the official monthly CHCO Council meetings, CHCO Council staff brought the CHCO community together several times throughout the course of the year for special sessions. Topics ranged from IT special pay rates, program evaluation, work environment, FY2023 OPM FEVS results, government status call process, and guidance on applicant flow data structure, access, and use.

Beyond special sessions, OPM continued to engage CHCOs and sought their direct input on several policies and products, including the following items:

- Upcoming Pathways Program Regulatory Changes
- FEVS Agency Dashboard

- Recruitment and Selection Through Competitive Examination, and Employment in the Excepted Service (Rule of Many)
- Internship Conversion Database
- Hours of Work for Telework or Remote Work Employees
- Maxiflex Work Schedules
- Employee Assistance Program (EAP) Revitalization Initiative
- Guidance for Implementing Federal Rotational Cyber Workforce Program
- HR Workforce and Workforce Flexibilities
- Fair Chance to Compete Act Implementation

Outside of CHCO Council-wide special sessions, CHCO Council members were sought out for their agency input on a variety of topics. These include matters such as recruiting and hiring formerly incarcerated individuals, apprenticeship programs, and legislative efforts impacting the federal workforce.

## CHCO Council Personnel Policy Office Hours

In 2023, the Council continued to convene monthly CHCO Council Personnel Policy Office Hours, which were instituted in 2022 to provide more opportunities for the CHCO community to share early input with OPM on policies under consideration. OPM subject matter experts came with a prepared topic for CHCO Council members (or designated representatives depending on the topic) input. Topics included items such as the Presidential Memorandum on Supporting Access to Leave for Federal Employees, Fair Chance Act Regulations, EAP Revitalization Initiative, and a Program Evaluation Series. After discussing the Personnel Policy Office Hours further at the CHCO Council Fall Forum as part of the Council's first priority, we look forward to continuing to host Office Hours, making adjustments as needed to ensure they are meeting both OPM and agency needs.

## CHCO Council 20th Anniversary Awards Ceremony and Celebration

On May 18, 2023, OPM and the CHCO Council hosted the [Council's 20th Anniversary Awards Ceremony and Celebration](#). With over 100 attendees, including several former



OPM Directors, past and present CHCOs, administration leaders, Congressional staff, and more, the event was a terrific success as the Council looked back on the last 20 years and charted a path for the future. Throughout the awards ceremony, panel discussion, and reception, the event highlighted innovations to date and emphasized OPM's continued commitment to strengthening HR and the federal workforce. We showcased the awards ceremony, winners, and celebration [in this short video](#).

## Fall Forum

In September 2023, OPM convened CHCOs and Deputy CHCOs for the CHCO Council Fall Forum at the Federal Executive Institute (FEI) in Charlottesville, Virginia. The Forum objective was to build community, strengthen relationships between Council members, and focus on priorities for the coming year. This year's theme focused on thriving as individuals, CHCOs, and whole organizations. CHCO Council Chair, Director Ahuja, opened the event and several CHCOs facilitated discussions on CHCO Council priorities. OPM staff discussed key policy priorities in the pipeline. Meaningful conversations took place throughout the Fall Forum and CHCOs noted deeply valuing the chance to connect with each other further and build stronger relationships. In 2024, the CHCO Council plans to hold another Fall Forum for CHCOs at the FEI to build on the success of the 2023 Fall Forum and hold this important time for Council members.

## Annual Public Meeting

The CHCO Council held its [annual public meeting](#) on Tuesday, December 12, 2023. The agenda included leadership remarks from the CHCO Council Chair and Vice Chair, an update on the Council from the CHCO Council Executive Director, and a focus on the FY 2023 OPM FEVS Results. This focus included discussions with CHCOs on response rates and increased participation, the DEIA and Employee Engagement Indices, and taking action on FEVS results. The OPM Director also recognized three recipients of the Presidential Rank Awards: CHCO Council member Julie Brill, former Council Member Philippe A. Lussier, and OPM leaders Tim Curry and Brenda Roberts. The event was noted in the Federal Register with additional outreach to labor unions, management associations, and the press. Over three hundred individuals attended.

## Cross-Agency Council Engagement

The CHCO Council has continued to build collaborative relationships with other cross-agency councils and groups. The CHCO Council staff, specific working groups, or the Council itself, met with other Councils throughout the year. Engagements included time with the CFO Council, CDO Council, Chief Information Officers (CIO) Council, CLO Council, and the Chief Diversity Officers Executive Council (CDOEC). Additionally, the CHCO Council connected with other relevant groups such as the Multi-Agency Executive Strategy Committee (MAESC). The CHCO Council staff provided updates at several meetings and forums of other cross agency councils including the CLO Council, MAESC, and SAHRC.

Members of several councils, including the CLO, CDO, SAHRC, and MAESC, participate in CHCO Council working groups and communities of practice. The SAHRC Chair is a member of the CHCO Council, and the CLO Council co-chairs attend monthly CHCO Council meetings throughout the year. The July 2023 CHCO Council meeting had a full section in the agenda that CDOEC attended for joint discussion and engagement.

## CHCO Council Operations

### CHCO Council Communications

The CHCO Council communicates with several stakeholders including Council members, human capital leaders, and the public through different communication channels. The Council continued to send a streamlined operational weekly email at the beginning of the week from the Executive Director to CHCOs and Deputy CHCOs. The email included key items happening in the week ahead in the human capital space, recent memoranda, guidance, or policy, reminders about data call deadlines, upcoming CHCO Council meetings and/or workgroup activity, sharing of key HR job postings, and requests from CHCOs on particular topics to facilitate information-sharing and learning. The Council's website, CHCOC.gov, continued to serve as an external place to house the CHCO Council Charter, CHCO Annual Reports, and CHCO Council member information. Additionally, the CHCO Council news section has been updated to better communicate externally about the work of the Council and OPM. The Council staff looks forward to continuing to make improvements to the site, as it is a recognized resource for many.

### CHCO Council Annual Survey

The CHCO Council in partnership with the Planning, Performance, and Evaluation team in the Office of the Chief Financial Officer at OPM created the third CHCO Council Annual Survey. The survey's purpose is to collect feedback from CHCO Council members on the administration of the CHCO Council, OPM performance, and customer experience. The feedback collected is used to strengthen the CHCO Council, identify areas of improvement for OPM, and measure agency progress on several measures in OPM's FY 2022-2026 Strategic Plan.

The 2023 Annual Survey was administered to CHCOs during the November 2023 CHCO Council meeting as well as shared before and afterwards via a link sent only to CHCOs and Deputies. The survey was voluntary, anonymous, and confidential to help the CHCO Council leadership and OPM understand where to drive improvements. Results and analysis were shared shortly after.

Almost three quarters of the CHCO Council completed the 2023 CHCO Council Annual Survey. Because the CHCO Council changes year to year, the analysis should be treated as a point-in-time estimate. Most respondents report having a good overall experience

with the CHCO Council. Specifically, 92% of respondents agreed that the CHCO Council Meetings were well facilitated, up from last year's survey results. 100% of respondents were satisfied with the customer service from the CHCO Council Staff. Throughout the survey, qualitative responses highlighted the success of the Fall Forum in September 2023, which demonstrates the value of fostering connections between CHCOs and OPM. When surveying CHCOs about their work with OPM directly, the majority of respondents agree or strongly agree that OPM treats them as strategic partners.

Other notable measures from the results include an increase of 16 percent of agencies agreeing that they have the necessary guidance and resources from OPM to inform future of work planning. Satisfaction with early career talent services increased 45 percentage points. In addition, the percent of CHCOs who agree that OPM's policy-making approach is responsive to agency needs as well as the percent of CHCOs who agree that human capital management system changes resulted in less burden to agencies have both increased from previous years' results. The CHCO Council plans to administer the survey again in Fall 2024.

## Employment Barriers

Pursuant to Section 6604 of the National Defense Authorization Act for Fiscal Year 2022, PL 117-81, December 27, 2021, 135 Stat 1541, the CHCO Council's annual reporting requirements, detailed in the Homeland Security Act of 2002, PL 107-296, 5 U.S.C. 1401, were amended to require the addition of the following content:

A description of employment barriers that prevent the agencies of its members from hiring qualified applicants, including those for digital talent positions, and recommendations for addressing the barriers that would allow such agencies to more effectively hire qualified applicants.

Although this portion of the bill did not define digital talent positions, Section 909 defined digital talent to include "positions and capabilities in, or related to, software development, engineering, and product management; data science; artificial intelligence; distributed ledger technologies; autonomy; data management; product and user experience design; and cybersecurity." In an analysis of the employment barriers faced by the CHCO Council member agencies, this was the definition used for digital talent positions. The analysis also focused on overall talent hiring, defined as "talent more broadly and related to any qualified applicant."

To fulfill this reporting requirement, the CHCO Council administered an Employment Barriers Survey to CHCOs and Deputy CHCOs in their role as CHCO Council members. The survey was drafted by CHCO Council leadership and administered through an anonymous link during a CHCO Council meeting. It contained questions on both overall talent and digital talent hiring to collect both qualitative and quantitative data.

## **Barriers and Solutions for Overall Talent Hiring**

The most common barriers respondents reported in hiring overall talent included insufficient resources that impact HR's ability to support workforce demands, non-competitive government compensation packages, and length of time for personnel vetting processes.

All respondents agreed that alleviating these barriers would support their agency's ability to meet its mission, with over three quarters agreeing it would support their agency to a very large or large extent. Respondents answered an open-ended question on possible solutions to the above barriers to hiring talent. Most commonly, respondents reaffirmed a need to focus on compensation packages to be more aligned to and competitive with the private sector, as well as to have consistent compensation across agencies.

Council members were asked who they believed action is most needed from to address barriers to hiring and what would be the necessary first steps toward a solution. Respondents were divided between Congress, OPM, the Executive Office of the President, and their own agencies. Regardless of whom respondents saw as responsible for implementing changes, solutions included reforming job classification standards and pay scales, additional schedule and location workplace flexibilities, and additional resourcing and training for HR departments.

Lastly, when asked about Council member's opinion on the extent of progress toward addressing hiring barriers in the last two years, the majority of respondents said that progress had been made to a very large, large, or some extent. Respondents shared examples of progress that included actions such as work to update the Pathways regulations and 10-year term appointments for STEM positions, as well as agency-level actions such as a greater focus on data-driven decision-making, opportunities for telework and remote work, and the implementation of hiring assessments.

## Barriers and Solutions for Digital Talent Hiring

Most respondents voiced that non-competitive government compensation packages are one of the largest barriers to hiring qualified digital talent specifically, followed by the length of time for personnel vetting processes, and insufficient resources that impact HR's ability to support workforce demands. All respondents agreed to a very large or large extent that alleviating these barriers would support their agency's ability to meet its mission.

When responding to possible solutions to the above barriers to hiring digital talent, most Council members reaffirmed a need to focus on compensation packages to be more aligned to and competitive with the private sector. Some respondents referenced the importance of leaning into workplace flexibilities – including remote work opportunities specifically for digital talent – and discussed needing to decrease hiring time overall. Specifically, a respondent noted one way to speed up the personnel vetting process would be explaining the hiring timeline to the candidate up front as well as limiting the number of time-intensive interviews.

Work is currently underway to address barriers CHCOs raised. For example, in January 2022, the Directors of OPM and the Office of Director of National Intelligence issued the [Personal Vetting Engagement Guidelines](#) to promote transparency of vetting processes and improve communications between agencies and individuals. Work is ongoing to develop an individual engagement awareness campaign that will assist agencies with improving customer experience and service delivery throughout the personnel vetting process. Through increased communications and informational materials, individuals undergoing personnel vetting will have a greater understanding and awareness of vetting requirements and progress. Effective communication between agencies and individuals fosters trust in the process. Additionally, OPM recently submitted a legislative package to Congress that provides a governmentwide solution to address the growing need to recruit, retain, and advance cyber workforce talent in the Federal government, including appropriate compensation for this workforce. If enacted by Congress, this legislation would help address challenges raised by CHCOs.

## Conclusion

In summary, 2023 was a strong year for the CHCO Council. Looking ahead, OPM is committed to continuing to partner with CHCOs around the development and

implementation of human capital policies and initiatives, facilitating peer learning and best practice sharing, and further building upon the foundational work from 2023 to strengthen the HR workforce across the federal government.

## Appendix 1: CHCOC.gov Transmittals

In 2023, OPM – acting through the CHCO Council – transmitted a total of 65 guidance documents to CHCOs, HR Directors, and Heads of Agencies between January 1, 2023, and December 31, 2023. These can be viewed on the CHCO Council website ([www.CHCOC.gov](http://www.CHCOC.gov)) or in the Appendix below.

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, January 5, 2023	Call for Nominations for FY2023 Presidential Rank Awards	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, January 13, 2023	Annual Data Call for Pathways Programs for FY 2023	Veronica E. Hinton, Acting Associate Director, Employee Services
Thursday, January 19, 2023	Guidance on Promoting Internships and other Student and Early Career Programs in the Federal Government	Kiran A. Ahuja, Director, U.S. Office of Personnel Management, Jason S. Miller, Deputy Director for Management, Office of Management and Budget
Thursday, January 26, 2023	Guidance on Implementation of EO 14025: Addressing Whether Non-Bargaining Unit Positions are Correctly Excluded from Bargaining Unit Coverage	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, January 30, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by the 2023 California Severe Winter Storms, Flooding, Landslides, and Mudslides	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, February 13, 2023	Request for CY 2022 Data on Student Loan Repayments	Veronica E. Hinton, Acting Associate Director, Employee Services
Monday, February 13, 2023	Launch of OPM’s Structured Resume Review Training	Kimberly A. Holden, Deputy Associate Director, Talent Acquisition, Classifications and Veterans Programs



CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Wednesday, March 1, 2023	Extension of the Coronavirus COVID-19 Schedule A Hiring Authority	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, March 7, 2023	Advancing Future of the Workforce Policies and Practices to Support Mission Delivery	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, March 7, 2023	Remote/Telework Enhancements to Enterprise Human Resources Integration Data Files	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, March 14, 2023	Revised Interim Regulations on Scheduling of Annual Leave by Employees Determined Necessary to Respond to Certain National Emergencies	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, March 16, 2023	Annual Data Call for Senior Executive Service (SES), Senior-Level (SL), and Scientific or Professional (ST) Performance Ratings, Pay, and Awards for Fiscal Year 2022	Veronica E. Hinton, Acting Associate Director, Employee Services
Friday, March 17, 2023	Guidance for Implementing Federal Rotational Cyber Workforce Program	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, March 21, 2023	Request for Data for the FY 2022 Physicians' Comparability Allowance Report to Congress	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, March 29, 2023	Delegated Examining Certification Requirement Waiver for Small Agencies that Contract with an Established Agency Shared Service Provider	Veronica E. Hinton, Acting Associate Director, Employee Services

CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, March 30, 2023	Recent Pay and Leave-Related Legislative Changes	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, April 6, 2023	2023 OPM Federal Employee Viewpoint Survey	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, April 13, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by the 2023 Mississippi Severe Storms, Straight-line Winds, and Tornadoes	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, April 18, 2023	Removal of the COVID-19 Governmentwide Operating Status Announcement	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, April 20, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by the Arkansas Severe Storms and Tornadoes 2023	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, April 26, 2023	Political Appointees and Revised Requirement for Pre-appointment Review for STEM-Related Term Appointments	Mark W. Lambert, Associate Director, Merit Systems Accountability and Compliance
Monday, May 1, 2023	Advocation for Mental Health Awareness Month	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, May 1, 2023	Combined Federal Campaign Update	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, May 15, 2023	Fiscal Year 2022 Federal Executive Board National Network Annual Report	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, May 24, 2023	Guidance on Employee Wellness Programs	Veronica E. Hinton, Associate Director, Employee Services

CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, May 25, 2023	Noncompetitive Appointment of Certain Military Spouses - Questions and Answers	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, June 7, 2023	Request for the Annual Federal Equal Opportunity Recruitment Program Report, Hispanic Employment Report, and Individuals with Disabilities Report for Fiscal Year 2022	Janice Underwood, Director, Office of Diversity, Equity, Inclusion, and Accessibility
Thursday, June 8, 2023	Dangerous Air Quality Conditions Due to Canadian Wildfires	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, June 12, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by Typhoon Mawar 2023	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, June 26, 2023	27 Pay Periods in Leave Year 2023	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, June 27, 2023	Launch of Federal Intern Experience Program	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, June 28, 2023	Human Resources Flexibilities and Procedures for Disasters and Other Emergency Situations	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, July 6, 2023	The AI in Government Act of 2020 – Artificial Intelligence Competencies	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, July 18, 2023	Draft Position Qualification Standard for Wildland Fire Management, 0456	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, July 19, 2023	Continuation of National Emergency in Iraq	Veronica E. Hinton, Associate Director, Employee Services

CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Monday, July 31, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by the 2023 Vermont Flooding	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, August 2, 2023	Program Management Improvement Accountability Act – Program and Project Management Study – Position Coding Guidance and Competency Model	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, August 16, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by the 2023 Hawaii Fires	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, August 21, 2023	Guidance on Hours of Work for Telework and Remote Work Employees	Veronica E. Hinton, Associate Director, Employee Services
Friday, September 1, 2023	Reminder Regarding Revocation of COVID-19 Vaccination Requirements for Employees and New Hires – Executive Order 14099	Veronica E. Hinton, Associate Director, Employee Services
Friday, September 1, 2023	Emergency Hiring Situation Resulting from the 2023 Hawaii Fires	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, September 1, 2023	Issuance of Regulations on the Fair Chance to Compete for Jobs Act of 2019	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, September 6, 2023	Data Call in Support of Strengthening Federal Workforce Childcare Subsidy Programs	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, September 12, 2023	2023 Annual Review of Special Rates (Data Call)	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, September 13, 2023	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Idalia 2023	Kiran A. Ahuja, Director, U.S. Office of Personnel Management

CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Tuesday, September 19, 2023	2023 Federal Employee Benefits Survey	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, September 20, 2023	Federal Workforce Competency Initiative - General Competencies and Competency Models	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, September 29, 2023	Extension and Amendment of the Government-wide Direct Hire Appointing Authorities	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, October 3, 2023	Continuous Vetting for Non-Sensitive Public Trust Positions	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, October 4, 2023	Agency Telework and Remote Work Data Reporting in the Office of Personnel Management Enterprise Human Resources Integration (EHRI) System	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, October 19, 2023	Human Capital Framework Evaluator Training	Mark W. Lambert, Associate Director, Merit Systems Accountability and Compliance
Friday, November 3, 2023	Agency Preparations for End of Year Retirement Applications	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, November 6, 2023	Governmentwide Dismissal and Closure Procedures	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, November 8, 2023	Foundations for Evidence-Based Policymaking Act of 2018 – Program Evaluation Competency Model	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, November 9, 2023	Guidance in Support of Executive Order 14100—Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors	Kiran A. Ahuja, Director, U.S. Office of Personnel Management

CHCO Council 2023 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Wednesday, November 15, 2023	Agency Noncompetitive Hiring Authority of Military Spouses Annual Reporting for Fiscal Year 2023	Veronica E. Hinton, Associate Director, Employee Services
Friday, December 1, 2023	New Talent Pools (Shared Certs) Feature for USAJOBS' Agency Talent Portal	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Tuesday, December 5, 2023	Launch of OPM's Designing an Assessment Strategy: Fundamental Concepts, Processes and Applications Training and Use of Hiring Assessments: A SME-Based Approach Training Courses	Karen R. Jacobs, Acting Deputy Associate Director, Talent Acquisition, Classification, and Veterans Programs
Wednesday, December 13, 2023	Maximizing Effective Use of Probationary Periods	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, December 21, 2023	Continued Pay Freeze for Certain Senior Political Officials	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, December 21, 2023	2023 Annual Review of Special Rates (Results)	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, December 21, 2023	Fiscal Year 2024 Prevailing Rate Pay Adjustments	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, December 21, 2023	January 2024 Pay Adjustments	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, December 27, 2023	Call for Nominations for FY2024 Presidential Rank Awards	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, December 29, 2023	Government-wide Hiring Authorities for Advancing Federal Government Use of Artificial Intelligence (AI)	Kiran A. Ahuja, Director, U.S. Office of Personnel Management

## Appendix 2: CHCO Council Member List as of December 31, 2023

<b>Agency</b>	<b>Title</b>	<b>Name</b>
Agency for International Development	Acting CHCO	Adetola Abiade
Agency for International Development	DCHCO	Sheila Wright
Department of Agriculture	CHCO	Anita Adkins
Department of Agriculture	DCHCO	Michelle Long
Department of Commerce	CHCO	Jessica Palatka
Department of Commerce	DCHCO	Vacant
Department of Defense	Delegated CHCO	Nancy Anderson Speight
Department of Defense	DCHCO	Zev Goldrich
Department of Education	CHCO	Jacqueline Clay
Department of Education	DCHCO	Bonnie Hochhalter
Department of Energy	CHCO	Erin Moore
Department of Energy	DCHCO	Todd Turner
Department of Health and Human Services	CHCO	Bob Leavitt
Department of Health and Human Services	DCHCO	Jeffery Anoka
Department of Homeland Security	CHCO	Roland Edwards
Department of Homeland Security	DCHCO	Kimya Lee
Department of Housing and Urban Development	CHCO	Lori Michalski
Department of Housing and Urban Development	DCHCO	Dr. Priscilla W. Clark
Department of the Interior	CHCO	Mark Green
Department of the Interior	DCHCO	Jennifer Ackerman
Department of Justice	CHCO	Mike Williams
Department of Justice	DCHCO	Melody Armstrong
Department of Labor	CHCO	Sydney Rose
Department of Labor	DCHCO	Carin Otero
Department of State	CHCO	Marcia S. Bernicat
Department of State	DCHCO	Jameela Akbari
Department of the Treasury	CHCO	Trevor Norris
Department of the Treasury	DCHCO	Colleen Heller-Stein
Department of Transportation	CHCO	Philip McNamara
Department of Transportation	DCHCO	Anne Audet
Department of Veterans Affairs	CHCO	Tracey Therit
Department of Veterans Affairs	DCHCO	Vacant

CHCO Council 2023 Annual Report to Congress

<b>Agency</b>	<b>Title</b>	<b>Name</b>
Environmental Protection Agency	Acting CHCO	Arron Helm
Environmental Protection Agency	DCHCO	Mara Kamen
General Services Administration	Acting CHCO	Jeffrey Lau
General Services Administration	DCHCO	Merrick Krause
National Aeronautics and Space Administration	CHCO	Kelly Elliot
National Aeronautics and Space Administration	Acting DCHCO	Anne Roemer
National Science Foundation	CHCO	Wonzie Gardner
National Science Foundation	DCHCO	Bill Malyszka
Nuclear Regulatory Commission	CHCO	Mary Lamary
Nuclear Regulatory Commission	DCHCO	Eric Dilworth
Office of the Director of National Intelligence	CHCO	Cynthia Snyder
Office of the Director of National Intelligence	CHCO	Vacant
Office of Management and Budget	CHCO	Sarah Spooner
Office of Management and Budget	DCHCO	Starlisha Anderson
Office of Personnel Management	CHCO	Carmen Garcia
Office of Personnel Management	Acting DCHCO	Joe Knouff
Small Agency Council	CHCO	Eric Mozie
Small Agency Council	DCHCO	Starlisha Anderson
Small Business Administration	CHCO	Elias Hernandez
Small Business Administration	DCHCO	Julie Brill
Social Security Administration	CHCO	Darlynda Bogle
Social Security Administration	DCHCO	Lydia Marshall





## **U.S. Office of Personnel Management**

Chief Human Capital Officers Council  
1900 E Street NW, Washington DC 20415

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