

CHCO
FEDERAL CHIEF HUMAN
CAPITAL OFFICERS



FEDERAL ROADMAP

CHCO



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This Federal Roadmap was developed as a cooperative effort by the Partnership for Public Service, Federal Management Partners, Inc., and members of the Partnership's Strategic Advisors to Government Executives (SAGE) program. It is designed to provide a strategic vision, conveying key principles for CHCOs seeking to optimize federal human resources and have a framework for carrying out their primary activities.

WHY IS HUMAN CAPITAL IMPORTANT?

GOOD GOVERNMENT COMES FROM GOOD PEOPLE.

Employees are the most important resource in any agency. While good financial systems, technology, infrastructure and policies are necessary components of an effective government, none of it works without the right people in the right jobs with the right leadership. Employees contribute to initiatives, manage programs and lead others. Collectively, they inspire hope, drive change and deliver mission results.

As an integral part of an agency's management infrastructure, the federal chief human capital officer (CHCO) is a position established in law as the top human resources manager and adviser. The CHCO joins the chief operating officer (COO), chief acquisition officer (CAO), chief financial officer (CFO), chief information officer (CIO), performance improvement officer (PIO) and other C-suite officials to create and oversee a comprehensive management system and provide advice to executives, guidance to managers and assistance to employees.

CHCOs create the human capital vision and direction needed to align an agency's human resources policies and programs with the organization's mission, strategic goals and performance outcomes. They initiate, implement and measure strategies to recruit, hire, develop, motivate and retain a high performing workforce. In short, CHCOs serve as internal champions, advisers and facilitators for leading, managing and engaging government's most valuable resource.

This roadmap provides insights and perspectives on the important role that CHCOs play in helping agencies deliver mission results. These observations can help aspiring HR leaders understand the responsibilities of federal human capital leadership and enable seasoned federal executives to collaborate better with CHCOs in achieving their program goals.

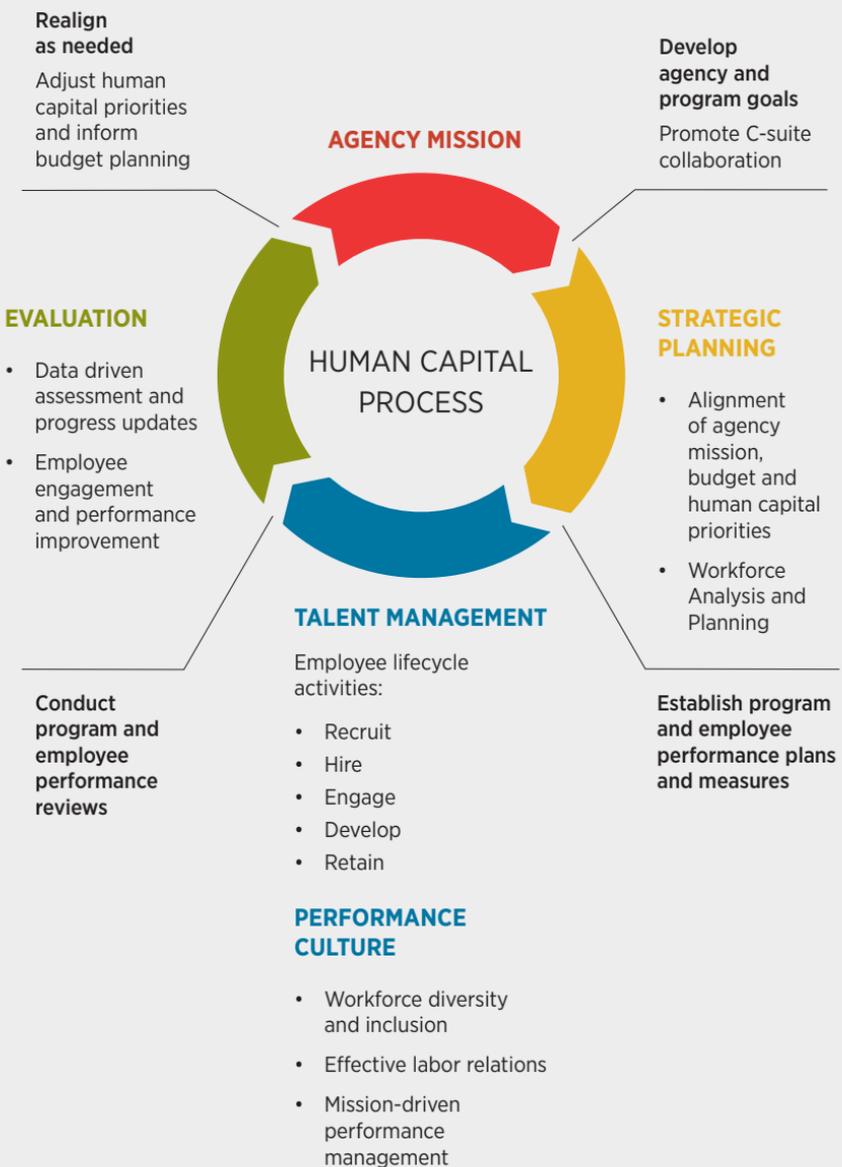
To address some of the current federal workforce challenges CHCOs are:

- Helping political and career leadership work together effectively to develop human capital strategies and programs
- Adapting to continually decreasing budgets by making the best use of existing human resource tools and flexibilities
- Developing workforce strategies to improve employee engagement to better meet mission requirements while dealing with increasing workloads and reduced resources
- Balancing and promoting multiple public-sector human resource management goals and objectives by:
 - Providing mission-driven strategic advice and guidance on major decisions
 - Managing efficient and effective human resources operations
 - Ensuring compliance with the law, regulations and merit system principles
 - Facilitating the development and implementation of human resources programs, policies and procedures
 - Combining efforts to hire a highly qualified workforce, enhance diversity and provide veterans preference
- Proactively addressing future workforce realignment challenges by studying occupational trends:
 - Using predictive analytics for workforce planning
 - Helping agency leaders build and lead a multigenerational and multisector workforce
- Measuring and improving performance management at the individual, program and mission levels
- Collaborating with the Office of Personnel Management (OPM), the Office of Management and Budget (OMB) and other CHCOs to identify and create new and innovative approaches to public sector workforce management

How do CHCOs support their agencies?

As *strategic* and *operational* leaders, CHCOs align human capital priorities with mission objectives, strategic goals and performance outcomes, and meet the workforce needs of top agency executives, individual program leaders and employees.

As the primary executive *advocate* for the workforce, it is the CHCOs' job to collaborate and encourage leaders to incorporate workforce priorities into their agency's management system and to maintain standards of excellence for day-to-day human resources operations. They actively promote investment in the agency's primary asset—its employees.



CORE CHCO RESPONSIBILITIES

Strategic Planning

Strengthen the agency's strategic planning process

Build collaborative relationships with all C-suite executives (COOs, CAOs, CFOs, CIOs and PIOs) to ensure human capital issues are reflected in agency strategic planning.

Align human capital strategies with human resources operations and mission outcomes

Clearly connect the mission objectives of the agency's human capital strategy to effective human resources policies, practices and procedures.

Link the budget process to strategic workforce planning

Work in close partnership with the chief financial officer to incorporate human capital data and trends in the budget justification process and ensure the workforce is capable of supporting mission objectives and priority programs efficiently.

Create efficient processes and procedures, and incorporate technology

Review and update business processes and practices on an ongoing basis to improve the efficient delivery of human resources services. Identify and use technology whenever feasible to implement these streamlined improvements, measure progress, report successes and identify opportunities for continued enhancements.

Talent Management

Recruit, hire, develop and retain the right talent at all levels

Establish the agency's strategy for managing all phases of the employee lifecycle, and collaborate with program and line managers to acquire and empower a highly capable workforce to accomplish program goals and achieve mission outcomes.

Develop and maintain an agile workforce that fits agency mission needs

Collaborate with program teams and agency leadership to design an effective workforce plan for the organization. To forecast workforce needs, analyze how changes affect the budget, attrition rates and the supply of talent, and proactively recommend solutions and strategies such as phased retirement, a focus on knowledge transfer or improved talent acquisition.

Identify and close competency gaps in mission-critical occupations

Work with OMB, OPM and agency leadership to identify, measure and report mission-critical skill gaps, and use this information to develop effective approaches to meet these needs.

Build the agency's community of human resources professionals

Enhance the capacity and capability of human resources professionals, who must understand agency mission needs and interpret and convey the nuances of federal policies, procedures and good human resources practices. Agency human resources professionals should be full partners with agency managers in helping build the workforce of the future.

Develop future agency leaders

Create a comprehensive agency-wide succession plan with senior leaders to determine the competencies required for leadership positions. Identify and build pipelines for internal and external talent.

Performance Culture

Create a fair and inclusive workplace and develop a diverse workforce

Establish policies to develop a workforce that reflects and represents all segments of society. Promote practices to instill inclusive behavior in the workplace.

Foster effective labor-management relations

Continuously collaborate with employee organizations and management associations to enhance the efficiency and effectiveness of agency operations.

Strengthen mission-driven performance management practices

Create a comprehensive performance management system anchored to the mission of the agency and its goals and objectives. Help agency managers and leaders develop a results and performance-driven culture.

Develop and advocate for a culture of continuous learning

Prioritize employee training and development as a critical investment in building an effective workforce. Educate the organization's leadership on the importance of such initiatives.

Ensure compliance with law and regulations and seek needed changes

Work with agency leaders and line managers to ensure understanding of and adherence to policies and procedures set out by OPM, OMB and Congress. Identify instances in which the current law, regulation or agency policy is ineffective or outdated and seek change. Find new and innovative ways to address agency workforce needs making sure new approaches stay within legal and regulatory boundaries.

Evaluation

Collect human capital data to drive performance decisions at the agency, program and employee levels

Collect, track and report key human capital metrics to build transparency and credibility, foster collaboration and enable more informed decision-making about future goals and objectives at all agency levels.

Analyze and use Federal Employee Viewpoint Survey data and the Best Places to Work in the Federal Government® rankings to develop and implement employee engagement strategies

Use employee survey trends as a diagnostic tool to develop and deploy action plans that address organizational and management challenges across the agency.

Use long-term trends to forecast changes in workforce performance

Use outcome-based data and trends to measure, track and project quantifiable performance trends and proactively address anticipated challenges.

What tools exist to support CHCOs?

CHCOs rely on a broad network of resources inside and outside their agencies to support effective mission delivery. This involves leading a skilled internal team, typically including a deputy with technical knowledge or other key subordinates who can oversee operational details in human resources while the CHCO concentrates on mission-focused strategic human capital planning.

Building cross-agency networks outside the organization, is equally valuable. CHCOs develop relationships with other federal human capital leaders to share best practices and tackle issues collaboratively manner. This gives CHCOs the opportunity to benchmark themselves against other agencies and measure their own effectiveness and success. The Chief Human Capital Officers Council serves as a key mechanism for developing cross-agency relationships within the human capital community. The council was created to advise and coordinate the activities of the agencies on matters such as:

- Modernizing human resources systems
- Improving the quality of human resources information
- Assessing proposed legislation, regulations and other policies affecting human resources operations and organizations
- Resolving issues of common concern

In addition, a number of other groups, including the Small Agency Human Resources Council, the Chief Learning Officers Council and the Federal Human Capital Collaborative, provide important mechanisms for discussing human capital challenges and associated strategies across government.

CHCOs also work closely with agency CIOs, CFOs, CIOs and CAOs to achieve mission objectives. In short, CHCOs cultivate a wide support system both inside and outside of their agencies to maximize mission delivery.

Legislative empowerment

The guiding principles and governing structure of the federal human capital environment were established through the Chief Human Capital Officers Act of 2002 and reinforced through the GPRA Modernization Act of 2010. Together, these important laws outline the leadership roles and responsibilities of CHCOs as collaborative business partners in their agencies' strategic planning and reporting activities.

The Chief Human Capital Officers Act of 2002

- Delineates specific roles and priorities, and enables CHCOs to promote workforce priorities as a peer among the C-suite leadership positions.
- Elevates the importance of human resource management in government and the need to invest in the federal workforce, and creates a CHCO position in 24 executive departments and agencies.
- Directs OPM to establish a set of systems for assessing human capital management across the government and creates metrics for success to hold executives accountable.

GPRA Modernization Act of 2010

- Strengthens the federal government's strategic and reporting activities.
- Designates specific responsibilities for CHCOs in the preparation of the agency's annual performance plan and in the strategic planning process.
- Requires OMB to work with agencies to develop long-term performance improvement goals for human capital management, financial management, information technology management and procurement and acquisition management.
- Directs the White House to establish government-wide and agency priority goals. From a human capital perspective, for example, one of the responsibilities CHCOs have is helping the government meet the cross-agency priority goal of closing the skill gaps in the fields of acquisition, cybersecurity, economics and information technology.

Key stakeholders

CHCOs collaborate and communicate with many key organizations and individuals that factor into major strategic human capital decision-making. For example, the president annually identifies and communicates human capital priorities in the performance and management section of the annual budget submission to Congress.

Stakeholders that partner with the CHCO include:

- Agency or department heads
- Key political and career program leaders
- Congress
- OPM, OMB and Government Accountability Office
- Merit Systems Protection Board
- C-suite officers, including the COO, CFO, CIO, CAO and PIO
- Federal employee unions and representatives

Additional resources

Chief Human Capital Officers Council

<http://chcoc.gov>

Federal Human Capital Collaborative

<http://ourpublicservice.org/collaborative>

Strategic Advisors to Government Executives

<http://ourpublicservice.org/sage>

Small Agency Human Resources Council

<http://sac.gov/contact>

Human Resources on Performance.gov

<http://hr.performance.gov>



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