



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

Merit System  
Accountability and  
Compliance

## Memorandum for Chief Human Capital Officers

From: Mark W. Lambert **MARK** Digitally signed by  
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Date: 2021.10.05  
08:58:24 -04'00'  
Associate Director **LAMBERT**  
Merit System Accountability and Compliance

Subject: Fiscal Year 2022 Evaluation System Assessment

The effective management of human capital, an agency's most valuable resource, is essential for hiring, managing, training, rewarding, and retaining a high-performing workforce. In accordance with our statutory responsibility, OPM designed a set of systems, including appropriate metrics, for assessing the management of human capital by federal agencies, and defined those systems in regulation, at 5 CFR part 250. In addition to the other areas of the Human Capital Framework, these regulations require each agency to have a formal evaluation system in place to assess human capital progress and results. As part of OPM's ongoing work with agencies in this area, OPM will evaluate Chief Human Capital Officer (CHCO) agency evaluation systems in the Spring of 2022.

Having a viable evaluation system is critical to agency success, as measuring the impact of human capital management on mission accomplishment is paramount to maximizing organizational performance. Including HRStat, Independent Audit Program, Human Capital Review, and other evaluation activity, the evaluation system is guided by and informs the Human Capital Operating Plan (HCOP). The HCOP ensures human capital management is aligned with the agency's Annual Performance Plan and quadrennial Strategic Plan. The agency Strategic Plan incorporates the agency's Learning Agenda, which is required by the Foundations for Evidence-Based Policymaking Act of 2018 and described further in Presidential Memorandum M-21-27.

OPM last assessed CHCO agency evaluation systems in FY 2019, using the Evaluation System Standards and maturity model we developed in collaboration with CHCO agencies in 2018. These assessments established baseline data of agency evaluation systems maturity. At that time, OPM provided each CHCO an assessment of the maturity level achieved by their agency for each standard and identified next steps to take the evaluation system to the next level of maturity. The upcoming assessments will be used to update your agencies' evaluation system maturity levels. OPM will provide recommendations to address continuing challenges, and work with agencies on making further improvements. We plan to recognize agencies that have made substantial evaluation system improvements since our baseline assessment. Our findings also

will be used in the planning of the Human Capital Reviews OPM will hold with agencies in FY2023.

We plan to conduct interviews with several key stakeholders who manage specific program areas such as the HCOP, HRStat, and the Independent Audit Program, to name a few. This will allow OPM to conduct a comprehensive assessment of how the critical elements of your agency evaluation system work together. The information gathered from these interviews will provide a holistic view of each agency's use of data to inform decision-making. In addition, we will examine assessment activity conducted by your agency designed to monitor progress towards achieving strategic human capital goals and maximizing organizational performance.

For your convenience, the complete Evaluation System Standards definitions, description, and maturity model are attached. In addition, the attachment contains guidance on developing an updated evaluation system policy and an agency-wide communications plan. It also contains a newly added logic model, which illustrates the lifecycle of the evaluation system and the significant impact it can have on human capital management and mission accomplishment if properly managed.

Please provide the contact information for a primary agency Point of Contact (POC) to Ms. Ana A. Mazzi, Principal Deputy Associate Director for Merit System Accountability and Compliance, no later than October 22, 2021, at [Ana.Mazzi@opm.gov](mailto:Ana.Mazzi@opm.gov). We plan to coordinate all activities through your primary POC. We are excited to continue working with you to improve human capital management by having a robust evaluation system in place.

For questions related to the review process, please contact Ms. Mazzi at (202) 606-4309 or the email address above.

Attachment

cc: Deputy Chief Human Capital Officers  
Performance Improvement Officers