

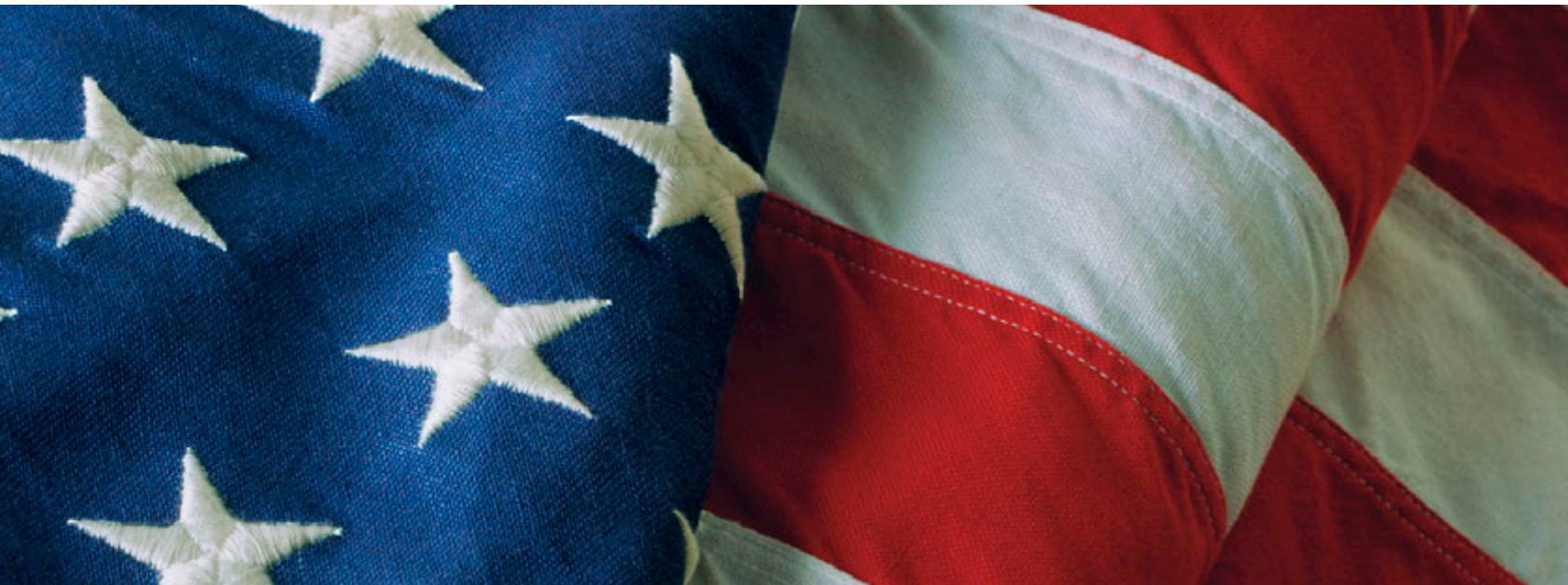
UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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# Chief Human Capital Officers Council



## 2018 Report to the Congress



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AUGUST 2019

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inside front cover**



“Every day, our Nation’s civil servants help make America better, safer, and stronger. We honor their efforts and extend our gratitude for their exceptionalism and steadfast commitment to serving the American people.”

—*President Donald J Trump*



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Office of the Director

SEP 05 2019

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

Dear Mr. President:

As Acting Chairperson of the Chief Human Capital Officers (CHCO) Council, I am submitting the Council's Annual Report to Congress for 2018 in accordance with the reporting requirement established through section 1303(d) of Public Law 107-296, the Homeland Security Act of 2002.

In 2018, the Council made a strategic pivot to elevate the role of CHCOs in agency strategic workforce planning and to align human capital practices with the President's Management Agenda (PMA). Consistent with the PMA, the Council focused on sharing best practices to modernize the federal workforce. The attached reports detail many of the Council's meetings, activities, recommendations, and accomplishments through the past year.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Margaret M. Weichert".

Margaret M. Weichert  
Acting Director

Enclosure



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Office of the Director

SEP 05 2019

The Honorable Nancy Pelosi  
Speaker of the House of Representatives  
U.S. House of Representatives  
Washington, DC 20515

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Margaret M. Weichert  
Acting Director

Enclosure

## A Message From OPM Acting Director Margaret Weichert

*Acting Chairperson, Chief Human Capital Officers Council*



I am pleased to present to Congress the annual report of the Chief Human Capital Officers (CHCO) Council, which celebrated its 15th anniversary in Fiscal Year (FY) 2018. The Homeland Security Act of 2002 established the Council and its annual reporting requirement. This report details the Council's activities and how the CHCOs' work supports the President's Management Agenda (PMA).

The PMA Workforce for the 21st Century Cross Agency Priority (CAP) goal promotes mission delivery, service excellence and stewardship of taxpayer dollars, all striving toward modernizing the federal government for the 21st century. One of the key focuses of the PMA is our people and delivering a 21st Century Federal workforce. The focus of CAP Goal 3, Developing a Workforce for the 21st Century, is to align and strategically manage the workforce to efficiently and effectively achieve the Federal government's mission. This will be accomplished by: actively managing the workforce (employee performance management and employee engagement); developing agile operations (reskilling and redeploying human capital resources); and, acquiring top talent (simple and strategic hiring).

The Civil Service Reform Act marked its 40th anniversary in 2018. At the time of its passage, the CSRA replaced an outdated patchwork of laws and, among other things, codified the merit system principles, establishing how personnel decisions should be made. While these principles continue to be the bedrock of Federal civil service, other features of that Act could be modified to better support the current workforce.

The Council worked together with the other interagency councils (Chief Information Officers, Chief Acquisition Officers and Chief Financial Officers) to leverage current data for improved hiring outcomes. This working group supported an interagency joint cyber hiring fair, which allowed DHS to select candidates at the event and reduced the hiring time for these individuals to fewer than six weeks. The Council was briefed by the Air Force Association Cyber Patriot program on the importance of recruiting for Federal service as early as kindergarten. The Council created benchmarks to help agency managers have greater clarity on the cost of HR services.

CHCOs continued to develop internal personnel policies and manage their human capital programs with creativity and innovation. Agency CHCOs shared the following best practices with each other:

The Department of Homeland Security, using 2 OPM-approved Direct Hire Authorities (DHA), was able to reduce its time to hire mission critical positions from a high of 166 days in FY 2014 to 107 days in FY 2018 for a 36% reduction.

The Department of Defense's National Security Agency (NSA) established "NSA Day of Cyber" to "inspire cyber early." They reached over 40 million students in more than 500 school districts nationally.

The Department of Energy's National Nuclear Security Administration partnered with Google to create a recruiting plan geared to attract millennial candidates. It so successfully increased "millennial" talent that NNSA's retirement-eligible workforce dropped from 30% to 18%.

The Department of Labor and the Department of Health and Human Services held career fairs to recruit Peace Corps volunteers returning from overseas.

The Department of Defense (DoD) launched the Public-Private Talent Exchange program as a mechanism that allows knowledge exchange with industry. The first cohort included 13 DoD and private sector participants.

The Environmental Protection Agency (EPA) launched new employee accountability programs to deal with misconduct and harassment in the Federal workplace. EPA's new case management system resulted in a 96% reduction in the number of open cases.

The Department of State's Civic Digital Fellowship attracted over 850 applicants in 30 days from 175 schools across the country, to strengthen the information technology talent pipeline and provide a shift in government internship experience.

The diversity of challenges, approaches, and solutions necessary to modernize and build a premier 21st Century Federal workforce are well known, and I appreciate the Council's engagement to help drive us toward achieving our goals. Additionally, I appreciate the Congress' support for the Council's work.

Margaret M. Weichert  
Acting Chairperson, CHCO Council

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## Message From Executive Director

*Chief Human Capital Officers Council*



The Chief Human Capital Officers (CHCO) Council's primary role is to advise agencies on human resources (HR) information, including system modernization, and regulatory and legislative proposals affecting human resources. The Council works across government to assist the missions of Federal agencies so they are well-positioned to implement personnel statutes, regulations, and policies in the most effective way possible. The CHCOs are on the front line of hiring our nation's public servants to deliver goods and services to the American people in an effective and responsive manner.

The Council conducted nine full Council meetings focused on STEM (Science, Technology, Engineering, Math) careers, cyber hiring, leave sharing, hiring reforms, financial literacy, and numerous other best practices. The Deputy CHCOs convened five times to provide technical guidance on pending OPM regulations like administrative leave. The Council partnered with the Cyber and Chief Information Officer organizations in January and December 2018. CHCO Council partnered with the financial management community in March to strengthen and support Federal workforce efforts. During the course of the year, the CHCO Council, its events, communications, cross-agency collaboration and activities represented over 540 actions supporting the President's Management Agenda.

In 2018, the Council re-established four subcommittees tasked with sprints to develop suggestions for top priority civil service reform recommendations on hiring, performance management, and Senior Executive Service reform and pay compensation innovations.

In FY 2018, the Council increased internal and external engagements. The Council Chair hosted several pre-CHCO Council meetings to allow CHCOs one-on-one interaction with the Chair.

The CHCO Council supports OMB, OPM and agencies in developing a Workforce for the 21st Century under the President's Management Agenda.

Sara B. Ratcliff  
Executive Director, CHCO Council



CHCO Council hosted informal pre-meetings between CHCOs and the CHCO Council Chair to discuss agency-specific projects.

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## I. Executive Summary

The CHCO Council serves its member CHCOs by providing a forum where best practices and lessons learned can be shared and explored. The Council provides operational information and advice to OPM and OMB concerning statutes and regulations. The CHCO Council members are active partners implementing the President's Management Agenda with particular emphasis on Mission, Service and Stewardship.

To enhance Mission effectiveness, agencies showcased to CHCO Council peers their alternative systems and authorities. DHS received special cybersecurity personnel authorities from Congress in 2015 that may serve as a blueprint for other CHCOs in the Council to pursue for the IT workforce. The National Security Agency briefed its interactive game they created to "inspire cyber early." National Geospatial Intelligence Agency discussed workforce shaping methods that led to other agencies opening the aperture of how to restructure after a downsizing action. National Nuclear Security Administration (NNSA) reported findings on how their pay for performance program is working to improve employee morale. Innovations by the US Digital Service and USDA gave CHCOs a roadmap for IT and internship strategic innovations.

Focusing on Service, DOD shared with CHCO Council members the effectiveness of direct hiring authorities conferred by Congress that helped them improve the service they provided to hiring managers. The CHCOs learned how the DHA for Defense Industrial Bases and Major Range and Test Facilities Bases helped an Air Force depot fill its positions 46% faster than traditional hiring methods. Navy reported to the CHCO Council it reduced its time-to-hire by 75% (180 days to 45 days) for their blue collar population at shipyards using the same DHA. The CHCO Council urged OPM to explore expansion of DHA to other agencies like those used by DoD.

With regard to Stewardship, the CHCO Council embraced feedback provided through the OPM FEVS to make needed adjustments within their agencies. For example, HHS used the climate survey to establish a dashboard to allow users to identify strengths and opportunities. The unique analytical tool highlighted strengths and weakness in minutes allowing leaders to plot remedial action. At the Centers for Disease Control and Prevention, a GS 18/8 reduced the analysis time from 410 hours (\$30,861) to 15 hours (\$1,129) for a savings of \$29,732 and a 96% reduction in time and cost. The Department of Energy promoted stewardship by delivering over 600 custom reports empowering leaders to take targeted action to improve organizational culture. As a result of initiatives discussed at CHCO Council and Employed by the Energy CHCO, DoE increased its employee engagement scores by 11% and had the highest response rate (69%) among large agencies in

2018. Even the smaller agencies, like National Science Foundation (NSF), can use Council information to benefit their agency's performance. NSF refocused on onboarding after presentations at the CHCO Council annual public meeting and saw improvement across all 3 OPMFEBs indices (Employee Engagement, Global Satisfaction and New Inclusion Quotient).

This report provides Congress with an update of how the CHCO Council is improving agency missions, building customer-service focused organizations, and being a good steward of resources entrusted to them. This report complies with the requirement to submit an annual report, Pub. L. 107-296. Section 1303 (Nov. 25, 2002).

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The top priority for the CHCO Council going into FY 2018 was to simplify, streamline, and shorten the hiring process, which is also a pillar of the PMA Workforce CAP goal. OPM tracks the CHCO Hiring Manager Satisfaction Survey for hiring quality and timeliness index. The FY 2018 index score was 74.3% positive, up almost 4% from FY 2017 (71.5%). The four questions that compose the index include:

**“A sufficient number of qualified applicants were referred for hiring consideration,”**

**“The applicants who were referred had the skills to perform the job,”**

**“I received the certificate of eligible applicants from the HR office in a timely manner,”**  
**and**

**“The overall hiring process occurred in a timely manner.”**

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## II. Background

*The Chief Human Capital Officers Act of 2002, enacted as part of the Homeland Security Act of 2002, required the heads of 24 Executive departments and agencies to appoint or designate Chief Human Capital Officers. The Act also established a Chief Human Capital Officers Council (Council). The Council is “to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations.”*

The CHCO Council membership now includes 27 CHCOs – 24 from the Executive departments and agencies, the Office of Management and Budget (OMB) CHCO, the CHCO for the National Intelligence Community and the Small Agency Human Resources Council (SAHRC) CHCO. The Council reports to the CHCO Council Chair who is the Director of the Office of Personnel Management (OPM). The Deputy Director for Management of the OMB serves as the CHCO Council’s Vice Chair.

In addition to the Council’s commitment to advise and coordinate Federal personnel policy and practices, the Council is required to hold periodic meetings, to convene once annually with labor unions, and to provide an annual report to Congress on its activities. This report provides a record of Council activities and accomplishments.

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### III. President’s Management Agenda

*President’s Management Agenda Provides a Blueprint for CHCO Council Call to Action*



CHCO Council’s Acting Chairperson, Margaret Weichert, discusses the President’s Management Agenda with the CHCOs at the 2018 Fall Forum.

In 2018, the Trump Administration issued its President’s Management Agenda (PMA).

The PMA set out a long-term vision for effectively modernizing government capabilities that work on behalf of the American people. With a focus on Mission, Service and Stewardship, the PMA prioritized three areas needing immediate transformation: Information Technology (IT) Modernization; Data, Accountability and Transparency; and People – Workforce of the Future. It is this third priority that governed the CHCO Council’s focus in FY 2018.

The CHCO Council focused on actively managing the workforce by championing efforts on improved employee performance management and engagement;

developing tools and pilots that will enable agile operations designed to reskill and redeploy human capital resources; and sharing successful practices on acquiring top skilled workforce through simplified, strategic hiring.

The PMA also advocated for continuous learning through innovations, research and pilot projects. The PMA vision expected CHCOs to leverage data and analytics to drive better decision making. CHCOs were encouraged to use information technology and tools for managing personnel. The PMA also recommended aligning financial models and incentives to facilitate improvements in personnel management across government. CHCOs were pivotal in identifying legal and policy obstacles to workforce transformation.

The Administration established a Cross Agency Priority (CAP) goal to drive sustainable progress in developing a workforce for the 21st Century. This report will show the CHCO Council’s role in moving from vision to execution.

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## IV. CHCO Council Activities

### A. CHCO Council 15th Anniversary

The CHCO Council celebrated its 15th Anniversary with a ceremony and reception at the Office of Personnel Management on May 23, 2018.

During the Public Service Recognition Week (May 6-12, 2018), the CHCO Council celebrated the careers of five of its previous members with a “*Where are they now?*” series.

The Council developed the series to encourage Federal HR practitioners with mentoring material for sustaining long-term human capital careers. At the ceremony, the current Executive Director moderated a panel of former OPM Directors/CHCO Chairs, Dr. Jeff Pon, Kathy McGettigan and Dan Blair. Five former and the current CHCO Executive Directors presented taped messages to the Council reflecting on accomplishments over the past 15 years. The video was streamed during the 15th Anniversary ceremony.



Three former OPM Directors (Dr. Jeff Pon, left, Kathy McGettigan, center, and Dan Blair, right) served on the 1st Anniversary Panel moderated by CHCO Council Executive Director Sara Ratcliff.

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## **IV. CHCO Council Activities:**

### **B. Full Council Meetings**

The full CHCO Council met nine times in 2018. The Deputy CHCOs convened five times during that period. The Council also met in joint sessions with other cross agency councils three times. The following list details the Council's focus during the full Council meetings.

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State Department's CHCO reported their Conduct, Suitability and Discipline (CSD) division instituted a requirement for supervisors to meet weekly or bi-weekly, with employees on Performance Improvement Plans to discuss significant issues, deadline changes, performance improvements and other relevant topics. The new system has proven beneficial to supervisors who had previously struggled to manage unacceptable performance.

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#### **January 9, 2018**

CHCO Council and CIO Council partnered to focus on cybersecurity personnel issues. The HHS CIO provided an update on the CIO Council's Cyber Recruiting Event two months earlier. The National Security Administration's (NSA's) CHCO provided a presentation on NSA's Day of Cyber, a cybersecurity competition used in over 500 middle and high schools nationally.

OPM discussed government-wide cybersecurity recruiting and retention data and the DHS CHCO discussed the new DHS Cyber Security Retention Incentive Program. The Council concluded with a presentation by OPM on the Cyber Badging Pilot.

## February 13, 2018

The full CHCO Council met with Senator James Lankford (R-OK) to discuss challenges in the area of Federal hiring. Senator Lankford chairs the Senate Homeland Security and Governmental Affairs Subcommittee on Regulatory Affairs and Federal Management.

A discussion about the OPM Federal Employee Viewpoint Survey followed with members of the Council offering examples of their best practices used to promote Public Service Recognition Week, which occurs each year during the first week of May.



Senator Lankford (left) discussed Government reform with CHCOs at the Dirksen Senate Office Building.

## March 13, 2018

The CHCO Council commenced planning for Financial Literacy Month in April. OPM reviewed the findings from the agencies Annual Financial Literacy Plans. Department of Treasury updated the CHCO Council on activities of the Financial Literacy and Education Commission (FLEC). The Federal Retirement Thrift Investment Board discussed trends and opportunities for employees participating in the Thrift Savings Plan (TSP). The presenter showed that approximately 23% of TSP participants are not contributing 5% and are therefore not receiving full agency matching funds. OPM presented OPM's Retirement Ball Park Estimator tool.

OPM concluded the Council session with a discussion on health insurance. He offered insights on other insurance instruments available to Federal employees, such as Federal Employees' Group Life Insurance (FEGLI) and long-term care.

### April 10, 2018

The Council welcomed its newly confirmed Chair Dr. Jeff Pon to the Council meeting. The agenda focused on joint work with the CFO Council. The CFO Council presented data on challenges in the financial management (FM) occupations. GAO updated the CHCOs on the Joint Financial Management Improvement Program. The CHCOs enjoyed a lively discussion with DoD's Financial Management Community Manager on DoD's FM pilot and certification program. OPM provided recruiting and retention data on government-wide financial management. Representatives from Defense Contract Audit Agency, SEC and Treasury participated in a panel discussion on financial management innovations and challenges.

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**DoD developed 80 web-based courses to meet Financial Management certification requirements. Over 570,000 courses have been completed by the 53,460 Financial Management Workforce!**

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### May 1, 2018

CHCO Chair Jeff Pon opened the Council session emphasizing the PMA Workforce for the 21st Century sub-goals for actively managing the workforce, improving operational agility and acquiring top talent. The Council was divided into three discussion periods around each of those priorities. At the meeting conclusion, the Council was reminded about the upcoming 15th CHCO Council Anniversary Celebration planned for May 23, 2018.

### July 17, 2018

The Council reviewed recently released Executive Orders on Military Spouse hiring and labor management relations. OPM conducted an HR workforce capacity and capability discussion and provided an update on the HRU content transitioned to OPM's training Wiki. OPM also discussed its prioritization of the Federal Human Resources Institute (FHRI) curriculum as a more effective means for ensuring HR skills across the human capital workforce.

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**State Department's CHCO's Human Resources/Shared Services division implemented the third wave of the phased enrollment of the Foreign Service Family Reserve Corps (FSFRC) and progressed to open enrollment. The FSFRC supports the Department's goal of more quickly mobilizing Appointment Eligible Family Members (AEFM) to fill available positions in missions overseas, which allows the Department to improve efficiency in the hiring process.**

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DoD's CHCO reported DoD completed its transition to a single performance management program for approximately 590,000 civilians in Oct 2018. The Department now has an enterprise-wide performance management program, allowing for a common approach to measure individual contributions to organization objectives and mission accomplishment.

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### December 4, 2018



NASA's Bob Gibbs, (left), DOE's Frank Lowery, CHCO Council Executive Director Sara Ratcliff, Acting CHCO Council Chair Margaret Weichert, Charlie Dankert (behind Ms. Weichert), OPM Acting Chief of Staff Neal Patel, Acting Vice Chair Peter Warren, Deputy Director of OPM Michael Rigas, discussed various topics at the annual Council, public, meeting.

All 27 CHCOs attended the 2018 CHCO Council Annual Meeting. Representatives from 7 unions and employee groups, the Partnership for Public Service as well as news outlets were in attendance. The Vice Chair, OMB's Peter Warren delivered a message on alignment of CHCO activities with the President's Management Agenda and Workforce for the 21st Century. The Institute for Corporate Productivity's (i4cp) Patrick Murray discussed private sector research for effective survey communication practices that enable organizational change and improve employee performance at the unit working level.

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A 2018 GAO Survey reported that 84% believe OPM works well with the CHCO Council to coordinate communications with the Federal human capital community.

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HHS and VA CHCOs, CAP sub-goal leaders on Performance Management, reported on the milestones and implementation plans for improving employee performance management and employee engagement. They led an interactive dialogue exchange with various CHCOs providing specific actions they took to share best practices and discuss resources available for agencies to use to quickly analyze OPM FEVS data at the work-unit level.

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**The 2018 i4cp “Survey about Surveys” presented to the CHCO Council outlined that 73% of private sector companies conduct annual or biannual enterprise employee engagement surveys. That was down 2% from the previous year. I4cp also reported, though, that 55% of organization either have switched or are searching for an alternative to the traditional employee survey.**

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OPM reviewed the results of the Office of Personnel Management Federal Employee Viewpoint Survey – OPM FEVS – noting improvements in employees’ global satisfaction responses as well as overall engagement scores. The VA inaugurated its first independent climate survey and provided a report on its results, noting a steady overall increase in 98% of scores from previous surveys.

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**HHS’s Agency for Healthcare Research and Quality used the HHS Marketing Toolkit and improved their participation rate by 13%. The National Institute of Health (NIH) increased responses by 6.5% using the toolkit and the Administration for Community Living (ACL) improved participation by nearly 3%!**

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## **IV. CHCO Council Activities**

### **C. Deputy CHCO Council Meetings**

#### **January 18, 2018**

The D/CHCOC meeting included briefings on the President’s Management Council’s (PMC) Readiness Assessment, CAP goal sprints readout by OPM, and the Washington, DC Area Operating Status. The Air Force Association presented information on their Cyber Patriot competitions and recruiting efforts. They shared that over 5000 teams in all 50 states and multiple foreign countries had joined the competitions designed to inspire more youth to pursue cybersecurity education and careers in STEM.

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DHS serves as a sponsor for the Air Force Association’s (AFA) CyberPatriot competitions with over 30,712 participants. AFA briefed the D/CHCO Council on the 5000 Cyber Camps in 34 states and familiarized CHCOs with their Pre-K Reader called “Sarah the Cyber Hero” to begin now recruiting the next generation of Federal cyber employees. AFA also briefed the CHCOs on their “cyber-generations program” to help Senior Citizens with password hygiene, malware/ransom ware, scams, awareness and victim assistance.

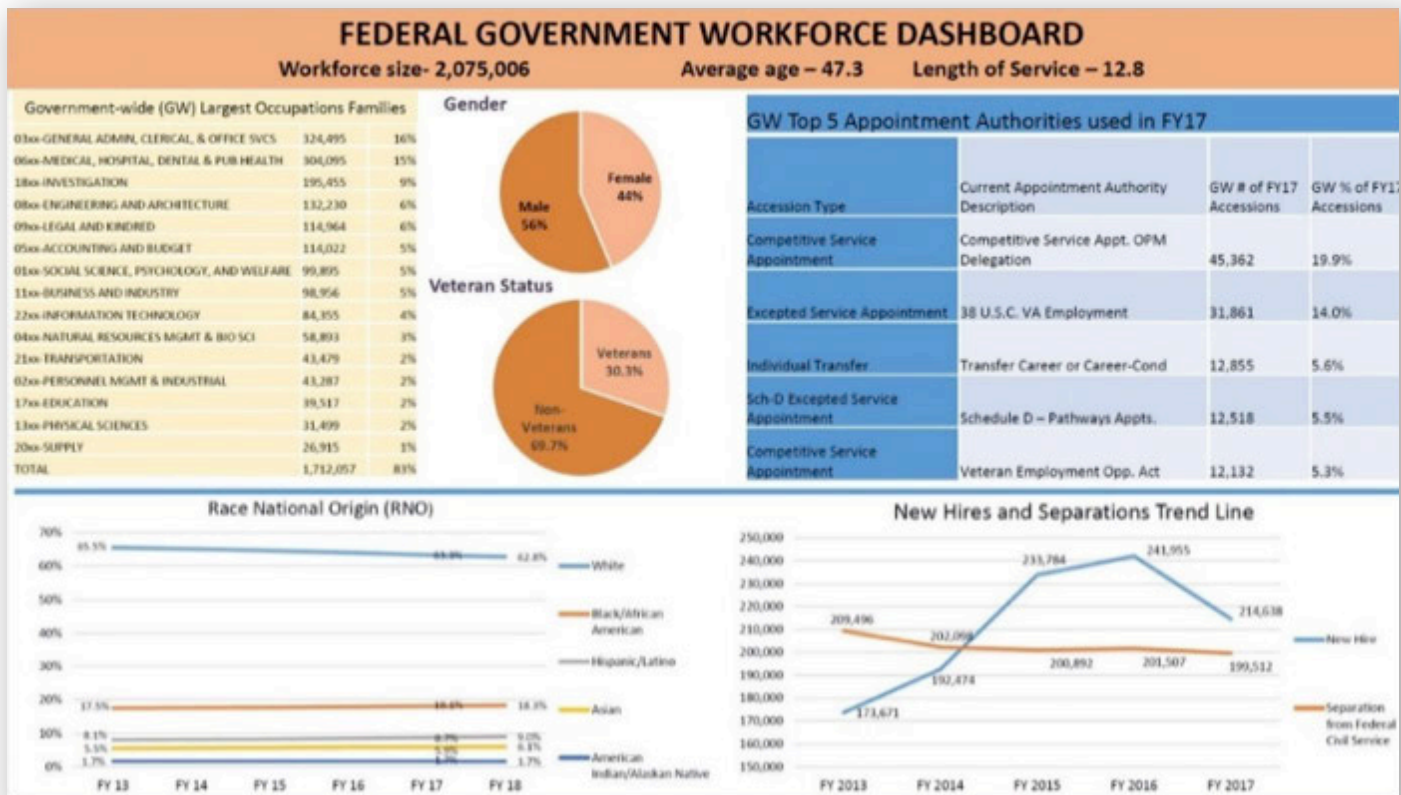
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#### **March 27, 2018**

The Deputy CHCOs met to review Mission Critical Occupations/FAST Government-wide Strategy and progress. DHS CF/CHCO provided an update on E-Verify. The Executive Director engaged the group in a discussion of the new Competitive Service Act’s provisions to share certificates among agencies on like-hires. Earlier in the fiscal year, the House Committee on Oversight and Government Reform urged OPM and the CHCO Council to develop guidance about tables of penalties. The Deputy CHCOs discussed each agency’s approach to standardizing how to manage misconduct, for example, via use of a Table of Penalties.

June 12, 2018

State Department created its first agency-wide Results-Oriented Performance Culture Human Capital Accountability Review (HCAR). The Document shared 29 performance management and 23 recruitment plans of action best practices. Notable achievements were highlighted in “innovation Spotlights” and showcased during a formal presentation to all Senior HR Officers.



The Deputy CHCOs were briefed by the OPM Employee Services team on newly developed Agency Workforce Dashboards. The Dashboards included Federal data juxtaposed with individual agency data about that agency’s largest occupations families, breakout of Gender and Veteran Status as well as the top five appointment authorities used at each agency. The data presented a graph of Race National Origin data, and a record of new hires and separations trend line.

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EPA's CHCO reported they reduced their average hiring timeline by 47% — from an average of 135 days in Oct 2017 to 71 days in Sep 2018. By reviewing their process and making targeted improvements, they implemented a LEAN Management System. They adopted rules to stop hiring actions that have taken more than 30 days to review and approve. If the hiring manager is unresponsive for more than 5 calendar days, the action is returned. The new system allows the HR staff to focus constrained resources and limited time on the priority hiring actions.

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Agencies were able to compare their time-to-hire with other agencies' data. Agencies were given retirement eligibility, rate, and trend information and could compare their global satisfaction and engagement indexes from the OPM FEVS. A heat map of the United States was developed to show the location of Agency personnel. The Dashboard included average age charts, percent of new hires retained after two years and the distribution of grades. The Dashboards were posted on the CHCO Council website so agencies could compare and collaborate with like-situated agencies.

OPM provided an update on the PMF Leadership Development Program and discussed the Combined Federal Campaign Program.

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In FY 2018, USDA's CHCO organization implemented a hiring plan to ensure hiring is aligned to mission priorities. By leveraging new data dashboards that provide real time insight into retirements and attrition, it allows managers to be more proactive on workforce planning, employee development and succession planning.

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### August 9, 2018

The CHCO Council Chair convened the Deputy CHCO Council in OPM's Pendleton room to receive a briefing from the Equal Employment Opportunity Commission (EEOC) Commissioner on harassment in the Federal workplace. The CHCO website has linked to the EEOC study on harassment in the Federal workplace



OPM's Tim Curry briefed the Administration's new EOs at the August Deputy CHCO Council meeting.

to widen distribution within the HR community. OMB presented Evidence and Data Driven Decision Making statistics. The Office of Shared Solutions and Performance Improvement (OSSPI) updated the Deputies on New Pay and the Shared Solutions Government Board (SSGB). OPM presented material about the Program Management Improvement Accountability Act (PMIAA). OPM discussed requirements to revise the Federal reduction-in-force (RIF) rules.

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The Social Security Administration’s CHCO dramatically improved administration of its EEO program, exceeding government-wide benchmarks and fast approaching the EEOC definition of “Model EEO Status.” SSA improved complaint processing timeliness rates for investigations from 20.9% in FY 2015 to 93.3% in FY 2018; increased final agency decision timeliness rates from 15.1% in FY 2015 to 87.5% in FY 2018; and acceptance/dismissals timeliness rates from 33% in FY 2015 to 94.99% in FY 2018.

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### November 13, 2018

The Deputy CHCOs assembled to discuss apprenticeships, employee services and training solutions to manage human capital.

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In 2018, USDA adopted an enterprise labor relations and employee relations tracking system. The USDA CHCO said, “Having greater visibility in to Labor Relations and Employee Relations matters will ensure timely action and decision-making as well as consistency and fairness.”

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DOL representatives updated the status of Federal apprenticeships and currently-used tools to enhance this program. OPM presented statistics on developing the workforce based on demographic overhaul data since 1978. OPM introduced the Foresight Program and updated on the status of agencies regulation requests and CHCO asks. OPM updated suitability executive training and presented training techniques to improve quality of human capital outcomes.

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State’s Office of Accessibility and Accommodation implemented a SharePoint tool to capture and track reasonable accommodation (RA) approvals and procurement of recommended solutions. The approach decreased the average RA processing time by 17% during the past year. It resulted in a significant decrease in the number of EEO complaints/payments based on denial of reasonable accommodations.

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## **IV. CHCO Council Activities:**

### **D. Joint Cross-Agency Council Meetings**

The CHCO Council led and participated in joint Council meetings with other Cross Executive Councils (CXOs) in FY 2018.

#### **Joint CHCO-CFO Council Meetings**

In January 2018, the CIO Council participated in the CHCO Council session reviewing the recently-completed Cyber Recruiting event and Cyber hiring strategies used by the National Security Agency (NSA). The Financial Management (FM) Community Managers and CFOs joined the CHCO Council in March for discussions on obstacles impacting the staffing of key FM positions.

DHS developed an innovative approach to recruit, interview, and hire by conducting, large-scale recruiting and hiring events. DHS leveraged existing hiring flexibilities, enabling hiring managers to identify, interview, and select exceptional candidates directly at the event. The Cyber Recruiting Event resulted in 433 tentative job offers.

#### **Cross-CXO Event**

The CHCO, CFO, CIO, CAO and other Executive Councils combined for a Cross-CXO President's Management Agenda (PMA) rollout event on March 19, 2018. The Cross Agency Priority (CAP) goals were presented by GSA Administrator, Emily Murphy. OMB's Peter Warren introduced the PMA and outlined the Workforce for the 21st Century CAP goals oversight and governance process. The CXO's then broke out into specialty sessions.

EPA's Employee Services group consolidated their Employee Assistance Program under one contract, resulting in savings totaling over \$188,000/year. Prior to April 1, 2018, EAP services were provided agency-wide through 10 separate Interagency Agreements and 9 separate contracts at an annual cost of approximately \$361,000. The new contract is not only cost effective, but EPA reports that utilization rates of the EAP services increased from 2% to 8.5%, an indicator that people are aware of the services and find the services useful to support personal and work/life needs.

## Joint CHCO-CIO Event

OPM's Deputy Director Rigas (second row, second from right) and Federal CIO Suzette Kent, (first row, left) made presentations at the Joint Principals meeting with CHCOs and CIOs.



The Joint CHCO-CIO Principals meeting convened December 19, 2018. OPM Deputy Director, Michael J Rigas, welcomed the group of over 60 CIOs and CHCOs. OPM updated the attendees on current proposed rulemaking that was out for comment. OPM also provided cybersecurity and related direct hire authority overview and interpretive guidance for cybersecurity positions.

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**DHS briefed its new Cybersecurity Personnel System at both the CHCO Council Fall Forum and the Joint CIO-CHCO Council session. The new system, expected to be effective in FY 2020, will be a merit-based, mission-focused talent management system for the 21st Century.**

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Three agency CIOs updated the members on IT pilots underway. State's CIO briefed on State Department's Civic Digital Fellowship. HHS shared insights on their Veterans Apprenticeship pilot. CIOC Workforce Committee Co-Chair provided details about the Reskilling Academy and reported that over 750 candidates applied for the pilot program.



OPM’s Strategic Workforce Team provided an update on Cybersecurity work roles and the National Initiative for Cybersecurity Education (NICE) workforce framework. Acting CHCO Council Chairperson Margaret Weichert delivered remarks about the PMA and the importance of making steps toward progress every day. DHS briefed the joint session on DHS’s NICE Coding Framework and their new Cyber Personnel System. The Federal CIO, offered closing remarks and calls to action.

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**DHS’s Formal Mentoring Program more than tripled in size from 2017 to 2018 with nearly 400 employees participating.**

**\*82% rated the program favorably for helping to facilitate professional growth and development.**

**\*81% found the program gave them new tips and techniques to do the job better and feel more productive.**

**\*80% said they gained an understanding of the organizational values, mission and culture and, with the help of their mentoring partner, were able to plan their career trajectories and gain valuable perspectives; and**

**88% would recommend participation in the Mentoring program to a colleague.**

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## **Workshop**

The CHCO and CIO Councils held a Joint Council Workshop on January 29, 2018, which provided members a deep-dive into the next steps in implementing the Federal Cybersecurity Workforce Assessment Act using the NICE Cybersecurity Workforce Framework. OPM discussed the key milestones and future plans for agencies to begin coding and identifying their most critical work role skill shortages. DHS provided a hands-on demonstration of their “Push Button Position Description” tool.

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**National Science Foundation (NSF) announced a “Career Compass Technology Challenge” to seek private sector technology solutions to build a tool to help identify future Federal jobs based on employee skills and aspirations. This can help identify a career path based on skills, facilitate reskilling, and create a government-wide talent marketplace.**

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The December 14, 2018 CHCO Bulletin featured the FTC, top, and the SBA, bottom, for 2018 Best Places to Work in the Federal Government.

**CHCO COMMUNITY NEWS**

On Wednesday, the Partnership for Public Service announced the **2018 Best Places to Work in the Federal Government Rankings** and honored the five top-ranked Best Places to Work agencies in each of the four groupings, as well as the most improved agencies and subcomponents.

Congratulations to all the top-ranked Best Places to Work agencies, CHCOs,



[www.chcocouncil.gov](http://www.chcocouncil.gov)

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**Upcoming Meetings**

**Joint CHCO & CFO Council Meeting: December 19th**

**Full Council: January 15th**

**Deputy CHCO Meeting: January 24th**

*CHCO's Deputy & Assistant CHCOs may access meeting materials. All meetings and events can be found [here](#).*

**In Case You Missed**

**OPM Memos**

[Executive Order 13833: Promoting Accountability and Improving Performance Procedures Consistent with Merit System Principles – Data Collection Requirement for Fiscal Year 2018](#)

[Preparations for Competency Assessment of Program and Project Managers](#)

[Updated Guidance for Submission of Collective Bargaining Agreements and Arbitration Awards in Accordance with EO 13833 – Developing Efficient, Effective and Cost-Reducing Approaches to Federal Sector Collective Bargaining](#)

The Small Business Administration received recognition as the most improved along with Federal Trade Commission for mid-size agencies. It noted an 8% improvement (to 61%) on employees responses to “My workload is reasonable,” and a 7% improvement (to 69%) on responses to the question, “Supervisors in my work unit support employee development.”

## V. CHCO Council Communications

The Council provides members and the Federal HR community communication options to ensure timely and effective communications.

### Weekly CHCO Bulletins

The weekly CHCO bulletin disseminates pertinent and timely Council information to CHCOs on a wide range of HR topics every Friday. The consolidated nature of this bulletin is meant to reduce the e-mail flow and streamline key communications, reminders, and community highlights across the Federal Government. In addition to CHCO Council members, the bulletin has an audience of more than 700 readers each week and an average open rate above industry standard (25%).

### Website

CHCOC.gov serves two purposes. On the public side, the Council displays information to inform the public about the Council and current members. It also provides the HR community with current OPM guidance through transmittals and memos. In a recent GAO report, GAO “found that in some instances, the CHCO Council’s website included more up-to-date information issued by OPM that was not found on OPM’s performance management website.”

The Council’s website includes various OPM memoranda to CHCOs, Human Resource Directors, and Heads of Agencies. The following list provides the 87 memorandums since FY18.

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**GSA saw major improvements in its OPM FEVS teamwork scores in 2018, ranking in the top 5 for mid-sized agencies. Some noteworthy improved scores:**

**9% improvement since FY 2014 on “I feel encouraged to come up with new and better ways of doing things (71%)**

**14% improvement since FY 2014 on “Employees have a feeling of personal empowerment with regard to Agency work processes” (61%)**

**14% improvement in “Creativity and Innovation are rewarded” (55%)**

**16% improvement in “Employees are recognized for providing high-quality products and services” (65%)**

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<b>Date</b>	<b>Transmittal Title</b>
2-Jan-18	Emergency Leave Transfer for Federal Employees Adversely Affected by the California Wildfires December 2017
3-Jan-18	Continued Pay Freeze for Certain Senior Political Officials
11-Jan-18	Implementing Policy Guidance for the Competitive Service Act (Shared Certificates)
11-Jan-18	Annual Data Call for SES, SL and ST Performance Ratings, Pay and Awards for FY 2017
24-Jan-18	Pay and Leave for Employees Affected by the Lapse in Appropriations and Continued Pay Freeze for Certain Senior Political Officials
2-Feb-18	New Recruitment, Relocation, and Retention Incentive Waiver Request Templates and Updated Calculation Fact Sheets
7-Feb-18	2018 Federal Workforce Priorities Report
13-Feb-18	Release of the 2017 Senior Executive Service (SES) Onboarding Survey Report
13-Feb-18	Nominations for FY 2018 Presidential Rank Awards
16-Feb-18	Pay for Employees Affected by the Lapse in Appropriations and Continued Pay Freeze for Certain Senior Political Officials
22-Feb-18	Fiscal Year 2017 Federal Executive Board National Network Annual Report
23-Feb-18	Political Appointees and Career Civil Service Positions
6-Mar-18	Federal Work-Life Survey Results
8-Mar-18	National Prescription Drug Take-Back Day, Saturday April 28, 2018
13-Mar-18	Request for Data on Student Loan Repayments
26-Mar-18	Pay-Related Legislative Changes in the National Defense Authorization Act, FY 2018
26-Mar-18	Evaluation System Standards
2-Apr-18	Guidance for Identifying, Addressing and Reporting Cybersecurity Work Roles of Critical Need
3-Apr-18	Keeping Applicants Informed Throughout the Federal Hiring Process
4-Apr-18	2018 FEDERAL EMPLOYEE VIEWPOINT SURVEY
6-Apr-18	Continued Pay Freeze for Certain Senior Political Officials
6-Apr-18	Policy guidance on Career and Career-Conditional Employment
10-Apr-18	Issuance of Weather and Safety Leave Regulations
23-Apr-18	Update to Fiscal Year 2018 Prevailing Rate Pay Adjustments
23-Apr-18	Chief Human Capital Officers and Council Future Composition
7-May-18	Implementing Policy Guidance for 5 U.S.C. 3322 – Voluntary Separation Before Resolution of Personnel Investigation
21-May-18	Federal Supervisory Training Program Survey Results
23-May-18	Direct Hire Authority for Science, Technology, Engineering, Mathematics and Cybersecurity Positions
23-May-18	Promoting Wellness for Federal Employees; Employee Health and Fitness Month
30-May-18	Implementation of Volunteerism in the Combined Federal Campaign
11-Jun-18	Preliminary Report on Agency Cybersecurity Work Roles of Critical Need due August 31, 2018
11-Jun-18	Washington Capitals Parade in Washington, DC
25-Jun-18	Human Capital Review Guidance
5-Jul-18	Guidance for Implementation of Executive Order 13839 - Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles
5-Jul-18	Guidance for Implementation of Executive Order 13836 - Developing Efficient, Effective, and Cost-Reducing Approaches to Federal Sector Collective Bargaining
5-Jul-18	Guidance for Implementation of Executive Order 13837 – Ensuring Transparency, Accountability, and Efficiency in Taxpayer-Funded Union Time Use

<b>Date</b>	<b>Transmittal Title</b>
10-Jul-18	Executive Order – Excepting Administrative Law Judges from the Competitive Service
18-Jul-18	OPM Special Study – Excepted Service Hiring Authorities: Their Use and Effectiveness in the Executive Branch
8-Aug-18	Continuation of National Emergency in Iraq
10-Aug-18	Impact of WMATA Major Capital Improvement Project on Washington, DC, Area Federal Employees
16-Aug-18	Agency Disabled Veterans Affirmative Action Program (DVAAP) Annual Reporting
16-Aug-18	2018 Combined Federal Campaign
29-Aug-18	Updated Guidance Relating to Enjoinment of Certain Provisions of Executive Orders 13836, 13837, and 13839
7-Sep-18	2018 WellCheck Administration
10-Sep-18	Coaching in the Federal Government
13-Sep-18	Human Resources Flexibilities and Procedures for Hurricane Season
2-Oct-18	National Work & Family Month
2-Oct-18	Emergency Leave Transfer for Federal Employees Adversely Affected by the California Wildfires
4-Oct-18	President’s Management Agenda Cross-Agency Priority Goal 3: Improve Performance Management and Engagement
4-Oct-18	Protect Yourself and Your Loved Ones this Flu Season
10-Oct-18	Interpretive Guidance on Section 5 Ensuring Integrity of Personnel Files Contained in Executive Order 13839
11-Oct-18	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Florence
11-Oct-18	Announcing Government-wide Direct Hire Appointing Authorities
12-Oct-18	2018 Annual Review of Special Rates (Data Call)
12-Oct-18	2018 Telework Call for Data
15-Oct-18	Issuance of Final Interpretive Guidance for Cybersecurity Positions
22-Oct-18	Program Management Improvement Accountability Act – Program and Project Managers Workforce Survey
22-Oct-18	Request for the Annual Federal Equal Opportunity Recruitment Report, Hispanic Employment Report, and People with Disabilities Report for FY 2018
23-Oct-18	Resources for Disability Self-Identification Efforts
26-Oct-18	Human Capital Framework Evaluator Training
2-Nov-18	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Michael
8-Nov-18	Additional Guidance Relating to Implementation of Executive Orders 13836, 13837, and 13839
14-Nov-18	Senior Executive Service (SES) and Senior-Level (SL) and Scientific and Professional (ST) Performance Appraisal System Certification Changes
16-Nov-18	Governmentwide Dismissal and Closure Procedures
20-Nov-18	Updated Guidance for Submission of Collective Bargaining Agreements and Arbitration Awards in Accordance with EO 13836 - Developing Efficient, Effective, and Cost-Reducing Approaches to Federal Sector Collective Bargaining
2-Dec-18	National Day of Mourning for President George H. W. Bush; Federal Government Closure on Wednesday, December 5, 2018
4-Dec-18	Preparations for Competency Assessment of Program and Project Managers
11-Dec-18	Executive Order 13839, Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles – Data Collection Requirement for Fiscal Year 2018
14-Dec-18	Call for Biennial Review Submission for Executive Allocations for Fiscal Years 2020 and 2021 (Part I)
19-Dec-18	Excusing Federal Employees on Monday, December 24, 2018
28-Dec-18	Executive Order for 2019 Pay Schedules
28-Dec-18	2018 Annual Review of Special Rates (Results)
28-Dec-18	Fiscal Year 2019 Prevailing Rate Pay Adjustments

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## VI. Other Council Activities:

### A. CHCO Council Fall Forum

Participants gathered at the 2018 Council Fall Forum, held at the Federal Executive Institute in Charlottesville, VA.



**October 18 - 19, 2018**

The Council holds an annual event to focus on strategic planning and goal-setting for the next fiscal year. All Chief Human Capital Officers and their Deputies attend this meeting that features presentations from the OPM Director, OPM senior leaders, and other government and industry professionals. Through roundtable discussions, presentations, breakout groups, and training sessions, CHCOs work on solutions to the most critical human capital issues facing the Federal government. The 2018 Fall Forum had 65 participants from all 27 agencies.

DOE launched a new, cloud-based Learning Management System (Learning Nucleus) in April 2018, strengthening learning and development by providing easy access to e-Learning content and development modules supporting Individual and Executive Development Plans, competency assessments and mentoring. Since the successful launch in April, 98% of all DOE employee have accessed the new LMS, resulting in over 63,000 course completions.

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DHS sponsored its first-ever DHS Academic and Professional Development Symposium in November 2018 to foster employee awareness of homeland security-related educational programs and development opportunities, and to enhance employee professional growth and retention. The symposium offered overviews of the DHS mentoring, coaching, rotations, joint duty, leader development framework, and education programs; interactive discussions with various schools on careers in cybersecurity and emergency management; information on various certificate programs; and a resume writing workshop. Simultaneously, the DHS Education Fair took place showcasing more than 40 colleges and universities with over 750 DHS employees attending.

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The focus at the Forum was on Federal hiring, with a particular emphasis on how to attract candidates under 30 years old to the civil service, as part of an agency’s comprehensive recruiting program—a critical element under the PMA Workforce for the 21st Century sub goal to “Acquire Top Talent.” With 18% of workforce eligible for retirement, and 39% expected to be eligible for retirement by FY 2024, creating a viable pipeline of future talent from all segments of society is a key element to succession planning. Small agencies reported 80% of their workforce will be retirement eligible by 2020. Nationally, 25% of the private sector workforce is under age 30. Only 8% of the Federal workforce is under age 30.

**Key Objectives:**

- Understand what informs career choices for talent under 30 years old.
- Identify the power of Human Center Design to reshape agency recruitment and hiring policies and practices.
- Learn how to adapt and get ahead of the 2018 Global HC Trends, specifically on “The rise of the social enterprise.”
- Comprehend how private sector companies are reimagining talent acquisition.
- Share innovative outreach, hiring, and learning management practices that can be applied throughout the Federal Government.
- Strengthen leadership of multigenerational groups.



### Topics & Speakers

Dr. Meg Jay, author of *The Defining Decade*, shared insights about her research and study as it relates to recruiting “twenty-something” year olds to join the Federal workforce.

The OPM Innovation Lab used Human Centered Design techniques and provided the CHCOs with firsthand exposure to students (i.e. Military Spouses, Veterans, Cyber, and Public Policy) during their application experience across different employer (private, intelligence, domestic agencies, etc.) hiring websites. NSA shared its new career website, [IntelligenceCareers.gov](http://IntelligenceCareers.gov) as well GenCyberCamps.



Dr. Meg Jay observed student job application usability during a design lab experience.



OPM's Deputy Director Rigas, right, and John Forsythe, left, on day two of the CHCOC Fall Forum listening to briefings provided by the CHCOs.

Acting CHCO Council Chairperson Margaret Weichert shared afternoon remarks that discussed the PMA and civil service modernization.

A panel discussion on “Effective College Outreach” with USDA, DOE, NSA and USDS was held.

OPM’s Center for Leadership Development spoke about the ways the center is transforming to serve future government leaders.

The Federal Executive Institute (FEI) facilitated an emergency management tour in Charlottesville, VA, focused on managing workplace conflict.

Deloitte’s John Forsyth discussed the “2018 Global Human Capital Trends Report: Rise of the Social Enterprise.” The goal was to help CHCOs understand how their Federal personnel challenges are being handled in the private sector.

DHS's Angie Bailey briefed on innovations planned for their cybersecurity workforce in a new personnel system, the DHS Cybersecurity Personnel System.

DoD provided an overview of the Defense Department's Learning Management System consolidation efforts using the USALearning capabilities.

The Institute for Corporate Productivity (i4cp) discussed an in-depth study on IT talent acquisition, which includes practices from LinkedIn, Apple, and other companies that focus on recruiting candidates under 30 year olds with or without college degrees.

OPM shared "USAJOBS: Agency Branding," an introduction on the concept of agency branding to recruit, engage, and nurture relationships to develop talent. This discussion highlighted tools available to build a Federal workforce pipeline that saves time and minimizes resources needed.

OPM provided information on the Administration's actions planned as part of civil service modernization.

The Forum concluded with FEI's facilitation of an interactive workshop on "Leading Multigenerational Groups."

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DHS's CHCO provided a bleak reminder for just how overdue the Federal government is for civil service reform and why the aging system doesn't meet the demands of a 21st Century Workforce:

- The current General Schedule (GS) system was created by the Classification Act of 1949
  - The American flag had 48 stars
  - The prototype for the first commercial passenger jet airliner flew
  - The first modem was developed (the word itself came a decade later)
  - The maximum salary for a GS-15 employee was \$11,000/year
  - The Federal workforce was primarily composed of narrowly-defined, clerical jobs
  - If the GS were a person, it would be eligible for full Social Security benefits
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USDA’s CHCO discussed Agriculture’s partnership with OPM to implement a “OneUSDA” internship program. It strategically aligns internship programs with workforce needs and makes it easier for interns to apply. USDA shifted from 290 disparate job announcements to a consolidated set of announcements that allows students to apply once and be considered by an USDA agency. USDA received nearly 11,000 applications for the OneUSDA internship.

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## Discussing best practices at the 2018 CHCO Council Fall Forum

**Top left: CHCOC Executive Director Sara Ratcliff and DoD’s CHCO, Anita Blair.  
Lower left: DOI’s CHCO, Raymond Limon and SSA’s CHCO, Marianna LaCanfora.  
Lower right: DOC’s CHCO, Kevin Mahoney and DHS’s CHCO, Angie Bailey.**



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## VI. Other Council Activity:

### B. CHCO Council Committees and Workgroups

#### Legislative and Administrative (L&A) Reform Workgroup

The L&A Reform workgroup met from Nov 2017- March 2018. The group explored options for making regulatory changes to existing OPM rules. The group's focus centered on talent acquisition, performance management, compensation, and benefits.

DOE recalibrated its expectations regarding executive performance to ensure meaningful distinctions were being made in performance based on the difficulty of the roles, the quality of the executive leadership demonstrated, and the results achieved for the agency. DOE placed greater focus and more rigor on applying the existing performance definitions for each rating level, as defined by OPM. As a result, in FY 2018, Level 5 ratings decreased from 52% to 30%.

#### Sprint Subcommittees

The CHCO Council Chair re-established seven subcommittees chaired by CHCO Council members. The subcommittees were Hiring, Pay & Compensation, Accountability and Performance Management, SES Reform, Employee Development, Shared Services, and Information Technology.



In May, the Council kicked off the first four subcommittees listed above. They met to finalize the recommendations by June. The Chairs consulted with the Council Chair and OPM.

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DHS conducted a study to determine whether its Senior Executive Candidate Development Program (SES CDP) affected program graduates' job performance. DHS found that SES CDP graduates were rated higher in overall job performance in all five Executive Core Qualifications than their peers who had not been enrolled in the SES CDP.

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### **Executive Delegations Committee**

The acting CHCO Council Chairperson, Margaret Weichert, assembled a small group of large agency CHCOs and other agencies to identify regulation reforms OPM can make quickly. The group is expected to report its recommendations in Q2 of FY19. It is comprised of five key strategic CHCOs: DoD, DHS, DOI, GSA and NASA. The Committee's goal is to develop regulatory and administrative reforms to advance HR proposals that maximize agency mission-advancing authority.

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As part of the FY 2018-2022 National Defense Business Operating Plan and the DoD Civilian Human Capital Operating Plan, DoD implemented a hiring improvement initiative requiring military departments and Fourth Estate Defense Agencies and Field Activities to implement the Hiring Improvement Initiative Action Plan. As a result, the Army and Fourth Estate achieved annual reductions, with Army reducing fill time by 16 days, and the Fourth Estate reducing fill time by 6 days. Other DoD Components are postured for improvement in FY 2019.

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