



Chief Human Capital Officers Council

**FY 2008 Subcommittee
Mission Statements
and Operational Goals**



Chairman's Message

Fiscal Year (FY) 2007 can best be described as a time of continued growth and success for the Chief Human Capital Officers (CHCO) Council, as we continued to build on the structural and organizational changes made in the previous year. For example, in FY 2007, the CHCO Council's six subcommittees accomplished a number of activities that helped raise the profile of the Council. Select accomplishments of the subcommittees from last fiscal year are listed in Appendix 1 of this strategic document.

In addition, several subcommittees planned and organized CHCO Council Training Academy sessions, which proved to be an effective way to highlight and showcase agency human capital practices. In fact, FY 2007 was a banner year for the academy, as over 300 staff members from CHCO Council agencies attended the six sessions.

The CHCOs also had the opportunity to hear from several outside speakers at our full-Council meetings during FY 2007. The guest speakers represented a variety of groups, including, the Interagency Security Committee within the Department of Homeland Security, the U.S. Equal Employment Opportunity Commission, the Centers for Disease Control, the office of Federal Occupational Health, Federal Employee organizations, the Council for Excellence in Government, the Gallup Organization, and Congressional staff.

The ability to accomplish these activities successfully is attributed to the partnership between the U.S. Office of Personnel Management (OPM) and the members of the CHCO Council. Continuing the practice established in FY 2007, which provided the framework for success, the enclosed FY 2008 CHCO Council subcommittee goals were developed through collaboration between OPM, the CHCOs, and their Deputies and staff.

The goals outlined in this plan solidify the Council's commitment to identifying, addressing, and showcasing key human capital challenges and practices.

I commend each of the subcommittee chairs for their leadership and dedication to the CHCO Council and the Federal human capital community at large. Their level of engagement is a key indicator that the CHCO Council continues to evolve and expand its sphere of influence.

A handwritten signature in blue ink that reads 'Linda Springer'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Linda M. Springer

Subcommittee on Emergency Preparedness

Mission Statement

The mission of the Subcommittee on Emergency Preparedness is to assist OPM in establishing policies and procedures that enable Federal agencies to continue their operations, while safeguarding their employees. In times of crisis, it is imperative that the Federal Government continues to effectively execute its mission, while responding to the crisis and leading the effort to restore normal operations. Inherent in this responsibility is assuring the safety and well being of its employees, who are both a valued resource and key to the important day-to-day governmental operations.

Subcommittee Goals for FY 2008

- Work with OPM to (1) develop and improve measures for Federal telework programs and (2) highlight practices to assist managers in understanding the value of telework.
- Provide human capital input to the entities (i.e. Homeland Security Council and the Sub-Policy Coordinating Committee on Pandemic Influenza) that are developing Pandemic Influenza guidance for Federal employees living abroad.
- Partner with the Federal Chief Information Officers Council to provide the necessary linkage between the human capital and technological issues associated with the Federal Government's operational effectiveness during an emergency, including a potential Pandemic Influenza outbreak.
- Identify human capital strategies developed for a pandemic health crisis to determine their applicability to other local and/or national emergencies.
- Work with OPM and the Interagency Security Committee to identify and share best practices in preventing violence in the workplace.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

Subcommittee on Hiring and Succession Planning

Mission Statement

The mission of the Subcommittee on Hiring and Succession Planning is to support innovative marketing and recruitment strategies, a simplified and streamlined hiring process, and a structured succession planning effort necessary to obtain and develop the diverse talent needed to meet the complex mission requirements of the 21st Century Federal workforce.

Subcommittee Goals for FY 2008

- Work with OPM to continue identifying and promoting hiring flexibilities.
- Partner with OPM to conduct an analysis of the direct hiring authorities, including recommendations for process improvements.
- Work with OPM and the Chief Acquisition Officers Council to develop a succession planning template, including knowledge transfer strategies, for the acquisition occupation.
- Continue to work with OPM to monitor the use of the return-on-investment tool for the Career Day Job Fair program and identify improvements as needed.
- Work with OPM to improve USAJOBS by (1) developing transparent linkages to the Career Patterns initiative and (2) updating the system's customer satisfaction survey.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

Subcommittee on the Human Capital Workforce

Mission Statement

The Federal human capital workforce is transforming from a transaction-based environment to a more strategic and consultative role. The subcommittee will lead the transition by reviewing, developing and recommending strategies and a framework to promote and foster this evolution.

Subcommittee Goals for FY 2008

- Provide recommendations to the full Council to expand the existing Human Resource Management Competency Model by adding competencies that position Human Resources to serve as strategic consultants.
- Work with OPM to draft a white paper on the future of Human Resources in the Federal Government.
- Partner with OPM to host and lead the 2008 Federal Human Capital Innovations Summit.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

Subcommittee on Human Resource Line of Business

Mission Statement

The CHCO Council Subcommittee on the Human Resource Line of Business (HRLOB) supports Governmentwide efforts to transform the delivery of Human Resource services within the Federal Government, so that agencies can devote their time and effort to the more strategic management of human capital. This subcommittee, as part of the governance structure of the Office of Personnel Management's HRLOB Program is focused on ensuring that this transformation is implemented successfully across Government.

Subcommittee Goals for FY 2008

- Assist members of the CHCO Council in staying up-to-date on HRLOB activities to ensure that they understand the potential impact on their agencies.
- Support and provide strategic direction to the HRLOB on the establishment and ongoing operations of Shared Service Centers and the migration of agencies to Shared Service Centers during FY 2008 and beyond.
- Provide high-level policy guidance and support to OPM and various Governmentwide groups working on strategic HRLOB initiatives.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

Subcommittee on Learning and Development

Mission Statement

The mission of the Subcommittee on Learning and Development is to help create a culture of continuous learning and employee development that will facilitate performance improvements that spread throughout the Federal Government. To enhance and improve organizational performance, the Subcommittee on Learning and Development will examine, explore, and propose new and existing learning and development programs.

Subcommittee Goals for FY 2008

- Continue enhancements in learning and development by (1) working with OPM to make further improvements to the Catalogue of Leadership and Development Programs and (2) identifying and highlighting agency practices in supervisory training and development.
- Organize and host a CHCO Council Training Academy session to showcase agencies and/or organizations outside the Federal Government that utilize innovative training methods.
- Work with OPM to (1) identify and showcase agencies that run an effective program for the Presidential Management Fellows (PMF) and (2) explore ways to track conversion/retention rates of PMFs.
- Partner with OPM to prioritize occupations for which competency models might be developed and/or updated.
- Provide support for the implementation of the National Security Professional Development program.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

Subcommittee on Performance Management

Mission Statement

The mission of the Subcommittee on Performance Management is to help improve performance management in the Federal Government by assessing and highlighting best practices, participating in the formation of regulatory and programmatic agendas relative to performance management, recommending strategies for enacting legislation, and recommending oversight and programmatic changes.

Subcommittee Goals for FY 2008

- Partner with OPM to implement the Senior Executive Service Performance Appraisal Assessment Tool (PAAT) and provide lessons learned for the Fiscal Year 2009 assessment cycle.
- Work with OPM to identify lessons learned in establishing alternate pay for performance systems in the Federal Government.
- Organize and host a CHCO Council Training Academy session on performance management issues.
- Work with OPM to identify, highlight, and share agency practices that foster results-oriented, performance-based cultures.
- Advocate on behalf of legislative proposals that support the mission and goals of the subcommittee.

APPENDIX 1

FY 2007 Key Activities of the Subcommittees

FY 2007 was a breakthrough year for the CHCO Council's six subcommittees as they were responsible for a number of accomplishments and activities that raised the profile of the Council and facilitated the sharing of human capital practices for its members.

The following provides a summary of the key milestones accomplished in FY 2007:

Subcommittee on Emergency Preparedness

- The subcommittee provided several recommendations to OPM regarding the development of a human capital related communication strategy for employees regarding Pandemic Influenza. The suggested strategies focused on such topics as (1) including a discussion on the human capital policies and options available during an emergency; (2) soliciting union input when developing the communication plan; (3) delivering the message through various communication tools, e.g., web casts; and (4) establishing a coordinated outreach program with local Federal Executive Boards, who in turn, can communicate to local Federal agencies.
- The subcommittee provided recommendations to OPM for human capital initiatives that should be included in emergency preparedness table top exercises. Recommendations were based on a Department of Defense exercise designed to assess preparations to support two major objectives during a Pandemic Influenza outbreak, including (1) the capability of civilian personnel to continue assigned mission essential functions and (2) the organization's ability to provide for the well being of employees prior to, during, and following an outbreak.
- The subcommittee also worked with OPM on the Pandemic Influenza "town hall" meetings to educate the Federal workforce on policies and procedures relating to an outbreak. By the end of FY 2007, four Departments and Agencies (Department of Education, the Office of Personnel Management, the General Services Administration, and the Department of Energy) held town hall meetings for their employees. Several other town hall meetings are scheduled for early FY 2008.
- The subcommittee arranged a briefing on a Department of the Navy automated tool for tracking employees during an emergency, which was subsequently adopted by an agency on the subcommittee.

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Subcommittee on Hiring and Succession Planning

- The subcommittee provided OPM with suggested marketing strategies to educate Federal managers on the highlights of the USAJOBS system. OPM is considering ways to incorporate the document into the agency's overall USAJOBS marketing strategy.
- The subcommittee provided recommendations to OPM on ways to improve and streamline the hiring process. The recommendations included policies OPM is pursuing such as (1) creating flexibility for part-time schedules in transition to retirement without a penalty to an employee's retirement and (2) developing a comprehensive policy for agencies to employ annuitants on a short-term basis.
- The subcommittee worked with OPM and the Partnership for Public Service's "Call to Serve" initiative on a tool for measuring the return on investment for Federal Career Day Job Fairs, which was piloted at the Louisiana State University in September 2007.

Subcommittee on Human Capital Workforce

- The subcommittee worked with OPM to develop, host, and co-sponsor the first Human Capital Innovation and Transformation Summit. The goal of the summit was to discuss the future direction of Federal human capital management. Invited participants included the Council members, along with five prominent thought leaders from private industry, academia, and government.
- This subcommittee held a one day meeting with the human resource executive team at America On-Line (AOL) in order to learn and share human capital practices with private industry.
- The subcommittee, in conjunction with an interagency working group of Human Resource Directors, developed a list of future-focused competencies for Federal Human Resource Management professionals, including flexibility; information management; decision making; creative thinking; planning and evaluating; and influencing/negotiating.

Subcommittee on Human Resources Line of Business

- The subcommittee sponsored and organized the April 2007, CHCO Council Training Academy session on the HRLOB. Presentations were made by OPM, the Department of Defense, the General Services Administration, and the Environmental Protection Agency.
- The subcommittee worked with OPM and OMB on a list of frequently asked questions for the HRLOB initiative, which are posted on the OPM website.
- The subcommittee chair briefed the Multi-Agency Executive Steering Committee, the interagency governance component of the HRLOB, to share goals of the subcommittee and discuss the importance of this migration.

FY 2008 SUBCOMMITTEE MISSION STATEMENTS AND OPERATIONAL GOALS

- The subcommittee met with GSA officials involved in various aspects of Lines of Business, including the component of GSA that is establishing the private sector schedule in partnership with OPM.
- Subcommittee members worked with OPM and OMB on business case options related to agency migration to shared service centers.

Subcommittee on Learning and Development

- This subcommittee sponsored and organized the June 2007, CHCO Council Training Academy session on the importance of developing return on investment (ROI) strategies for training. Presentations were made by a consultant with extensive ROI experience in the public and private sector, the U.S. Fish and Wildlife Services, and the Vice President of Human Resources for Flowers Foods.
- The subcommittee partnered with OPM to enhance the search capability function of the Catalogue of Leadership and Development Programs, which is an electronic library of programs offered by Federal departments and agencies to foster the development of leadership skills in their employees. The catalogue is available on www.opm.gov.
- The subcommittee, working with OPM, identified a list of Federal agencies that currently conduct ROI for training. Some of this information will be included into the Council's human capital practices document to be issued in early FY 2008.
- The subcommittee, working with OPM, identified a list of Federal agencies with Distance Learning programs. This information will be included in the Council's human capital practices document to be issued in early FY 2008.

Subcommittee on Performance Management

- This subcommittee sponsored and organized the January 2007 CHCO Council Training Academy session, with presentations from OPM, and the Departments of Labor, Agriculture, and Treasury.
- After the results of the 2006 Federal Human Capital Survey (FHCS) were released, the subcommittee identified the top agencies with greatest improvements in performance management based on the results of the Federal Human Capital Survey from 2004 and 2006. Information compiled from those agencies will be incorporated into the Council's human capital practices document to be issued in early FY 2008.
- The subcommittee also compiled input from CHCO Council agencies with the highest scores on the results oriented performance culture index of the Human Capital Assessment and Accountability Framework. Information collected from these agencies will be incorporated into the Council's human capital practices document to be issued in early FY 2008.

APPENDIX 2

Subcommittee Membership

Emergency Preparedness

- David S.C. Chu (DOD) – Chairman
- Antonia Harris (HHS)
- James McDermott (NRC)
- Patrick Pizzella (DOL)
- Marta Brito Perez (DHS)
- Boyd Rutherford (USDA)
- Harry K. Thomas (State)
- Linda Washington (DOT)

HR Line of Business

- Gail T. Lovelace (GSA) – Chairman
- Anthony Arnolie (NSF)
- James Cason (DOI)
- David S.C. Chu (DOD)
- Tom Hogan (VA)
- Luis A. Luna (EPA)
- Marta Brito Perez (DHS)
- Jeff T.H. Pon (DOE)
- Reginald Wells (SSA)
- Otto Wolff (DOC)

Hiring and Succession Planning

- David S.C. Chu (DOD) – Chairman
- Rochelle Granat (Treasury)
- Antonia Harris (HHS)
- James McDermott (NRC)
- Keith Nelson (HUD)
- Jeff T.H. Pon (DOE)
- Ronald P. Sanders (DNI)
- Reginald Wells (SSA)

Learning and Development

- Keith Nelson (HUD) – Chairman
- Anthony Arnolie (NSF)
- James Cason (DOI)
- Michell Clark (ED)
- Antonia Harris (HHS)
- Luis A. Luna (EPA)
- Marta Brito Perez (DHS)
- Jeff T.H. Pon (DOE)
- Ronald P. Sanders (DNI)
- Mari Barr Santangelo (DOJ)
- Harry K. Thomas (State)

Human Capital Workforce

- Jeff T.H. Pon (DOE) – Chairman
- Anthony Arnolie (NSF)
- David S.C. Chu (DOD)
- Michell Clark (ED)
- Toni Dawsey (NASA)
- Ronald Flom (OPM)
- Gail Lovelace (GSA)
- Luis A. Luna (EPA)
- Marta Brito Perez (DHS)
- Ronald P. Sanders (DNI)
- Reginald Wells (SSA)
- Otto Wolff (DOC)

Performance Management

- James McDermott (NRC) – Chairman
- James Cason (DOI)
- Toni Dawsey (NASA)
- Rochelle Granat (Treasury)
- Antonia Harris (HHS)
- Patrick Pizzella (DOL)
- Ronald Sanders (DNI)
- Otto Wolff (DOC)