



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

Sunday, January 4, 2004  
MSG-003a

**MEMORANDUM FOR: HEADS OF DEPARTMENTS AND AGENCIES**

FROM: KAY COLES JAMES, Director

Subject: HRM Accountability

Strategic management of human capital is a central component of the President's Management Agenda. In support of that initiative, I am issuing the attached HRM Accountability System Standards and asking each department and agency to develop an internal accountability system in line with them.

These standards are part of OMB's Human Capital Standards for Success. Meeting them is one step to enable your agency to achieve a "green light" under the OMB standards. They are also fully aligned with OPM's new Human Capital Scorecard, which I transmitted to you on December 7. All three documents stand together as complementary tools for helping you achieve success in managing human capital.

The standards describe the essential features of an internal HRM accountability system. The purpose of an accountability system is to ensure that human resources are strategically aligned to support the mission, and that HRM programs are effective and HRM processes efficient. At the same time HRM policies and practices must uphold the merit values that underlie our Civil Service.

Because this is a new requirement based on the recent Executive Order 13197, we recognize that it will take time for agencies to reach the desired level of HRM accountability. We intend to follow up in the coming months with additional guidance on how to do so. In the meantime, we welcome all questions and requests for help in applying these standards. Please contact Dana Sitnick or Paul Thompson of my staff on (202) 606-2820 for assistance.

The accountability standards were the product of an interagency task force. Please accept my personal thanks for the hard work contributed by your staffs in producing this vital document.

[Standards](#)