



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

Employee Services

Monday, June 25, 2018

**MEMORANDUM FOR: HUMAN RESOURCES DIRECTORS**

**FROM:** MARK W. LAMBERT, ASSOCIATE DIRECTOR, MERIT SYSTEM  
ACCOUNTABILITY AND COMPLIANCE  
MARK D. REINHOLD, ASSOCIATE DIRECTOR, EMPLOYEE  
SERVICES  
**Subject:** Human Capital Review Guidance

The revised regulations at 5 CFR Part 250, subpart B, which went into effect April 11, 2017, established the requirement that agencies participate in an annual Human Capital Review with the U.S. Office of Personnel Management (OPM). Human Capital Reviews will be a dialogue between agencies and OPM for the purpose of improving overall human capital management. We are pleased to provide guidance for participating in Human Capital Reviews that was developed in collaboration with an interagency working group of representatives from various agencies.

Human Capital Reviews are a unique opportunity for agencies to partner with OPM in showcasing agency human capital accomplishments and addressing both agency-specific and Governmentwide human capital concerns and needs. Taking an evidence-based approach, the discussions will focus on agency human capital programs and the design and use of their Human Capital Operating Plans, HRStat, and Independent Audit Programs to improve human capital planning and outcomes in support of organizational performance.

Included in the guidance is a logic model and maturity model developed by the workgroup. The logic model gives examples of resources and actions to achieve organizational success and improve human capital processes and strategies. The maturity model illustrates benchmarks of achievement for human capital management and helps agencies identify areas for improvement. Both models are provided as tools for agencies to use to help guide efforts to improve human capital management and prepare for the Human Capital Reviews. In addition, Human Capital Reviews should help agencies prepare for participation in Office of Management and Budget Strategic Reviews, which focus on progress made towards achieving agency strategic goals contained in their strategic plan.

The [complete guidance package is attached](#). In addition to the logic and maturity models, it includes information about the context for Human Capital Reviews, the phases of the review process, suggested participants for the face-to-face meeting, how the meeting might be structured, potential data sources, and a timeline of events.

We look forward to working with you to help ensure Human Capital Reviews result in improvements in human capital results. For questions related to the review process, please

contact Ana A. Mazzi, Deputy Associate Director, Merit System Accountability and Compliance, at (202) 606-4309 or [Ana.Mazzi@opm.gov](mailto:Ana.Mazzi@opm.gov).

Attachment: <https://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/tools/human-capital-reviews.pdf>

Cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, and Performance Improvement Officers