



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

December 11, 2019

MEMORANDUM FOR: Agency Heads

FROM: DALE CABANISS
DIRECTOR

Subject: Human Capital Reviews

Successful human capital management requires enterprising leadership, effective policies and programs, and a robust evaluation system. As the President's human capital management agency, OPM will conduct Human Capital Reviews (HCR) starting in March 2020. As you know, the HCR was established in the revised regulations of 5 CFR part 250, subpart B, effective April 11, 2017. As we did in Fiscal Year (FY) 2019, OPM invites you to identify members of your executive staff to engage in this interactive dialogue, leveraging OPM's review to identify and share successful practices, identify root causes of issues, develop solutions, and highlight crosscutting organizational challenges within your agency.

In FY 2020, we would like to continue the discussion we started during the initial HCR between agency leadership and OPM. Discussions focused on human capital results achieved and challenges linked specifically to goals in agency Human Capital Operating Plans and the President's Management Agenda (PMA). We will be continuing the conversation about key drivers of transformation including IT modernization; data, accountability, and transparency; and developing a workforce for the 21st century. We are particularly interested in learning of progress your agency is making towards modernizing your workforce. This includes strategically hiring employees with the proper skills that are aligned with evolving mission needs, engaging the workforce, and reskilling/upskilling employees as necessary. In addition, we would like to follow up on agency progress in meeting Governmentwide priorities identified in the Federal Workforce Priority Report, such as closing skill gaps and effectively using data to drive decision-making and improve processes. We invite you to tell us about any new human capital challenges that may be affecting mission accomplishment, and we plan to discuss potential solutions to issues identified in the previous HCR.

As planning efforts are underway, we ask that you identify one point of contact for your agency with whom OPM will coordinate the agenda for your agency's HCR. We want to reemphasize that the HCR is an opportunity to advance human capital management across government. One of the purposes of agency engagement is to highlight successes in the implementation of human

capital objectives, share feedback on HC progress, and demonstrate application of the driving tenets of the PMA: "Mission, Service and Stewardship."

Please provide the name of your delegated representative to Ms. Ana A. Mazzi, OPM's Principal Deputy Associate Director for Merit System Accountability and Compliance, no later than December 20, 2019, at Ana.Mazzi@opm.gov. We are excited to continue working with you to improve your human capital results using Human Capital Reviews. For questions related to the review process, please contact Ms. Mazzi at (202) 606-4309 or the email address above.