

# Chief Human Capital Officers Council

## 2024 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*

## **A Message from Acting OPM Director and CHCO Council Chair, Charles Ezell**

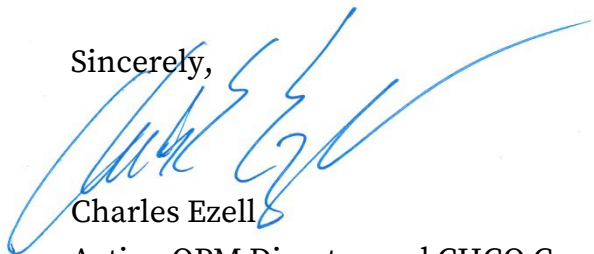
I am pleased to present you with the 2024 Chief Human Capital Officers (CHCO) Council Annual Report to Congress.

Pursuant to the Homeland Security Act of 2002, the CHCO Council is required to submit an annual report to Congress on the yearly activities of the Council. These reports detail the activities undertaken by the Council on a calendar year basis. The following report highlights the actions and accomplishments of the CHCO Council during the calendar year 2024, prior to this current presidential administration. Therefore, while some of the work described herein remains in focus, it is important to note that shifting presidential priorities have led to a refresh of the Council's work thus far in 2025.

With these new administration priorities, the Council has already showcased its utility and flexibility to meet key needs. Throughout the first few months of 2025, the Council has proven an integral resource to the new administration as we work to strengthen and reshape the federal workforce to better serve the American people. We have leaned on the Council through the convening of many Special Sessions to provide guidance to agencies and respond to agency questions in order to ensure the successful implementation of these goals.

The CHCO Council has enabled a strong working relationship between the new team at the U.S. Office of Personnel Management (OPM) and the CHCOs and Deputy CHCOs throughout the federal government working tirelessly to implement this administration's agenda. As we look forward in 2025, we plan to continue utilizing this relationship as we build on our efforts to streamline and reenergize the federal workforce.

Sincerely,



Charles Ezell

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

## **A Message from Executive Director of the CHCO Council, Colleen Heller-Stein**

I am excited to be sharing the accomplishments of the CHCO Council in this 2024 Annual Report to Congress. I have served as the Executive Director of the CHCO Council since May 2024, having previously been a member of the Council as the Deputy Chief Human Capital Officer and Acting Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer at the U.S. Department of the Treasury.

Throughout the year, the CHCO Council met monthly, covering topics from OPM's data strategy, employee well-being, merit pay, OPM strategic plan development, and organizational health and performance, among others. In addition to monthly CHCO Council meetings, the CHCO Council continued to regularly host Personnel Policy Office Hours, convened several working groups and 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 our annual in-person Fall Forum in September for CHCOs and Deputy CHCOs at the Federal Executive Institute where fruitful discussions on the hiring experience, employee experience, transition planning, and wellness took place. We finished the 2024 calendar year with our Annual Public Meeting in December with highlights shared on implementing hiring plans and reducing time to hire, OPM FEVS results and successes, military-spouse and early career talent hiring successes, and human resources workforce development strategies and initiatives.

As we cap off a productive 2024, I look forward to the CHCO Council continuing to innovate, share best practices, and creatively problem solve to address the human capital challenges and opportunities before us in 2025.

Sincerely,

Colleen Heller-Stein  
Executive Director of the CHCO Council  
U.S. Office of Personnel Management

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# Executive Summary

## Overview

The year 2024 was a successful and active time for the Chief Human Capital Officers (CHCO) Council. Under the leadership of the Office of Personnel Management (OPM) Director and CHCO Council Chair, the Office of Management and Budget (OMB) Deputy Director for Management and CHCO Council Vice Chair, and the Executive Director of the CHCO Council, the Council continued regular meetings, engaged the Executive Steering Committee (ESC), convened the CHCO Council Fall Forum, and held the Annual Public Meeting. This report covers CHCO Council activities from January 1 through December 31, 2024.

## CHCO Council Meetings

Throughout 2024, the CHCO Council met monthly, generally on the third Tuesday of the month, for two hours. CHCOs also met for a multi-day Fall Forum in September 2024. In addition, the Council hosted monthly informal policy feedback sessions with OPM to provide early input on policy matters as well as several special sessions on pressing topics. Several working groups and communities of practice convened throughout the year with regular meeting cadences focusing on elevating human resources, human capital data, employee engagement, recruitment and outreach, and federal work environments. Additionally, the CHCO Council held its Annual Public Meeting on Tuesday, December 10, 2024, 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 230 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 2024 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. In alignment with historical precedent, CHCOs from OMB and the Office of the Director of National Intelligence (ODNI) attended as well. Deputy CHCOs were invited to attend CHCO Council meetings in addition to, but not in lieu of, CHCOs.

CHCO Council meeting agendas during the 2024 calendar year included, but were not limited to, the following topics:

- Early Career Talent Hiring
- Employee Engagement
- Employee Whole Health
- Employment Barriers
- Federal Property Usage
- Generative Artificial Intelligence (AI)
- Governmentwide Exit Surveys
- Human Capital Data
- OPM Federal Employee Viewpoint Survey (FEVS)
- OPM Modernization Efforts
- Merit Pay Final Rule
- Presidential Management Fellows Program
- Recruitment and Outreach Efforts
- Tech Hiring Training Program
- Work Environments

- Workplace Rights Federal Agency Toolkit

## Executive Steering Committee

The CHCO Council ESC continued to meet biweekly in 2024. 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 ESC membership is determined via a peer-nominated process with approval from the CHCO Council Chair. During 2024, there were between four and five CHCO Council member agencies represented on the ESC along with the Executive Director. A total of nine member agencies were represented at different times throughout the course of the year.

The CHCO Council facilitated a peer-nomination and approval process for four vacant seats on the ESC in 2024 after Bob Leavitt left his role as CHCO at the Department of Health and Human Services and the two-year terms expired for Roland Edwards, CHCO at the Department of Homeland Security, Wonzie Gardner, CHCO at the National Science Foundation, and Tracey Therit, CHCO at the Department of Veterans Affairs.

The member agencies represented on the ESC throughout 2024 included:

- The CHCO at the Department of Health and Human Services
- The CHCO at the Department of Homeland Security
- The CHCO at the National Science Foundation
- The CHCO at the Department of Veterans Affairs
- The CHCO at the Department of Commerce
- The CHCO at the Department of Housing and Urban Development
- The CHCO at the Department of the Treasury
- The CHCO at the General Services Administration
- The CHCO at the National Aeronautics and Space Administration



## CHCO Council Priorities

The CHCO Council has continued to advance the previously established priorities. These 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 several different working groups and communities of practice throughout 2024.

## 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 several working groups and communities of practice in 2024. Leadership of the working groups typically consists of at least one CHCO Council member, 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 typically human capital practitioners. The working groups and communities of practice that operated in 2024 are as follows:

### **1. 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. The primary objective of the working group during 2024 was to advance progress on the career path model for HR specialists by launching a pilot with nine partner agencies to test the model in alignment with the PMA. This project was led by the U.S. Department of Defense with support from OPM and was advanced with the support of a capstone project with the Partnership for Public Service Excellence in Government (PPS EIG) Fellows to evaluate pilot progress. The model career

path was updated, and a release is anticipated in 2025. The working group also provided support for a new HR career development website, the Human Resources Career Compass, which launched in November 2024 on opm.gov. This project was also supported with research conducted by a PPS EIG team as well as research on workforce needs and priorities in support of OPM's legislative proposal to address human resources workforce developmental needs, which was transmitted to Congress at the end of 2024.

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

The Human Capital Data Working Group is a community of CHCOs, HR Data Champions (agency identified technical data experts), and their delegates dedicated to serving as strategic partners to OPM on its data strategy and providing advisory support to the Human Capital Analytics Community of Practice (CoP). Key objectives of the Working Group for 2024 included improving human capital data use through enhancing the use of human capital data as a strategic asset to drive informed decision-making about the federal workforce, and promoting human capital data quality to ensure that federal human capital data is accurate, timely, well-defined, and fit for purpose. By achieving these objectives, the CHCO Council Human Capital Data Working Group strives to contribute to more effective human capital management, improved decision-making, and better outcomes for the federal workforce. In 2024, the CHCO Council Human Capital Data Working Group had several notable accomplishments. It advised a rapidly growing Human Capital Data Analytics CoP that expanded to 800+ human capital data analytics practitioners on using data effectively for evidence-based decision-making, it contributed to the implementation of OMB-OPM memo *M-24-16: Improve the Federal Hiring Experience*, it contributed to the launch of the Agency Data Quality Indicator (ADQI) Report to address and improve issues with EHRI data quality, including conformity, timeliness, accuracy, and reliability, it enhanced communication on data topics, including Statistical Policy Directive-15, SF-181, and updates on FEVS Dashboard releases, and lastly it launched two project teams to develop solutions for common data challenges in Organizational Health and Telework/Remote Work tracking.

## **3. Employee Engagement Working Group**

The Employee Engagement Working Group continued to work on identifying and implementing holistic solutions to employee engagement. In 2024, the Working Group had three priorities: Engaging Leadership, Improving Recognition and Retention Strategies, and Taking Action on FEVS results. The small teams that were formed in 2023 to develop resources highlighting promising practices and examples for agencies in priority areas continued to work on these goals in 2024 and make progress towards two deliverables. These deliverables in development include a blueprint focused on engaging leadership and a toolkit focused on taking action on OPM FEVS results. The working group also advised the Employee Engagement CoP, which has 100+ members and works to share best practices between agencies on employee engagement, assist agencies in taking quick, visible action on employee survey results such as OPM FEVS, and helped them create engaging, effective work environments and workplace cultures.

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

The Recruitment and Outreach Working Group and Community of Practice (CoP) continued its activities to position the federal government as an employer of choice for multiple generations of job seekers, including early career talent such as students, alumni, and others. In 2024, the CoP engaged over 600 federal recruiters governmentwide by leveraging the expertise, scope, and breadth of CoP members to promote entry into federal service through the updated, expanded use of Pathways; the effective implementation of Registered Apprenticeship Programs; National Service programs; and the wide variety of existing hiring flexibilities both through competitive and noncompetitive means. The CoP discussed ways to expand agency access to accurate, readily available, and up-to-date practices, data, metrics, and resources to enhance their recruitment and outreach programs; and tapped into individual agency expertise and success stories about strategic, results-driven approaches to recruitment that led to tangible, measurable, and effective results. The CoP encouraged interagency collaboration on recruitment-related activities, events, and initiatives with a special emphasis on attracting early career talent. An interagency task force that included 44 CoP members from 20 agencies representative of agencies governmentwide, implemented a “Federal Internship Social Media Blitz” that resulted in agencies posting 267 new intern positions from February 15 to March 15, 2024. The goal of the blitz was to obtain valuable data on internships and drive job seekers to the Federal Internship Portal, USAJOBS, and other sources of federal employment information.

## **5. Agency Approach to Hybrid Work Working Group**

In response to CHCO asks in the 2023 CHCO Council Fall Forum, two short-term working groups were convened in 2023 to discuss remote work considerations and how CHCO Council agencies were approaching remote work, particularly for common mission-critical occupations. In 2024 these two smaller working groups combined with the Future of the Workforce Working Group to form the Agency Approach to Hybrid Work Working Group. This group established three priorities and three smaller practitioner level working groups to accomplish these priorities which included the development of an analysis report regarding the effects of hybrid/remote work on attrition and recruitment, the creation of a baseline of information regarding agency positioning on amount of hybrid work, positions typically listed as remote, and the cost/benefit analysis of remote work, and the development of a framework to promote evidence based and data driven decision making around hybrid work. This working group ceased meeting following discussions at the 2024 CHCO Council Fall Forum and the release of OPM's Guiding Factors for Designing Remote Work Policies and Programs, which was subsequently rescinded per President Trump's Presidential Memorandum, *Return to In-Person Work*.

## **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 to address pressing topics. The topics for these sessions included Pathways Program regulations changes, shared service provider performance metrics, registered apprenticeships, merit systems principles maturity model, hiring experience metrics, and more. During these CHCO Council-wide special sessions, CHCO Council members and subject matter experts on their staff were sought out for their agency input into the development and implementation of these items.

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

- Leveraging Hiring Actions and Proven Tools for Hiring Permitting Talent
- Artificial Intelligence Executive Order
- Memorandum on Improving the Federal Hiring Experience

- Human Resources Management Competency Model and Parenthetical-Specific Competency Models
- Skills-Based Hiring Guidance and Competency Model for Artificial Intelligence Work
- Guidance on Implementation of Labor-Management Forums
- Maximizing Access to Leave to Seek Safety and Recover from Domestic Violence, Dating Violence, Sexual Assault, Stalking, and Related Forms of Abuse or Harassment
- Regulations on Advancing Merit Pay in Governmentwide Pay Systems

## CHCO Council Personnel Policy Office Hours

In 2024, the Council continued to convene monthly CHCO Council Personnel Policy Office Hours 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 input from CHCO Council members, or their designated subject matter expert representatives. Topics included artificial intelligence, implementation of labor-management forums, pathways program regulations, caps on premium pay, advancing merit pay, improving the federal hiring experience, and the delegation of authority to authorize extensions of investigative leave. The input provided by CHCO Council members and agency subject matter experts served to shape final policy and ensure successful implementation across the federal government.

## Fall Forum

In September 2024, OPM convened CHCOs and Deputy CHCOs for the annual CHCO Council Fall Forum at the Federal Executive Institute (FEI) in Charlottesville, Virginia. The Forum was centered on the overarching question of how might CHCOs build community through authentic connection and lead adaptive change in the Council and across agencies. The theme was focused on building connection and community, navigating change, and reinforcing commitment to public service. A few highlights from the multi-day forum included a conversation between CHCO Council Chair, and Acting OPM Director, and Associate Director for Performance and Personnel Management at OMB, on the working relationship between OPM and OMB, group breakouts facilitated by OPM staff on key policy priorities, CHCO peer coaching sessions, and transition planning advice. CHCOs noted their appreciation for the event

and stressed the value of being able to connect in-person to strengthen their relationships. Moving forward, the CHCO Council plans to continue holding an annual Fall Forum for CHCOs as an important time for setting Council goals and priorities.

## **Annual Public Meeting**

The CHCO Council held its annual public meeting on Tuesday, December 10, 2024. The agenda opened with leadership remarks from the CHCO Council Chair, Vice Chair, and the CHCO Council Executive Director. The meeting then highlighted several areas of success for the Council during 2024 and shared agency accomplishments across the workforce priority of the President's Management Agenda (PMA) from the past few years. This focus included discussions with CHCOs and OPM staff on implementing hiring plans and reducing time to hire, OPM FEVS results and successes, military-spouse and early career talent hiring successes, and human resources workforce development strategies and initiatives. The event was noted in the Federal Register with additional outreach to labor unions, management associations, and the press. Over 230 individuals attended.

## **Cross-Agency Council Engagement**

In order to continue the collaborative relationships established with other cross-agency councils in previous years, the CHCO Council arranged several joint engagements throughout the year. These included a joint session with the Performance Improvement Officers, Chief Evaluation Officers, OMB, and the National Academy of Public Administration in November. Additionally, the CHCO Council connected with other relevant groups such as the SAHRC and Multi-Agency Executive Strategy Committee (MAESC), and Council staff provided updates at several MAESC and SAHRC meetings and forums. Additionally, the CHCO Council supported the Human Resources Quality Services Management Office (HR QSMO) Advisory Board and reviewed the Chief Financial Officers (CFO) Council Career Planning and Training Tool.

## CHCO Council Operations

### CHCO Council Communications

The CHCO Council consistently communicates with key stakeholders including Council members, human capital leaders throughout government, and the public through various channels. The Council sends a streamlined weekly email at the beginning of the week from the Executive Director to CHCOs and Deputy CHCOs. This email contains key items happening in the week ahead in the human capital space, recent memoranda, guidance, or policy released, reminders about data call deadlines, dates for upcoming CHCO Council meetings and working groups, key HR job postings, and requests from CHCOs on important topics they wish to share with Council members. The Council's website, [CHCOC.gov](https://chcoc.gov), continued to serve as an external place to house the CHCO Council Charter, CHCO Annual Reports, and CHCO Council member information. In 2024, copies of all previous CHCO Council Annual Reports were added to the website. The Council staff is continuously working to optimize the website to provide for the best possible experience for those seeking resources.

### 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 fourth 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 2024 Annual Survey was administered to CHCOs during the October 2024 CHCO Council meeting. It was shared before and afterwards via a link sent only to CHCOs and Deputies. As in past years, 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 two thirds of the CHCO Council completed the 2024 CHCO Council Annual Survey. It's important to note that the Annual Survey analysis should always be treated as a point-in-time estimate as the makeup of the CHCO Council changes year to year. Across the board, respondents report having a good overall experience with the CHCO



Council. Specifically, 100% of respondents agreed that the CHCO Council Meetings were well facilitated, up from 92% last year. 93% of respondents were satisfied with the customer service from the CHCO Council Staff as well as the CHCO Council weekly email updates. The percentage of respondents who viewed CHCO Council meetings as useful for their work, viewed CHCO Council meetings as sharing promising practices, and believed that CHCO Council meetings informed and coordinated the activities of the member agencies all increased from last year. 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 15% regarding CHCO satisfaction with the CHCO Council Personnel Policy Office Hours, an increase of 16% regarding CHCO satisfaction with the CHCO Council website, and an increase of 20% regarding CHCO Council satisfaction with the length of CHCO Council meetings. The percent of CHCOs who agreed that changes to the human capital management systems have resulted in less burden on agencies rose 23%. The CHCO Council plans to administer the survey again in Fall 2025.

## 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 or 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.”

As done in past years, 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 results for the 2024 survey mirrored those from 2023 in that the three most common barriers respondents reported in hiring overall talent were insufficient resources that impact HR’s ability to support workforce demands, non-competitive government compensation packages, and length of time for the personnel vetting processes.

All respondents agreed that alleviating these barriers would support their agency’s ability to meet its mission, with just under three quarters agreeing it would support their agency to a very large or large extent. Respondents were also asked to answer an open-ended question on possible solutions to the identified barriers to hiring. Most commonly, respondents reaffirmed the need for shortening the length of the hiring process and the need to focus on more competitive compensation packages.

Council members were also asked which solutions were most needed to address these barriers. The shared solutions included additional investments into automation and artificial intelligence, streamlining the security process, additional compensation flexibilities, and reforming job classification standards and pay scales.

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

By a significant margin, the largest barrier identified for the hiring of qualified digital talent was non-competitive government compensation packages. Nearly three quarters of respondents selected this as a barrier. The length of time for the personnel vetting processes and insufficient resources that impact HR’s ability to support workforce demands rounded out the top three barriers chosen. Like with overall talent hiring, all

respondents agreed that alleviating these barriers would support their agency's ability to meet its mission.

When responding to possible solutions to the identified barriers to hiring digital talent, most Council members strongly expressed a need to focus on compensation packages to be more aligned to and competitive with the private sector. They identified a desire for reexamining locality pay for areas where the tech workforce has grown, increasing direct hire authorities, and increasing workplace flexibilities to compete with the private sector.

All respondents agreed that progress had been made to address barriers to hiring over the past two years. Respondents highlighted the progress in workforce planning, use of shared hiring actions, leadership support for the HR workload, and the development of HR data to better understand and address barriers.

## Conclusion

To conclude, 2024 was a productive year for the CHCO Council. As the Council looks towards the future, OPM is committed to engaging with CHCOs on the development and implementation of human capital policies and initiatives aligned with the President's Management Agenda, facilitating peer learning and best practice sharing, and to strengthen the HR workforce across the federal government.

## Appendix 1: CHCOC.gov Transmittals

In 2024, OPM — acting through the CHCO Council — transmitted a total of 61 guidance documents to CHCOs, HR Directors, and Heads of Agencies between January 1, 2024, and December 31, 2024. These can be viewed in the Appendix below. To ensure consistency with recent executive orders and presidential memoranda, several transmittals listed below are no longer available to view on the CHCO Council website ([www.CHCOC.gov](http://www.CHCOC.gov)) as they have been modified or rescinded.

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Friday, January 12, 2024	FY2024 Human Capital Reviews	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Thursday, January 18, 2024	Federal Human Capital Business Reference Model Update	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, February 2, 2024	Issuance of Regulations on Advancing Pay Equity in Governmentwide Pay Systems	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, February 9, 2024	Continued Pay Freeze for Certain Senior Political Officials	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, February 12, 2024	2024 U.S. Office of Personnel Management Consolidated Reporting Data Call	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, February 13, 2024	Amendment Related to Inclusion of Certain Military Active Service for Family and Medical Leave and Paid Parental Leave Eligibility Purposes under Section 1114 of the National Defense Authorization Act for Fiscal Year 2024	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, February 16, 2024	The AI in Government Act of 2020 – Artificial Intelligence Job Analysis Survey	Veronica E. Hinton, Associate Director, Workforce Policy & Innovation

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, February 22, 2024	Release of OPM's Workforce of the Future Playbook	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Tuesday, February 27, 2024	Government-wide Military-Connected Strategic Plan for Fiscal Years (FYs) 2024-2028	Kiran A. Ahuja, Director, U.S. Office of Personnel Management, Jason S. Miller, Deputy Director for Management, Office of Management and Budget
Tuesday, February 27, 2024	Pay Flexibility, Incentive Pay, and Leave and Workforce Flexibility Programs for Artificial Intelligence (AI), and Other Key Technical Employees	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, March 1, 2024	Guidance and Instructions on Periodically Listing Updates to Management (PLUM) Reporting	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Wednesday, March 13, 2024	Guidance on Implementation of Labor-Management Forums: Executive Order on Scaling and Expanding the Use of Registered Apprenticeships in Industries and the Federal Government and Promoting Labor-Management Forums	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, March 18, 2024	Continued Pay Freeze for Certain Senior Political Officials	Veronica E. Hinton, Associate Director, Workforce Policy & Innovation
Tuesday, April 11, 2024	Issuance of Pathways Final Rule	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, April 12, 2024	Leave policies related to COVID-19 Vaccinations and Boosters for Federal Employees	Kiran A. Ahuja, Director, U.S. Office of Personnel Management

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Tuesday, April 23, 2024	Continued Pay Freeze for Certain Senior Political Officials	Veronica E. Hinton, Associate Director, Workforce Policy & Innovation
Thursday, April 25, 2024	Issuance of Regulations on the Fair Chance to Compete for Jobs Act of 2019: Guidance on Restrictions on Preemployment Criminal History Inquiries	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Friday, April 26, 2024	2024 Federal Employee Viewpoint Survey	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, April 29, 2024	Artificial Intelligence (AI) Competency Model for Civil Engineering, 0810	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, April 29, 2024	Skills-Based Hiring Guidance and Competency Model for Artificial Intelligence Work	Kiran A. Ahuja, Director, U.S. Office of Personnel Management
Monday, April 29, 2024	The Artificial Intelligence Classification Policy and Talent Acquisition Guidance - The AI in Government Act of 2020	Veronica E. Hinton, Associate Director, Workforce Policy & Innovation
Wednesday, May 1, 2024	Agency Data Quality Indicator Report – Initial Release and Long-Term Plans	John W. Gill, Executive Director, Office of Human Capital Data Management and Modernization
Wednesday, May 1, 2024	Revision to OG 007 – Electronic Official Personnel Folder (eOPF), “Validating Digitization and Disposition of Source Records”	John W. Gill, Executive Director, Office of Human Capital Data Management and Modernization
Thursday, May 2, 2024	Human Resources Management Competency Model and Parenthetical-Specific Competency Models	Kiran A. Ahuja, Director, U.S. Office of Personnel Management

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Monday, May 6, 2024	Foundations for Evidence-Based Policymaking Act of 2018 Updated Position Classification	Karen R. Jacobs, Acting Associate Director, Talent Acquisition, Classification, and Veterans Programs
Wednesday, May 15, 2024	Maximizing Access to Seek Safety and Recover from Domestic Violence, Dating Violence, Sexual Assault, Stalking, and Related Forms of Abuse or Harassment (Safe Leave)	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, May 24, 2024	Appointments and Awards During the 2024 Presidential Election Period	Mark W. Lambert, Associate Director, Merit Systems Accountability and Compliance, Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, June 10, 2024	Certifying the Use of Merit Personnel System as Required by the Intergovernmental Personnel Act of 1970	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, June 17, 2024	Listing of Presidentially Appointed Positions for Republican and Democratic Presidential Nominees	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Tuesday, June 25, 2024	Combined Federal Campaign Update	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, July 1, 2024	NATO Summit in Washington, DC	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, July 10, 2024	Call for Biennial Review Submission for Executive Allocations for Fiscal Years 2026 and 2027	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, July 18, 2024	Advancing Pay Equity: Pay Gap Data Analysis Guidance and Request for Reports on Independent Pay Systems	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, July 19, 2024	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Beryl 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, July 22, 2024	Human Resources Flexibilities and Procedures for Disasters and Other Emergency Situations	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Thursday, July 25, 2024	Issuance of Revised Regulations on Time Limited Promotions	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, August 7, 2024	Guiding Factors for Designing Remote Work Policies and Programs	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Wednesday, August 14, 2024	Improving the Federal Hiring Experience	Shalanda Young, Director, Office of Management and Budget, Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, August 16, 2024	Continuation of National Emergency in Iraq	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, August 28, 2024	Emergency Leave Transfer for Federal Employees Adversely Affected by Tropical Depression, Tropical Storm, and Hurricane Debby 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Thursday, August 29, 2024	Access to Voting	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Friday, September 20, 2024	2024 Annual Review of Special Rates (Data Call)	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, September 23, 2024	Extension and Amendment of the Government-wide Direct Hire Appointing Authority for Scientific, Technical, Engineering and Mathematics (STEM) Positions, Acquisitions, and Cybersecurity and Related Positions	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Wednesday, October 2, 2024	Emergency Leave Transfer for Federal Employees Adversely Affected by Tropical Cyclone, Tropical Storm, and Hurricane Helene 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Thursday, October 10, 2024	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Milton 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, October 18, 2024	Emergency Hiring Situation Resulting from the 2024 Hurricane Season	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Wednesday, October 23, 2024	New Pathways Intern and Recent Graduates Talent Programs	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, October 25, 2024	Implementing Guidance for Upholding Civil Service Protections and Merit System Principles Regulations	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Tuesday, November 5, 2024	Human Capital Framework Evaluator Training	Mark W. Lambert, Associate Director, Merit Systems Accountability and Compliance



CHCO Council 2024 Annual Report to Congress

<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, November 14, 2024	Fiscal Year 2023 Federal Executive Board National Network Annual Report	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, November 25, 2024	Call for Nominations for FY2025 Presidential Rank Award	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Friday, December 13, 2024	2024 Presidential Transition Guide	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, December 16, 2024	New Training on Tribal Treaties, Reserved Rights, and Consultations	Deb Haaland, Secretary of the Interior, Shalanda Young, Director of the Office of Management and Budget, Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Thursday, December 19, 2024	Governmentwide Moratorium on Senior Executive Service (SES) Qualifications Review Board (QRB) Cases – Presidential Election Year 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Thursday, December 19, 2024	Closing of the Federal Government Departments and Agencies on Tuesday, December 24, 2024	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, December 23, 2024	2024 Annual Review of Special Rates (Results)	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, December 23, 2024	Fiscal Year 2025 Prevailing Rate Pay Adjustments	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, December 23, 2024	January 2025 Pay Adjustments	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management

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<b>Date</b>	<b>Transmittal Title</b>	<b>Author</b>
Thursday, December 26, 2024	Locality Pay for Domestic Employees Teleworking Overseas	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Thursday, December 26, 2024	Continued Pay Freeze for Certain Senior Political Officials	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, December 30, 2024	National Day of Mourning for President James Earl Carter, Jr.; Federal Government Closure on Thursday, January 9, 2025	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management

## Appendix 2: CHCO Council Member List as of December 31, 2024

Agency	Title	Name
Agency for International Development	CHCO	Bill Malyszka
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	Acting CHCO	Zev Goldrich
Department of Defense	Acting DCHCO	Daniel Hester
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	Acting CHCO	Jeffery Anoka
Department of Health and Human Services	DCHCO	Jeffery Anoka
Department of Homeland Security	CHCO	Roland Edwards
Department of Homeland Security	DCHCO	Roger Brown, Jr.
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	Vacant
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	Kim Steide
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

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<b>Agency</b>	<b>Title</b>	<b>Name</b>
Environmental Protection Agency	CHCO	Helena Wooden-Aguilar
Environmental Protection Agency	DCHCO	Mara Kamen
General Services Administration	CHCO	Arron Helm
General Services Administration	DCHCO	Jeremy Taylor
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	Acting DCHCO	Starlisha Anderson
Nuclear Regulatory Commission	CHCO	Jennifer Golder
Nuclear Regulatory Commission	DCHCO	Eric Dilworth
Office of the Director of National Intelligence	CHCO	Cynthia Snyder
Office of the Director of National Intelligence	DCHCO	Vacant
Office of Management and Budget	CHCO	Sarah Spooner
Office of Management and Budget	DCHCO	Vacant
Office of Personnel Management	CHCO	Carmen Garcia
Office of Personnel Management	DCHCO	Joe Knouff
Small Agency Council	CHCO	Arrie Etheridge
Small Agency Council	DCHCO	Starlisha Anderson
Small Business Administration	CHCO	Elias Hernandez
Small Business Administration	DCHCO	Julie Brill
Social Security Administration	CHCO	Florence Felix-Lawson
Social Security Administration	DCHCO	Kristen Medley-Proctor



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

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

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