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**Chief Human Capital Officers Council**

**FY 2007 Subcommittee  
Mission Statements  
and Operational Goals**



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## Chairman's Message

Important enhancements were made in FY 2006 to improve the subcommittee structure of the Chief Human Capital Officers Council (CHCO). First, the subcommittees were realigned and refocused to reflect key human capital challenges facing Federal agencies. The new alignment created six subcommittees, including: Emergency Preparedness; Hiring and Succession Planning; Human Capital Workforce; Human Resources Line of Business; Learning and Development; and Performance Management. This new structure allows the Chief Human Capital Officers, and their Deputies, to serve as leaders in these critical issue areas.

Second, the Office of Personnel Management (OPM) linked the goals and objectives from the agency's *2006–2010 Strategic and Operational Plan* to each subcommittee. The linkage will enable OPM to forge strategic partnerships with the appropriate subcommittee representatives and their staff members. In addition, this collaborative approach, provide the subcommittees with the opportunity to affect human capital policy and programmatic changes during the developmental and implementation stages and will yield positive achievable and recognizable outcomes.

Third, to allow for greater ownership, transparency and accountability, each subcommittee drafted mission statements and goals for FY 2007. The creation of the subcommittee plans provides the foundation for the tasks and priorities that the Council will address in the next twelve months.

As indicated in each of the enclosed subcommittee plans, the Chief Human Capital Officers, the Deputies, and their staffs will work closely with OPM to achieve their objectives. Developing and fostering this partnership will provide the subcommittees with the opportunity to assess the current impediments to progress, compile and share best practices, and make recommendations on strategic human capital management challenges to OPM, the Council and its stakeholders.

We look forward to achieving the goals outlined in this document with the overall objective of improving the human capital management practices of the Federal Government.

Each of the subcommittee chairs should be commended for accepting their leadership responsibilities on the Council. Without their drive, determination, and vision, the enclosed plans would not have come to fruition.

A handwritten signature in blue ink, reading 'Linda Springer', with a stylized flourish at the end.

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 2007**

- Assist OPM in the development of a communication plan for Federal employees and managers on Pandemic Influenza.
- Provide input to OPM on human capital issues that should be included in table-top exercises.
- In coordination with OPM, analyze results of table top exercises to determine if additional human capital policies/strategies need to be developed.
- Together with OPM, coordinate requirements for telework information technology support (software/hardware/infrastructure) with Federal Chief Information Officers Council to help ensure Federal readiness in case of a pandemic.
- 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 talent needed to meet the complex mission requirements of the 21st Century Federal workforce.

### **Subcommittee Goals for FY 2007**

- Assist OPM in enhancing the marketing strategy for conveying the capabilities of USAJOBS to Federal managers.
- Develop a protocol with OPM to facilitate early coordination with the subcommittee during the development of new regulatory and program initiatives in hiring and succession planning.
- Assist OPM to develop a proposed methodology framework through data collection and processing for determining return on investment of job fairs/career days by February 2007; develop methodology tool by April 2007; apply methodology to job fairs/career days held in fourth quarter FY 2007 and first quarter FY 2008; schedule second, third, and fourth quarter FY 2008 job fairs/career days based on ROI data analysis.
- Make recommendations to OPM for development of enhanced succession planning tools for managers.
- Assist agencies in implementation of the Career Patterns initiative.
- 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 mission of the Subcommittee on the Human Capital Workforce is to help ensure a successful transition by reviewing, developing and recommending strategies and a framework to promote and foster this evolution.

## Subcommittee Goals for FY 2007

- In partnership with OPM, work to analyze existing competency gaps in the Federal human capital profession that could be closed corporately. Develop cross-agency programs for closing these corporate competency gaps in the Human Capital Management occupation. Such programs should add specific needs of small, medium, and large agencies.
- In partnership with OPM, the subcommittee will host and lead a new forum, including private sector thought leaders, for exploring innovative human resource practices during FY 2007 and each year thereafter.
- Develop and identify future-focused competencies to address the Human Capital Knowledge and Learning Framework (HCKLF) Model which includes five strategic areas: Core; Leadership; Consulting; Management; and Specialized Experience.
- Develop a framework for identifying knowledge, skills, ability, and experience for the future workforce for recommendation to the full-Council and OPM.
- Work with OPM to finalize a corporate approach to the Human Resources Fellows Concept (to include corporate funding).
- 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 mission of the Subcommittee on Human Resource Line of Business (HRLoB) supports Governmentwide efforts to ensure that the HRLoB meets the needs of agencies in their strategic management of human capital. In addition, the subcommittee will provide high-level policy guidance and support to OPM and various Governmentwide groups working on important HRLoB initiatives.

### **Subcommittee Goals for FY 2007**

- Provide more visibility of HRLoB efforts to the Chief Human Capital Officers Council.
- Support and provide strategic direction to the HRLoB on the establishment and ongoing operations of Shared Service Centers (public and private) and the migration of agencies to Shared Service Centers during FY 2007 and beyond.
- Review and advise the HRLoB on the Requirements Board's recommendations for modernization of specific HR business processes.
- 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 2007

- Work with OPM to affix appropriate search elements (i.e. meta-tags) to the Leadership Development Catalog.
- Develop marketing and implementation guidance for agencies to maximize return on distance learning investments for recommendation to the Council and OPM.
- Identify best practices and tools to measure the impact of training on Federal employees.
- Make recommendations to OPM and the Council to improve leadership development strategies.
- Work with OPM and OMB staff to establish and circulate a business case for human resource development investment, including learning infrastructure, leadership and professional development.
  - *Work with OPM and the Council to set a target for HRD investment in PMA agencies for FY08.*
- Advocate on behalf of legislative proposals that support the mission and goals of this 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 2007

- Identify best performance management practices of senior leaders who have taken ownership of performance management and provide information and recommendations through the CHCO Council to OPM.
- Using the performance culture index of the Federal Human Capital Survey (FHCS), assess and recommend for publication best practices of the three highest scoring agencies and the three most improved agencies in the area of performance management, including how they deal with poor performers.
- Work with OPM to publish actions agencies can take through administrative means, which S. 3492, the *Federal Workforce Performance Appraisal and Workforce Improvement Act of 2006* proposes to enact.
- Work with OPM to accomplish the following:
  - Identify lessons learned in establishing alternate pay for performance systems in DoD, DHS, IRS, FAA, and the Intelligence Community.
  - Develop additional employee survey questions to assess agency implementation of statutory criteria for pay for performance.
- Advocate on behalf of legislative proposals that support the mission and goals of this subcommittee.



## Subcommittee Connections to OPM's Strategic and Operational Plan

### Subcommittee on Emergency Preparedness

OPM's Operational Goals	Reference Number
<b>Pandemic Threats</b>	
Support Administration strategies to address pandemic threats throughout planning period	E-13

### Subcommittee on Hiring and Succession Planning

OPM's Operational Goals	Reference Number
<b>Workforce of the Future</b>	
Categorize positions by new Career Patterns at all CHCO agencies by January 1, 2007	C-2
Begin to operate and hire in the new Career Patterns environment by October 1, 2007, at all CHCO agencies and expand each year thereafter	C-3
<b>Recruiting Opportunities</b>	
Work with the CHCO Council to roll out a more targeted job fair process in 2006 and expand through the strategic planning period	C-4
Develop and roll out a plan with the CHCO Council to work with the Presidential Management Fellows Program to recruit top talent for management positions by July 1, 2006	C-7
<b>Hiring Process</b>	
Decrease hiring decision timeframes to 45 days from closing date of job announcement to date of offer for 50% of hires by end of FY 2006, increasing by 10% per year thereafter to 90% in 2010	C-8
Improve hiring practices as measured by CHCO Council-approved applicant and manager surveys at a total of eight CHCO agencies by 2007; 15 by 2008; and all agencies by 2010	C-9
Increase the number of CHCO agencies using the USAJOBS resume format and integrating online applications with their assessment systems to 50% by April 1, 2007; 75% by April 1, 2008; and 100% by April 1, 2010	C-10
Increase the number of CHCO agencies using the USAJOBS position announcement template to 85% by December 31, 2006	C-11
<b>Staffing</b>	
Have written succession plans in place at 15 CHCO agencies by October 1, 2006, and meet milestones; all other agencies by October 1, 2007	D-3
Establish a category rating policy/plan by January 1, 2007, and use for hires by October 1, 2007, at all CHCO agencies	D-4

**FY 2007 SUBCOMMITTEE MISSION STATEMENTS AND OPERATIONAL GOALS**

**Subcommittee on the Human Capital Workforce**

<b>OPM's Operational Goals</b>	<b>Reference Number</b>
<b>Workforce of the Future</b>	
Categorize positions by new Career Patterns at all CHCO agencies by January 1, 2007	C-2
Begin to operate and hire in the new Career Patterns environment by October 1, 2007, at all CHCO agencies and expand each year thereafter	C-3
<b>Human Resources Leadership</b>	
Set targets for closing competency gaps in the Human Resources Management Specialist occupation by October 1, 2006, at all CHOC agencies	D-5
<b>Accountability</b>	
Implement a human capital accountability system, including compliance with merit system principles, laws, rules, and regulations in accordance with OPM standards, at eight CHCO agencies by October 1, 2006; 16 by October 1, 2008; and all by October 1, 2010	D-6
<b>Research</b>	
Host and lead a new forum, including private sector thought leaders, for exploring innovative human resource practices during FY 2007 and each year thereafter	F-5

**Subcommittee on Human Resource Line of Business**

<b>OPM's Operational Goals</b>	<b>Reference Number</b>
<b>e-Government</b>	
Complete consolidation and migration of civilian payroll processing by October 1, 2008	D-7
Obtain commitment from three agencies for migration to Human Resources Line of Business Shared Service Centers by October 1, 2006	D-8
Convert 50% of hard copy official personnel folders Government-wide to electronic format by October 1, 2008, increasing 20% per year thereafter to 90% by October 1, 2010	D-9

**Subcommittee on Learning and Development**

<b>OPM's Operational Goals</b>	<b>Reference Number</b>
<b>Effective Leadership</b>	
Provide agencies with a competency assessment tool for management candidates by January 1, 2007	C-12
Set guidelines for managerial development by October 1, 2006	C-13

**Subcommittee on Performance Management**

<b>OPM's Operational Goals</b>	<b>Reference Number</b>
<b>Senior Executive Service (SES)</b>	
Review and assist, where needed, agencies in ensuring performance appraisal systems focus on goal achievement by October 1, 2006	A-1
<b>Performance Development and Management</b>	
Develop and operate performance management beta sites at 18 CHCOC agencies by October 1, 2006	D-1
Improve performance management practices at 8, 12, 18 CHCO agencies during 2006, 2007, 2008, respectively, as measured by the Performance Appraisal Assessment Tool	D-2

## Subcommittee Membership

### Emergency Preparedness

- David S.C. Chu (DOD) – Chairman
- Marta Brito Perez (DHS)
- Alan L. Cigich (HHS)
- Linda J. Washington (DOT)
- Boyd Rutherford (USDA)
- Patrick Pizzella (DOL)
- James F. McDermott (NRC)
- George M. Staples (State)

### HR Line of Business

- Gail T. Lovelace (GSA) – Chairman
- David S.C. Chu (DOD)
- Marta Brito Perez (DHS)
- Anthony Arnolie (NSF)
- Jeff T.H. Pon (DOE)
- Otto J. Wolff (DOC)
- R. Allen Pittman (VA)
- Luis A. Luna (EPA)

### Hiring and Succession Planning

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

### Learning and Development

- Keith A. Nelson (HUD) – Chairman
- Ronald P. Sanders (DNI)
- Michell Clark (ED)
- Jeff T.H. Pon (DOE)
- Luis A. Luna (EPA)
- Alan L. Cigich (HHS)
- Tom Weimer (DOI)
- Mari Barr Santangelo (DOJ)
- Anthony Arnolie (NSF)
- George M. Staples (State)

### Human Capital Workforce

- Jeff T.H. Pon (DOE) – Chairman
- Gail T. Lovelace (GSA)
- David S.C. Chu (DOD)
- Marta Brito Perez (DHS)
- Anthony Arnolie (NSF)
- Otto J. Wolff (DOC)

### Performance Management

- Ronald P. Sanders (DNI) – Chairman
- Otto J. Wolff (DOC)
- Tom Weimer (DOI)
- Patrick Pizzella (DOL)
- Toni Dawsey (NASA)
- Rochelle F. Granat (Treasury)
- James F. McDermott (NRC)