

Chief Human Capital Officers Council 2021 Report to Congress

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





“First, we commit to ensuring that the Federal workforce is strong, empowered, and well equipped to effectively deliver for the public. To do that, the Federal Government must become a model employer, with high employee engagement, a commitment to respect workers’ right to organize and bargain collectively, and strong systems to hire, retain, and develop the people needed to deliver agency missions. That includes having a workforce – at every level – that looks like America. Being a model employer also includes evolving our workplaces and work practices to reflect the needs of our workforce today and tomorrow, including by ensuring that Federal employees have a voice in their workplaces through their unions. The people who serve in Government are our Government’s most important assets.”

- Biden-Harris Management Agenda



“This is a unique moment in our history. At a time of rapid change, we have an opportunity to strengthen and prepare the Federal workforce to meet America’s needs for decades to come. The Chief Human Capital Officers (CHCO) Council is an invaluable collaborative resource for the Office of Personnel Management (OPM) and the Federal Government as we work to rebuild, reinforce, and support a two-million-person civilian workforce.”

- OPM Director and CHCO Council Chair Kiran Ahuja

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

I am pleased to present you with the 2021 CHCO Council Annual Report to Congress.

The Office of Personnel Management was proud to resume full stewardship of the CHCO Council in July 2021. The Council helps OPM deliver on our top priority: serving as a key strategic human capital partner for Federal agencies. As human capital leaders from across the Federal Government, CHCOs regularly offer input; they challenge our assumptions and strengthen our policies; and they deliver feedback in real-time, allowing us to provide timely support to help Federal agencies deliver on their respective missions.

In 2021, the CHCO Council played a key role in many of the important issues OPM addressed. CHCO input was integral to our workplace safety policies and contributed to our broader efforts to instill diversity, equity, inclusion, and accessibility (DEIA) practices throughout the Federal employment cycle. OPM is helping to lead these workstreams across the Federal Government, and CHCO guidance strengthened our strategies to ensure each agency succeeds.

Over the same time period, OPM was also responsive to the CHCO Council requests. In July 2021, OPM released Additional Guidance on Post-Reentry Personnel Policies and the Work Environment, and in November 2021, released an updated Guide to Telework and Remote Work in the Federal Government. The guidance, which encourages agencies to lean into workplace flexibilities that have proven indispensable to continued operations throughout the pandemic, was formulated with input by the CHCO Council Working Group on the Future of Work and disseminated throughout the Government by the CHCO network at large as well as shared on a new OPM Future of Work webpage that was created to provide a one-stop shop for agencies to receive information.

Looking forward, I expect 2022 to be an even more successful year than the last, and the CHCO Council will continue to play a key role in that. OPM is focused on helping agencies build the workforce they need to make the Bipartisan Infrastructure Law a success. CHCOs are key collaborators in

those efforts. We will work closely with CHCOs – a number of whom will serve as Strategy Leads – on the implementation of Priority 1 of the President’s Management Agenda: Strengthening and Empowering the Federal Workforce. We will continue to partner with the Council to champion the Federal workforce and make sure that the human capital function has the support it needs for success. We will do so through continued collaboration with CHCOs as we develop human capital policies and services.

In the pages that follow, you will find an in-depth reporting of the CHCO Council’s work and impact throughout 2021. If my office can answer any further questions, please contact Margot Conrad and the CHCO Council team at CHCOCouncil@opm.gov.

Sincerely,

/s/

Kiran Ahuja

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

A Message from Executive Director of the CHCO Council and Senior Advisor to the Director, Margot Conrad

I am honored to reflect on the accomplishments of the CHCO Council in this 2021 Annual Report to Congress. Twenty twenty-one was a rebuilding year, as the Council took steps to reinvent itself. Our success was marked by the development of a stronger partnership between OPM, the Office of Management and Budget (OMB), and the CHCO Council and the achievement of key milestones such as officially reinstating CHCO Council functions at OPM, issuing a new CHCO Council charter and launching an Executive Steering Committee. As Executive Director, I am proud of what we achieved and believe we laid the groundwork in 2021 for continued growth and success in 2022.

When I joined the Biden-Harris Administration on January 20, 2021, the task before us was great. CHCOs were facing significant challenges, particularly with respect to managing and leading during a pandemic and presidential transition. The Council, itself, had not met formally for most of 2020 and resources (staff and budget) had been reduced dramatically. A report issued by the National Academy of Public Administration (NAPA) on “Elevating Human Capital” issued in March 2021 found that in recent years the CHCO Council had been an underused resource. In summary, there was much work to do to rebuild OPM, the CHCO Council, and trust between CHCOs, the Council and its leadership at OPM and OMB.

The report below highlights the critical work we’ve done to rebuild the Council and, in doing so, intentionally strengthen the relationship, particularly between CHCOs and OPM leadership. We have had great success as a Council in helping to facilitate work products, contributing to policy guidance, and sharing best practices that support the Federal workforce and the Government’s HR community through the establishment of three working groups focused on CHCO Council operations, preparing for the future of work, and supporting diversity, equity, inclusion, and accessibility.

I am pleased to share these highlights from the year and look forward to the continued work ahead.

Sincerely,

/s/

Margot Conrad

Executive Director of the CHCO Council and Senior Advisor to the Director
U.S. Office of Personnel Management

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Executive Summary

Overview

Twenty-twenty one was a rebuilding year for the CHCO Council. Under the leadership of OPM Director and CHCO Council Chair, Kiran Ahuja, OMB Deputy Director for Management and CHCO Council Vice Chair, Jason Miller, and Executive Director of the CHCO Council and Senior Advisor to the Director, Margot Conrad, the Office of Personnel Management took significant steps to reinvigorate the Council in 2021. Administrative functions were returned to OPM, the Council's budget and staff increased to more accurately reflect its important mission, and it resumed regular meetings and working groups. As a result, the Council members are more engaged, and the Council infrastructure is stronger. This report covers CHCO Council activities from January 1 through December 31, 2021.

CHCO Council Functions Reinstated at OPM

A priority from day one of the Biden-Harris administration was restoring the CHCO Council functions back at OPM, after the leadership and administration were bifurcated between OPM and the General Services Administration (GSA) in 2019. OPM values its consolidated leadership of the Council as the agency strives to be a strategic partner to agencies and champion for the Federal human resources community. In July 2021, at her first CHCO Council meeting, Director Ahuja announced that OPM was once again administering the Council. Restoring these functions to OPM elevates the voices of CHCOs and strengthens the connection between Government-wide human capital strategy and policy development and agency-level human capital management. The move signaled OPM's commitment to engaging and elevating the CHCOs as strategic human capital partners. Later in the year, the CHCO Council issued a revised CHCO Council charter and stood up a new Executive Steering Committee.

CHCO Council Meetings

The CHCO Council Executive Director brought the CHCO community together virtually for a first meeting on January 27, 2021, with OPM Acting Director, Kathleen McGettigan, serving as CHCO Council Chair and OMB Acting Deputy Director for Management, Lesley Field, as Vice Chair. For the remainder of calendar year 2021, the CHCO Council met monthly via a virtual platform generally on the third Tuesday of the month for two hours. No monthly CHCO Council meetings were held in-person during the 2021 calendar year to protect the Federal workforce during the Coronavirus Disease 2019 (COVID-19) emergency.

In addition to monthly Council meetings, CHCO Council staff hosted several briefings and/or events for the broader CHCO community on executive orders, policy guidance, or emerging issues. The Council also hosted informal policy feedback sessions with OPM as a way to provide pre-decisional input on policy matters. Three working groups were established with regular meeting cadences focusing on strengthening the CHCO Council, preparing for the future of work, and supporting DEIA. Finally, the CHCO Council held its annual public meeting on Tuesday, December 14, 2021, via a virtual web platform. The event was announced in the Federal Register with additional outreach to labor unions, management associations, and the press. More than one hundred individuals attended.

Authority and Purpose of the Chief Human Capital Officers Council

Authority

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

Purpose

The CHCO Council is the principal interagency forum to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information and legislation affecting human resources operations and organizations.

CHCO Council 2021 Activities

CHCO Council Meeting Highlights

The CHCO Council chair and vice chair presided over monthly CHCO Council meetings, with the CHCO Council Executive Director facilitating. Chief Human Capital Officers from the 24 Chief Financial Officers (CFO) Act agencies attended and represented their agencies. In addition, Jamesa Moone attended in her capacity as chair of the Small Agency Human Resources Council (SAHRC). CHCOs from OMB and the Office of the Director of National Intelligence attended, as well, as was the historical precedent. Starting in September, Deputy CHCOs were invited to attend CHCO Council meetings in addition to but not in lieu of CHCOs. However, there were times when the CHCO Council held Executive Sessions that were CHCO-only to allow for smaller group discussions around strategic topics.

CHCO Council meeting agendas during the 2021 calendar year included, but were not limited to, the following topics:

- Implementation of Executive Order (EO) 14003 on Protecting the Federal Workforce
- Implementation of workforce provisions contained in the American Rescue Plan
- Safer Federal Workforce Task Force guidance
- Guidance, tools, and resources to facilitate the post-reentry work environment and the longer-term future of work
- Federal workforce priorities discussion with the OPM Director
- President's Management Agenda
- Implementation of Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
- Surge hiring initiatives and new hiring regulations
- OPM's FY22-FY26 Strategic Plan
- Legislative updates
- Delegated examining assessments and certification
- Federal Employee Viewpoint Survey and pulse surveys
- M-21-27 Evidence Act guidance

Working Groups

After CHCO Council monthly meetings were reestablished, the members worked with the Council Executive Director to initially establish three working groups. Each working group was co-chaired by a CHCO and an OPM senior leader. Members consisted of CHCOs, Deputy CHCOs, OPM subject matter experts and other HR leaders who volunteered their time and expertise to help the working groups achieve their respective goals. The three working groups for 2021 were as follows:

1. Strengthening the CHCO Council Working Group

This working group was co-chaired by Raymond Limon, Chief Human Capital Officer at the Department of the Interior, and Margot Conrad, Executive Director of the CHCO Council and Senior Advisor to the Director at the Office of Personnel Management. To help rebuild the Council with its return to OPM, this working group focused on reviewing and proposing updates to the CHCO Council charter, which had not been updated since 2003, and supporting the CHCO Council Executive Director in reviewing and improving Council operations, resources, membership, communication, and connectivity with other cross-agency councils. In December 2021, the CHCO Council released an updated CHCO Council charter, approved by the chair and vice chair, which was a product of this working group. Please see Appendix 2 for the new CHCO Council charter. The updated charter includes several changes intended to strengthen and elevate the Council. Of note are:

- Updated objectives emphasizing the Council's role in identifying and sharing promising practices, specifically areas such as embracing strategies, policies, and processes to support a modernized Federal workforce and workplace, and in selecting, developing, training, and managing a diverse, inclusive, high-quality, productive workforce.
- Language clarifying the role and responsibilities of the leadership and membership, including new language on ex-officio members, which is intended to strengthen the CHCO Council's relationship with other cross-agency councils.

- Language laying the groundwork for a new Executive Steering Committee that would be responsible for advising the Council Leadership on the Council's strategic direction and priorities and fostering a strong relationship between OPM and the Council.

2. Future of Work Working Group

Co-chaired by Traci DiMartini, Chief Human Capital Officer at the General Services Administration, and Brenda Roberts, Deputy Associate Director for Pay and Leave at the Office of Personnel Management, this working group's goal was to provide input on the vision and guiding principles for the post-reentry work environment, as well as policy guidance and resources needed to support the transition to a hybrid work environment and the longer-term future of work based on lessons learned. The working group met frequently, held robust discussions with subject matter experts at OPM, and contributed to the development of several products including:

- OPM's FAQs and guidance related to [Post-Reentry Personnel Policies and Work Environment](#);
- OPM's [2021 Guide to Telework and Remote Work in the Federal Government](#); and
- OPM's [Future of Work webpage](#)

3. Diversity, Equity, Inclusion, and Accessibility Working Group

Jamesa Moone, Chief Human Capital Officer for the United States Trade Representative and Chair of the Small Agency Human Resources Council, and Allison Wise, Acting Deputy Associate Director for Diversity and Inclusion Program, then later, Natalie Veeney, Deputy Director of the Office of Diversity, Equity, Inclusion, and Accessibility at the Office of Personnel Management, co-chaired this working group. This working group was stood up prior to Executive Order (EO) 14035 and was a place for CHCOs and human capital leaders to begin conversations about this key administration priority. The working group identified more than 40 promising practices for embedding DEIA in all areas of human resources including outreach, recruitment,

onboarding, advancement, learning & development, performance & awards, and retention.

In addition to the working groups, the CHCO Council created a new **Executive Steering Committee (ESC)** at Director Ahuja's request – and per the updated CHCO Council charter – to elevate the CHCO voice and advise the Council leadership on the Council's strategic direction and priorities and foster a strong relationship between the Council and OPM. The CHCO Council facilitated a peer-nomination and approval process for the new Executive Steering Committee, with final approval by the CHCO Council chair and vice-chair. The ESC is diverse, with members representing varied backgrounds and experiences, agencies of different sizes and mission areas, and lengths of tenure. Committee members will serve two-year terms. The current members of the ESC are:

- Margot Conrad, Executive Director of the CHCO Council
- Traci DiMartini, CHCO at the General Services Administration
- Catherine Emerson, CHCO at the Department of Justice
- Wonzie Gardner, CHCO at the National Science Foundation
- Jamesa Moone, CHCO at the U.S. Trade Representative and Chair of the Small Agency Human Resources Council
- Tracey Therit, CHCO at the Department of Veterans Affairs

ESC members will provide input on meeting agendas and on the creation of future working groups and standing committees. Members are also available to quickly provide input on policy or operational matters at the request of the chair, when needed. The ESC began meeting on a bi-weekly basis at the end of 2021. The ESC held an offsite in December to discuss CHCO Council priorities for 2022.

CHCO Community Meetings

In addition to the official monthly CHCO Council meetings, CHCO Council staff brought the CHCO community together several times throughout the course of the year to discuss executive orders, policy guidance, or emerging issues. Several conversations centered around the post-reentry work

environment guidance and workforce safety protocols. Other topics focused on surge hiring at the border to support unaccompanied children, planning for the 2021 Federal Employee Viewpoint Survey (FEVS) and FEVS modernization for 2022, preparing for potential funding lapse, and effective hiring assessments.

CHCO Council Policy Feedback Sessions

OPM actively sought CHCO input in the development of human capital policy in 2021. Council staff convened CHCOs, often in small group discussions, for informal policy feedback sessions. Examples of topics discussed include strategies to increase the minimum wage for Federal employees to \$15 per hour, the ten-year term appointment draft regulation, and guidance on promoting access to voting, as directed by Executive Order 14019. The renewed relationship between OPM and CHCOs was exemplified by the issuance of policy guidance implementing the new Federal holiday to celebrate Juneteenth. In less than 24 hours, OPM drafted implementing guidance, met with CHCOs, incorporated feedback, and issued implementing guidance. CHCO feedback was also invaluable in the development of the Federal Workforce Priorities Report set to be issued in 2022.

Annual Meeting

The CHCO Council held its annual public meeting virtually on Tuesday, December 14, 2021. The agenda included a discussion of the CHCO Council chair's vision for the future, CHCO Council accomplishments, CHCO Council working group highlights, a presentation about the Department of Homeland Security's Cybersecurity Talent Management System (CTMS), and CHCO recognition. The event was noticed in the Federal Register with additional outreach to labor unions, management associations, and the press. More than one hundred individuals attended.

Cross-Agency Council Engagement

In 2021, the CHCO Council intentionally built relationships with other Councils such as the Chief Data Officers Council, the Chief Information Officers Council, and the Chief Financial Officers Council and met with

members and staff of their respective workforce working groups to discuss shared priorities and initiatives.

Additionally, CHCO Council staff began attending Chief Learning Officers (CLO) Council meetings and regularly meet with CLO Council leadership to keep closely aligned on respective work. The CLO Chair was also invited to attend CHCO Council monthly meetings. Several agency CLOs participated in CHCO Council working groups.

The CHCO Council has established a good relationship with the Small Agency Human Resources Council and has attended and briefed the Council on CHCO Council efforts. The SAHRC Chair is both a member of the CHCO Council and CHCO Council ESC.

The CHCO Council has a representative on the President's Management Council (PMC) Working Group on Reentry and the Future of Work and beginning in June the CHCO Council Executive Director and the PMC Working Group CHCO representative participated in weekly cross-agency council meetings convened by OMB.

In addition, the CHCO Council Executive Director facilitated a panel discussion – with CHCO Council representation on the panel – at a GSA-hosted Workforce Summit in August.

CHCO Council Operations

CHCO Council Communication

As part of reestablishing the CHCO Council functions at OPM, Council staff focused on developing a new communication strategy for the Council. The CHCO Council communicates with several stakeholders including Council members, human capital leaders, and the public through different communication channels. In early summer, CHCO Council staff asked CHCOs about their communication preferences. Their feedback led to the following changes:

- Changed the previous biweekly CHCO Council newsletter to a streamlined operational weekly email at the beginning of the week from the Executive Director to CHCOs and Deputy CHCOs. The email includes important items happening in the week ahead in the human capital space, recent memoranda, guidance, or policy, reminders about data call deadlines, upcoming CHCO Council meetings and/or workgroup activity, sharing of key HR job postings, and requests from CHCOs on particular topics to facilitate information sharing and learning.
- Created a space for collaboration, best practice sharing, and communication. CHCOs opted to discontinue the non-public collaboration capability on the current CHCOC.gov website, last used in September 2018. Instead, the CHCO Council created a new virtual collaboration space for CHCOs, Deputy CHCOs, and working groups. This online space is an important tool to link CHCOs across agencies for more streamlined, consistent communications and real-time collaboration.
- Designed a modernized CHCOC.gov website to improve the content and user experience and ease staff maintenance. The new CHCO Council website will go live in calendar year 2022.

CHCO Contributions to the OPM Strategic Plan and President's Management Agenda

OPM Strategic Plan

In early 2021, the CHCO Council Executive Director convened two focus groups designed to provide CHCOs with an opportunity to provide input on OPM's FY22-FY26 Strategic Plan. Facilitated by OPM's Office of Planning and Evaluation, CHCOs shared candid feedback and recommendations that helped inform the agency's priorities.

In addition, the CHCO Council and OPM staff designed a special Executive Session during the October CHCO Council meeting to preview OPM's Strategic Plan. Members were separated into small groups to discuss ways that the CHCO Council can help support implementation of the plan, for example around how OPM can best engage CHCOs in the policy development

process, how OPM can work with the CHCO Council to ensure agencies have high quality data to make workforce decisions, and how OPM can work with the CHCO Council to recognize and elevate the Federal workforce.

President's Management Agenda

As the President's Management Council convened to begin developing the priorities of the President's Management Agenda (PMA) in the summer of 2021, the CHCO Council Chair facilitated a conversation with CHCOs to get feedback on priorities for OPM as well as the broader Government-wide management agenda. Council members raised important issues around the importance of recruiting the next generation of talent and focusing on engagement and retention. The input was an invaluable contribution to the development of the PMA.

The PMA was issued in November 2021. Strengthening and Empowering the Federal Workforce is the first priority in the PMA, emphasizing the commitment to human capital issues. CHCOs will play a critical role in implementation, many serving as Strategy Leads or active participants in PMA Strategy working groups in 2022.

Appendix 1: CHCOC.gov Transmittals

In 2021, OPM — acting through the CHCO Council — transmitted a total of 71 guidance documents to CHCOs, HR Directors, and Heads of Agencies between January 1, 2021, and December 31, 2021. These can be viewed on the CHCO Council website (www.CHCOC.gov) or in the Appendix below.

Date	Transmittal Title	Author and Authority
1-Jan-21	January 2021 Pay Adjustments	Michael Rigas, Acting OPM Director
1-Jan-21	Fiscal Year 2021 Prevailing Rate Pay Adjustments	Michael Rigas, Acting OPM Director
1-Jan-21	2020 Annual Review of Special Rates (Results)	Michael Rigas, Acting OPM Director
1-Jan-21	Continued Pay Freeze for Certain Senior Political Officials	Michael Rigas, Acting OPM Director
5-Jan-21	Higher Annual Leave Carryover Limit under Section 1111 of the National Defense Authorization Act for Fiscal Year 2021	Michael Rigas, Acting OPM Director
8-Jan-21	Governmentwide Moratorium on Senior Executive Service (SES) Qualifications Review Board (QRB) Cases – Presidential Election Year 2020	Dennis Kirk, Esq., Employee Services (ES) Associate Director
12-Jan-21	Temporary Transition Schedule C Authority and Temporary Transition Senior Executive Service Appointment Authorities	Michael Rigas, Acting OPM Director
13-Jan-21	Update on the Federal Government Status for Employees Located in the Washington, DC, Area Surrounding the Inauguration	Michael Rigas, Acting OPM Director

Date	Transmittal Title	Author and Authority
14-Jan-21	Technical Amendments Related to Family and Medical Leave and Paid Parental Leave under Section 1103 of the National Defense Authorization Act for Fiscal Year 2021	Michael Rigas, Acting OPM Director
17-Jan-21	Pay and Benefits for Noncareer Appointees Who Resign on Inauguration Day	Dennis Kirk Esq., ES Associate Director
1-Feb-21	Request for Data for the FY 2020 Physicians' Comparability Allowance Report to Congress	Kathleen McGettigan, Acting OPM Director
5-Feb-21	Request for CY 2020 Data on Student Loan Repayments	Robert Shriver III, ES Associate Director
10-Feb-21	Washington, DC, Area Dismissal and Closure Procedures during COVID-19 "Maximum Telework"	Kathleen McGettigan, Acting OPM Director
16-Feb-21	Recent Pay and Leave-Related Legislative Changes	Kathleen McGettigan, Acting OPM Director
22-Feb-21	Political Appointees and Career Civil Service Positions	Mark Lambert, Merit System Accountability and Compliance (MSAC) Associate Director
25-Feb-21	Assessing the Suitability/Fitness of Applicants or Appointees on the Basis of Marijuana Use; Maintaining a Drug-Free Workplace	Kathleen McGettigan, Acting OPM Director
3-Mar-21	Call for Nominations for FY2021 Presidential Rank Awards	Kathleen McGettigan, Acting OPM Director
4-Mar-21	Fiscal Year 2020 Federal Executive Board National Network Annual Report	Kathleen McGettigan, Acting OPM Director

Date	Transmittal Title	Author and Authority
5-Mar-21	Guidance for Implementation of Executive Order 14003 - Protecting the Federal Workforce	Kathleen McGettigan, Acting OPM Director
8-Mar-21	Amendment to Temporary Transition Senior Executive Service Appointment Authorities	Kathleen McGettigan, Acting OPM Director
8-Mar-21	Annual Data Call for Senior Executive Service (SES), Senior-Level (SL), and Scientific or Professional (ST) Performance Ratings, Pay, and Awards for Fiscal Year 2020	James Craft, SES & Performance Management Deputy Associate Director
8-Mar-21	Revocation of Executive Order 13950	Kathleen McGettigan, Acting OPM Director
11-Mar-21	CFC Special Solicitation – 2021 Winter Storm Shirley Response and Recovery	Kathleen McGettigan, Acting OPM Director
15-Mar-21	Emergency Leave Transfer for Federal Employees Adversely Affected by the Texas Severe Winter Storm February 2021	Kathleen McGettigan, Acting OPM Director
25-Mar-21	Detail Opportunity: Information for Department/Agency Leadership	Kathleen McGettigan, Acting OPM Director
29-Mar-21	Extension of the Coronavirus COVID-19 Schedule A Hiring Authority	Kathleen McGettigan, Acting OPM Director
9-Apr-21	Federal Workforce Competency Initiative Survey	Kathleen McGettigan, Acting OPM Director
22-Apr-21	Premium Pay Guidance for Federal Employees Performing Work in Support of the Unaccompanied Children Program	Kathleen McGettigan, Acting OPM Director
29-Apr-21	COVID-19 Emergency Paid Leave	Kathleen McGettigan, Acting OPM Director

Date	Transmittal Title	Author and Authority
7-May-21	Six New Academic Agreements Offer Federal Employees Reduced Tuition Rates to Pursue Post-Secondary Education	Kathleen McGettigan, Acting OPM Director
7-May-21	Interim Guidance - E.O. 13932; Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates	Kathleen McGettigan, Acting OPM Director
13-May-21	2020 Executive Rotations Call for Data	Robert Shriver III, ES Associate Director
13-May-21	Supporting the Mental Health and Well-Being of Federal Employees	Robert Shriver III, ES Associate Director
18-May-21	Guidance on Labor-Management Relations in the Executive Branch	Kathleen McGettigan, Acting OPM Director
2-Jun-21	2021 Combined Federal Campaign	Kathleen McGettigan, Acting OPM Director
8-Jun-21	Human Resources Management Job Analysis Survey	Robert Shriver III, ES Associate Director
17-Jun-21	Juneteenth National Independence Day Holiday	Kathleen McGettigan, Acting OPM Director
23-Jul-21	Additional Guidance on Post-Reentry Personnel Policies & Work Environment	Kiran Ahuja, OPM Director
1-Sep-21	Human Resources Flexibilities and Procedures for Disasters and Other Emergency Situations	Kiran Ahuja, OPM Director
3-Sep-21	Emergency Leave Transfer for Federal Employees Adversely Affected by Hurricane Ida	Kiran Ahuja, OPM Director

Date	Transmittal Title	Author and Authority
20-Sep-21	Foundations for Evidence-Based Policymaking Act of 2018 – Program Evaluation Competencies and OPM Program Evaluation Workforce and Job Analysis Employee and Supervisor Surveys	Kiran Ahuja, OPM Director
1-Oct-21	Guidance on Enforcing Coronavirus Disease 2019 Vaccination Requirement for Federal Employees – Executive Order 14043	Kiran Ahuja, OPM Director
1-Oct-21	Guidance on Applying Coronavirus Disease 2019 Vaccination Requirements to New Hires – Executive Order 14043	Kiran Ahuja, OPM Director
4-Oct-21	Human Capital Framework Evaluator Training	Mark Lambert, MSAC Associate Director
4-Oct-21	2021 Federal Employee Benefits Survey	Kiran Ahuja, OPM Director
5-Oct-21	2021 Annual Review of Special Rates (Data Call)	Kiran Ahuja, OPM Director
5-Oct-21	Continuation of National Emergency in Iraq	Robert Shriver III, ES Associate Director
6-Oct-21	Agency Noncompetitive Hiring Authority of Military Spouses Annual Reporting	Robert Shriver III, ES Associate Director
6-Oct-21	Fiscal Year 2022 Evaluation System Assessment	Mark Lambert, MSAC Associate Director
7-Oct-21	Addendum Emergency Leave Transfer Hurricane Ida	Kiran Ahuja, OPM Director
13-Oct-21	2021 Office of Personnel Management Federal Employee Viewpoint Survey	Kiran Ahuja, OPM Director
14-Oct-21	Governmentwide Learning and Development Survey (2021)	Robert Shriver III, ES Associate Director

Date	Transmittal Title	Author and Authority
20-Oct-21	Highlighting Bargaining Unit Employee Rights Hiring and Boarding Process	Kiran Ahuja, OPM Director
20-Oct-21	Guidance on Implementation EO 14025 Highlighting Bargaining Unit Employee Rights Join Union and Boarding Process	Kiran Ahuja, OPM Director
26-Oct-21	Agency Disabled Veterans Affirmative Action Program DVAAP Annual Reporting	Robert Shriver III, ES Associate Director
3-Nov-21	COVID-19 Vaccination of Children Ages 5 and Older	Kiran Ahuja, OPM Director
12-Nov-21	2021 Guide to Telework and Remote Work in the Federal Government	Kiran Ahuja, OPM Director
18-Nov-21	Annual Leave Restoration Procedures for Leave Year 2021	Kiran Ahuja, OPM Director
1-Dec-21	Talent Surge Executive Playbook and Talent Surge Hiring Authorities Fact Sheet: Empowering Agencies To Meet Their Workforce Needs	Kiran Ahuja, OPM Director
2-Dec-21	Leave policies related to COVID-19 Vaccination Boosters	Kiran Ahuja, OPM Director
10-Dec-21	Extension of the Coronavirus COVID-19 Schedule A Hiring Authority	Kiran Ahuja, OPM Director
14-Dec-21	CHCO Council Charter Effective 12.14.21	CHCO Council
20-Dec-21	Human Capital Operating Plan (HCOP) Guidance for Fiscal Years 2022-2026	Kiran Ahuja, OPM Director
20-Dec-21	Position Classification Flysheet and Qualifications Standard for the Data Science Series, 1560	Kimberly A. Holden, Deputy Associate Director Talent Acquisition, Classifications and Veterans Programs

Date	Transmittal Title	Author and Authority
22-Dec-21	January 2022 Pay Adjustments	Kiran Ahuja, OPM Director
22-Dec-21	Continued Pay Freeze for Certain Senior Political Officials	Kiran Ahuja, OPM Director
22-Dec-21	Fiscal Year 2022 Prevailing Rate Pay Adjustments	Kiran Ahuja, OPM Director
22-Dec-21	2021 Annual Review of Special Rates (Results)	Kiran Ahuja, OPM Director
29-Dec-21	Updated Interim Guidance - E.O. 13932; Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates	Kiran Ahuja, OPM Director
30-Dec-21	Annual Data Call for Pathways Programs for FY 2022	Robert Shriver III, ES Associate Director
30-Dec-21	2021 Telework Call for Data	Robert Shriver III, ES Associate Director

Appendix 2: CHCO Council Updated Charter



Chief Human Capital Officers (CHCO) Council Charter Effective December 14, 2021

Name of Organization

Chief Human Capital Officers (CHCO) Council

Authority

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

Purpose

The CHCO Council is the principal interagency forum to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information and legislation affecting human resources operations and organizations.

Objectives

The CHCO Council shall perform functions that include the following:

- Inform and coordinate the activities of its member agencies on such matters as modernization of human resources systems and practices, improved quality of human resources information, and legislation affecting human resources management operations and organizations.
- At the request of the Chair, the Council may provide views to Office of Personnel Management (OPM), the Office of Management and Budget (OMB), and agency leaders on human capital strategies and policies, as well as on the assessment of human capital management in Federal agencies.
- Identify and share promising practices with CHCOs and other officials with similar responsibilities in fulfilling their individual responsibilities in an effort to:
 - promote a culture of continuous human capital learning and high performance;
 - embrace strategies, policies, and processes to develop and support a modernized federal workforce and workplace;
 - support consistency in the implementation of the law governing the Federal civil service; and
 - support agency leaders in carrying out their responsibilities for selecting, developing, training, and managing a diverse, inclusive, high-quality, productive workforce in accordance with merit system principles.

Leadership and Membership

Council Leadership

- The OPM Director is the Chairperson
- The OMB Deputy Director for Management is the Vice-Chairperson
- The OPM Chief Human Capital Officers Council Executive Director provides strategic direction and oversees the activities of the Council

Leadership Responsibilities

- Convene the Council and preside over meetings
- Foster inter-agency and stakeholder collaboration

Council Membership

- The Chief Human Capital Officers of Executive departments.
- The Act also provides that the Director of OPM may designate other members of the Council. Such additional members may include, but are not limited to:
 - the Chief Human Capital Officers of other Executive agencies;
 - the Chair of the Small Agency HR Council; and

- members who are designated on an ex officio basis and who may be invited to contribute to projects, as particular skills and expertise are needed.

Membership Responsibilities

- Attend regularly scheduled meetings and/or events and forums
- Designate a representative (e.g., Deputy CHCO) in rare circumstance should the CHCO be unavailable
- Be an active participant and vote when required
- At the discretion of the Chair, represent Council interests at other CXO sponsored meetings and/or events and forums.

Ex-Officio Members

The following members may attend the Council meetings as non-voting participants:

- Chief Financial Officers Council representative
- Chief Information Officers Council representative
- Chief Data Officer Council representative
- Chief Learning Officer Council representative
- Chief Acquisition Officers Council representative
- Others designated recommended by the Executive Steering Committee, if constituted at the request of the Chair

Committee Structure and Procedures

Standing Committees

Executive Steering Committee

At the request of the Chair, the Executive Director may lead an Executive Steering Committee (ESC) for the CHCO Council. The ESC will be responsible for advising the Council Leadership on the Council's strategic direction and priorities and fostering a strong relationship between OPM and the Council. The ESC will provide feedback to the Council's Executive Director on proposed agenda items for meetings. At the direction of the Chair, the ESC will also advise on the creation of Standing Committees and Working Groups – including their goals and outcomes – and assist with recruiting other CHCOs or Deputy CHCOs to participate in these groups. At the request of the Chair and where timing is of the essence, the ESC will be available to provide feedback to OPM on exigent policy or operational needs when feedback before a full Council meeting is not available.

If constituted, the Executive Steering Committee membership will include the following:

- Executive Director
- Up to five (5) Council Members to be selected by the Executive Director, and approved by the Chair, for a two-year term

The ESC may be disbanded at any time at the discretion of the Chair.

Additional Standing Committees and/or Working Groups

At the request of the Chair, the CHCO Council may create additional Standing Committees to inform and recommend solutions to strategic challenges that can last over several years and/or transcend Administrations or Working Groups to address emerging needs that are time-limited in nature and are oriented towards more tactical solutions. CHCO Council members, Deputy CHCOs and/or designees may lead or participate on these committees or working groups. The CHCO Council's Executive Director is responsible for providing guidance and direction to these committees or groups.

Annual Public Council Meeting

As required by the Act, at least once a year, representatives of employee labor organizations will be invited to attend a Council meeting. At the discretion of the Chair, representatives of other organizations may be invited to attend Council meetings.

Council Support and Sponsored Events

The staff of the Council, led by the Executive Director, shall provide strategic guidance and oversee all activities of the Council, including setting priorities, promoting collaboration, and proposing and managing the Council's budget.

Voting

When votes are taken either at the Full Council or Executive Steering Committee on recommendations to take to the Chair, each eligible voting member of the Council or Committee will get one vote and the member must be present. There is no minimum requirement to establish a quorum at a meeting.

Annual Report

The Act requires that the Council submit each year to Congress a report on the activities of the Council.

Amendments

This Charter may be amended with input from the CHCO Council and at the discretion of the Chairperson.

Appendix 3: CHCO Council Member List as of December 31, 2021

Agency	Title	Name
Agency for International Development	Acting CHCO	Peter Malnak
Agency for International Development	DCHCO	Jeffery Anoka
Department of Agriculture	CHCO	Anita Adkins
Department of Agriculture	DCHCO	Allen Hatcher
Department of Commerce	CHCO	Jessica Bensel
Department of Commerce	DCHCO	Paula Patrick
Department of Defense	CHCO	Nancy Anderson Speight
Department of Defense	DCHCO	Vacant
Department of Education	CHCO	Antonia Harris
Department of Education	DCHCO	Nathaniel Benjamin
Department of Energy	CHCO	Erin Moore
Department of Energy	DCHCO	Bindu Jacob
Department of Health and Human Services	Acting CHCO	Tia Butler
Department of Health and Human Services	DCHCO	Vacant
Department of Homeland Security	CHCO	Angela Bailey
Department of Homeland Security	DCHCO	Roland Edwards
Department of Housing and Urban Development	CHCO	Lori Michalski
Department of Housing and Urban Development	DCHCO	Priscilla Cark
Department of the Interior	CHCO	Raymond Limon
Department of the Interior	DCHCO	Jennifer Ackerman
Department of Justice	CHCO	Catherine Emerson
Department of Justice	DCHCO	Shawn Flinn
Department of Labor	CHCO	Sydney Rose
Department of Labor	DCHCO	Carin Otero
Department of State	CHCO	Carol Perez
Department of State	DCHCO	Phil Lussier

Agency	Title	Name
Department of the Treasury	CHCO	Trevor Norris
Department of the Treasury	DCHCO	Colleen Heller-Stein
Department of Transportation	CHCO	Philip McNamara
Department of Transportation	DCHCO	Anne Audet
Department of Veterans Affairs	CHCO	Tracey Therit
Department of Veterans Affairs	DCHCO	Vacant
Environmental Protection Agency	Acting CHCO	Arron Helm
Environmental Protection Agency	DCHCO	Mara Kamen
General Services Administration	CHCO	Traci DiMartini
General Services Administration	DCHCO	Merrick Krause
National Aeronautics and Space Administration	CHCO	Jane Datta
National Aeronautics and Space Administration	DCHCO	Brady Pyle
National Science Foundation	CHCO	Wonzie Gardner
National Science Foundation	Acting DCHCO	Bill Malyszka
Nuclear Regulatory Commission	CHCO	Mary Lamary
Nuclear Regulatory Commission	DCHCO	Eric Dilworth
Office of the Director of National Intelligence	Acting CHCO	Sherry Van Sloun
Office of the Director of National Intelligence	DCHCO	Zev Goldrich
Office of Management and Budget	CHCO	Sarah Spooner
Office of Management and Budget	DCHCO	Veta Hurst
Office of Personnel Management	CHCO	Tyshawn Thomas
Office of Personnel Management	DCHCO	Carmen Garcia
Small Agency Council	CHCO	Jamesa Moone
Small Agency Council	DCHCO	Eric Mozie
Small Business Administration	CHCO	Elias Hernandez
Small Business Administration	DCHCO	Julie Brill
Social Security Administration	CHCO	Alan Frank
Social Security Administration	DCHCO	Bonnie Doyle



U.S. Office of Personnel Management

Chief Human Capital Officers Council

1900 E Street, NW, Washington, DC 20415

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