

Chief Human Capital Officers Council 2025 Report to Congress

In accordance with requirement established through
Public Law 107-296, Section 1303(d)



*Interagency forum established in 2002
to advise and coordinate activities of member agencies
on matters of federal personnel policy and practices*

A Message from OPM Director and CHCO Council Chair, Scott Kuper

I am pleased to present the 2025 Chief Human Capital Officers (CHCO) Council Annual Report to Congress.

Each year, pursuant to the Homeland Security Act of 2002, the CHCO Council is required to submit an annual report to Congress on the yearly activities of the Council, and there are plenty of achievements I am excited to share for 2025.

Throughout the year, the CHCO Council has demonstrated a consistent ability to meet key administration needs. As we undertake the challenging work of modernizing and reforming the federal workforce to best serve the American people, the CHCO Council has served as an invaluable resource connecting our team at the U.S. Office of Personnel Management (OPM) with the federal agencies working to implement President Trump's agenda.

This connectivity has enabled federal agencies to provide indispensable input into the policymaking process through CHCO Council Meetings, Special Sessions, and Personnel Policy Office Hours which has led to stronger, more impactful policy development. From our work instilling a high-performance culture across the federal workforce through reforming performance standards to the innovative progress being made in centralizing operational efficiency through projects like the Federal HR 2.0 initiative, the CHCO Council has thoroughly demonstrated its utility and flexibility to meet key needs.

Implementing this administration's bold and extensive agenda requires collective effort and consistent coordination, and the CHCO Council serves as the premier forum which has enabled the necessary information sharing between agencies to accomplish these goals.

As we look to build the federal workforce of the future there is still much to do. We have many exciting projects ahead, such as our work to expand the recruitment of early career talent to the federal workforce, but with the support and active engagement of the CHCO Council, I am confident we can achieve success.

Sincerely,



Scott Kuper
OPM Director and CHCO Council Chair
U.S. Office of Personnel Management

A Message from Executive Director of the CHCO Council, Colleen Heller-Stein

I am excited to share the many accomplishments of the CHCO Council in this 2025 Annual Report to Congress. This year, the CHCO Council, consisting of agency Chief Human Capital Officers who together lead a workforce of over 2 million federal civilian employees, navigated a presidential transition that ushered in a mandate for change. CHCOs met the moment, managing to inform and implement key changes across a number of different dimensions while ensuring the federal workforce was still poised to serve the American people. This was no small task.

Despite this immense challenge, CHCOs met it head on, and they did so while simultaneously navigating changes within the Council itself. We welcomed many new faces to the CHCO Council in 2025 and saw changes to either the CHCO or Deputy CHCO role in nearly all member agencies. As of January 2026, nearly half of CHCO Council members have been in their roles for less than a year, and 90% have been in their roles for fewer than three years. The CHCO Council played an important role in welcoming these new CHCOs and Deputy CHCOs and setting them up to succeed in their agencies.

To ensure continued competence, we met nearly one hundred times as a Council throughout 2025, and these meetings were critical to the implementation of this administration's workforce priorities. The CHCO Council hosted a substantial number of Special Sessions, continued regular monthly meetings, frequently hosted Personnel Policy Office Hours, and maintained an Executive Steering Committee meeting bi-weekly. Each of these sessions allowed CHCOs to ask questions, raise concerns, and provide invaluable feedback on new workforce policies and initiatives. Their willingness to share their expertise, combined with their consistent support and buy-in, was integral to the success of the many new and innovative projects they were tasked with leading over the year.

Throughout 2025, every member of the Council demonstrated their adaptability and commitment to public service to a remarkable degree. I want to extend my gratitude to all of our CHCO Council members and partners for their hard work this year. CHCOs have been such a valuable resource for OPM and their assiduous work to ensure the federal government functions at its best is inspirational.

CHCO Council 2025 Annual Report to Congress

As we cap off such an exceptionally productive 2025, I eagerly look forward to the future with the CHCO Council as we continue to innovate, share best practices, and creatively problem solve to address human capital challenges and opportunities.

Sincerely,

/s/

Colleen Heller-Stein
Executive Director of the CHCO Council
U.S. Office of Personnel Management

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Executive Summary

Overview

The year 2025 was an active and effective one for the Chief Human Capital Officers (CHCO) Council. Under the leadership of the Office of Personnel Management (OPM) Director and CHCO Council Chair, the Office of Management and Budget (OMB) Deputy Director for Management and CHCO Council Vice Chair, and the Executive Director of the CHCO Council, the Council continued regular monthly meetings, engaged the Executive Steering Committee (ESC), hosted numerous Special Sessions, and held the Annual Public Meeting. This report covers CHCO Council activities from January 1 through December 31, 2025.

CHCO Council Meetings

Throughout 2025, the CHCO Council continued to host regular meetings each month, generally for one to two hours. In addition to these regularly scheduled monthly meetings, in 2025, the Council hosted a record number of CHCO Council Special Sessions to discuss pressing topics. The Council also continued to host monthly policy feedback sessions with OPM to provide input on policy matters. Additionally, the CHCO Council held its Annual Public Meeting on Tuesday, December 9, 2025, via a virtual web platform to enable the maximum participation possible. Over 200 individuals attended. The CHCO Council did not host its Fall Forum due to the historically long lapse in appropriations in late 2025. More information about the Annual Public Meeting and Fall Forum can be found in their respective sections below.

Authority and Purpose of the Chief Human Capital Officers Council

Authority

The CHCO Council (Council) was formally established by the Chief Human Capital Officers Act of 2002 (Act), which was enacted as part of the Homeland Security Act, Public Law 107-296, on November 25, 2002. The Act became effective May 24, 2003.

Purpose

The CHCO Council is the principal interagency forum to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations.

CHCO Council 2025 Activities

CHCO Council Meeting Highlights

The CHCO Council Chair and Vice Chair presided over monthly CHCO Council meetings, with the CHCO Council Executive Director facilitating. Chief Human Capital Officers and Deputy Chief Human Capital Officers from the 24 Chief Financial Officers (CFO) Act agencies attended and represented their agencies. In addition, the Chair of the Small Agency Human Resources Council (SAHRC) attended. In alignment with historical precedent, CHCOs from OMB and the Office of the Director of National Intelligence (ODNI) were invited to attend as well.

CHCO Council meeting agendas during the 2025 calendar year included, but were not limited to, the following topics:

- Administrative Leave Regulations
- Applicant Flow Data
- Career Transition Programs
- Combined Federal Campaign
- Continuous Vetting
- Deferred Resignation Program
- Employee Record Reviews
- Hiring Freeze Implementation
- HR IT Modernization
- Human Resources Solutions Services for Workforce Reshaping
- Merit Hiring Plan
- Online Retirement Application
- OPM 2026-2031 Strategic Plan
- Performance Management
- Reduction-In-Force and Competitive Area Requirements
- Return to Office Reporting

- Rule of Many
- Schedule C Terms of Employment Flexibilities
- Senior Executive, Aspiring Leaders, and Leadership Development Programs
- Senior Executive Service Accountability
- Use of Assessments in the Federal Hiring Process

Executive Steering Committee

The CHCO Council ESC continued to meet on a biweekly cadence throughout 2025. The ESC serves as a voice for the CHCO Community to raise important issues and has continued to be a sounding board on OPM policy and programmatic matters. The ESC helps shape the CHCO Council meeting agendas and informs the work of the Council more broadly.

Membership on the ESC is customarily determined via a peer-nominated process with approval from the CHCO Council Chair. Typically, there are five CHCO Council member agency representatives on the ESC along with the Executive Director. During 2025, a total of six member agencies were represented at different times throughout the course of the year.

The member agencies represented on the ESC during 2025 included:

- The CHCO at the Department of Commerce
- The CHCO at the Department of Housing and Urban Development
- The CHCO at the Department of the Treasury
- The CHCO at the General Services Administration
- The CHCO at the National Aeronautics and Space Administration
- The CHCO at the Department of Justice

CHCO Council Priorities

In 2025, the CHCO Council re-examined and refreshed their three main priorities and areas of focus to better align with the new President's Management Agenda, new administration priorities, and new OPM goals. These three priorities will continue to be assessed to best enable responsiveness to key issues CHCO Council members identify as areas of focus for the community. The new priorities are:

1. Fostering Merit and Skills Based Hiring for the Federal Workforce
2. Reinforcing Employee Performance and Accountability Standards
3. Building HR Workforce Capacity and Capability

Working Groups and Communities of Practice

In 2024, the CHCO Council operated with five working groups and three communities of practice that were established to drive CHCO Council priorities and support the implementation of the President's Management Agenda (PMA). With a new presidential administration in 2025, the CHCO Council used this as an opportunity to close out the work of the previously established working groups and communities of practice and begin to reframe with a new PMA. Although focused on new priorities, the working group framework and leadership model continued, with CHCO Council members and OPM senior leaders forming the core of any working group established.

One new working group was established in 2025, with plans for more to follow in 2026. The new Combined Federal Campaign Working Group was established to assess the continued effectiveness of the Combined Federal Campaign (CFC) and provide recommendations to OPM on the CFC's future. The CFC Working Group began meeting on an ad hoc basis in the Fall of 2025 following the continued trend of falling CFC contributions. For 2026, the group's goal is to draft a report with recommendations on the future of the CFC and then present these findings to OPM leadership for decision-making.

CHCO Council Special Sessions and Involvement

In addition to the official monthly CHCO Council meetings, CHCO Council staff brought the Council together throughout the course of the year for special sessions to address pressing topics and emerging needs. 2025 resulted in a record number of

special sessions for the CHCO Council, with over 50 meetings occurring throughout the year as the Council worked to implement the administration's new workforce priorities. These special sessions played a critical role in providing a place for CHCO Council members to offer agency input into the development and implementation of new administration priorities. They also ensured all member agencies were on the same page when it came to the implementation of new and novel programs.

The topics for these sessions included, but were not limited to:

- The Federal Civilian Hiring Freeze
- Guidance Regarding Diversity, Equity, Inclusion and Accessibility Executive Orders
- The Deferred Resignation Program
- Collective Bargaining Obligations in Connection with the Return to In-Person Work
- Agency Reductions in Force (RIF) and Reorganization Plans
- Schedule Policy/Career
- Senior Executive Service (SES) Performance Management
- Return-to-Office Progress
- Labor Management Programs
- Merit Hiring Plan
- Probationary Period Employees
- Schedule C Appointments and Pay Setting
- Performance Management for General Schedule (GS) Employees

CHCO Council Personnel Policy Office Hours

In 2025, the Council continued to convene CHCO Council Personnel Policy Office Hours on a regular basis to provide more opportunities for the CHCO community to share early input with OPM on policies under consideration. OPM subject matter experts came with a prepared topic for input from CHCO Council members, or depending on the topic, their designated subject matter expert representatives. Topics

included proposed regulatory changes for chapter 43 and chapter 75 procedures in Title 5 U.S.C. for employee accountability, performance management for federal employees, performance review boards, awards guidance, administrative leave guidance, and Schedule Policy/Career guidance. The input provided by CHCO Council members and agency subject matter experts served to shape final policy and enable successful implementation across the federal government.

Fall Forum

The CHCO Council was unable to host its planned 2025 Fall Forum due to the record-breaking lapse in appropriations that occurred in the fall of 2025. The Council had located a venue and developed a planned agenda, but due to the lapse in funding, was unable to execute on these plans. Moving forward, the CHCO Council intends to host a Fall Forum in 2026 for CHCOs to set Council goals and priorities as well as connect with one another in-person.

Annual Public Meeting

The CHCO Council held its annual public meeting on Tuesday, December 9, 2025. The agenda opened with leadership remarks from the CHCO Council Chair, Vice Chair, and the CHCO Council Executive Director. The meeting then highlighted several areas of accomplishment for OPM and the CHCO Council in 2025. The primary focus was on the work being done to modernize federal HR IT services, including the development of the Online Retirement Application and efforts to procure and implement a new Core Human Capital Management system at OPM that will integrate with other Federal HR IT systems from across government (such as payroll, benefits, talent acquisition, and performance management) to ensure a seamless flow of information across various HR functions. The event was noted in the Federal Register with additional outreach to labor unions, management associations, and the press. Over 200 individuals attended.

Cross-Agency Council Engagement

Throughout 2025, the CHCO Council continued to develop and expand upon the previously established collaborative relationships with other cross-agency councils. Council leadership worked closely with SAHRC, including frequent meetings in the first half of 2025 to ensure that all agencies, not just those represented on the CHCO Council, were receiving the same guidance and instructions from OPM in a timely

manner. These collaborative sessions were vital to the successful implementation of early administration priorities across the entire federal government. Council leadership also formed a close working relationship with the Council of the Inspectors General on Integrity and Efficiency (CIGIE). This relationship helped ensure that all CIGIE representatives were on the same page and working in tandem with OPM to accomplish administration goals. Finally, the Council's Executive Director took a leadership role in establishing a collaborative governance framework for HR IT Modernization which includes an Advisory Board comprised of CHCOs and federal Chief Information Officers. Moving forward, in 2026, the Council plans to continue these collaborative partnerships and further strengthen relationships with other cross-agency councils to ensure the critical cooperation necessary to implement the CHCO Council's goals and priorities.

CHCO Council Operations

CHCO Council Communications

The CHCO Council consistently communicates with key stakeholders including Council members, human capital leaders throughout government, and the public through various channels. The Council sends a streamlined weekly email at the beginning of the week from the Executive Director to CHCOs and Deputy CHCOs. This email contains key items happening in the week ahead in the human capital space, recent memoranda, guidance, or policy released, reminders about data call deadlines, dates for upcoming CHCO Council meetings and working groups, key HR job postings, and requests from CHCOs on important topics they wish to share with Council members. Additionally, the Council continues to maintain a website presence which serves as an external place to house the CHCO Council Charter, CHCO Annual Reports, key OPM guidance documents, and CHCO Council member information. In 2025, preparations began to shut down the old CHCO Council website (beta.chcoc.gov) with plans to move the Council's presence to the OPM website located at: www.opm.gov/chcoc/. This move was initiated in 2025 and is set to be completed in 2026.

CHCO Council Annual Survey

The CHCO Council, in partnership with OPM's Workforce Policy and Innovation team, created the fifth CHCO Council Annual Survey in 2025. The survey's purpose is to collect feedback from CHCO Council members on the administration of the CHCO Council, OPM performance, and customer experience. The feedback collected is used to strengthen the operations of the CHCO Council and identify areas of improvement for OPM.

The 2025 Annual Survey was administered to CHCOs during the January 2026 CHCO Council meeting in order to incorporate feedback from CHCOs that spanned the entirety of the calendar year 2025. The survey was shared before and afterwards via a link sent only to CHCOs and Deputies who served on the CHCO Council for a period of greater than one month in 2025. As in past years, the survey was voluntary, anonymous, and confidential to help the CHCO Council leadership and OPM understand where to drive improvements.

In a change from previous years, the CHCO Council combined the Annual Survey with the Employment Barriers survey, which is used to garner feedback for the Employment

Barriers section of the Annual Report, in order to reduce the total number of surveys presented to CHCOs. The CHCO Council also responded to feedback from previous years by significantly reducing the length of the Annual Survey to encourage greater participation.

Over two thirds of the CHCO Council completed at least a portion of the 2025 Annual Survey, and approximately half of respondents were CHCOs and half were Deputy CHCOs. It's important to note that the Annual Survey analysis should always be treated as a point-in-time estimate as the makeup of the CHCO Council changes year to year.

Across the board, survey respondents expressed satisfaction with all aspects of the CHCO Council. Specifically, 100% of respondents agreed that CHCO Council meeting topics were useful for their work. This is a record high and represents a significant increase from 83% in 2024. Further, 85% of respondents agreed that CHCO Council meetings informed and coordinated the activities of member agencies. This also stands as a record high in this category. 93% of respondents were satisfied with the customer service from the CHCO Council Staff, which mirrors last year's results, and 100% were satisfied with the CHCO Council weekly email updates, a 7% increase from last year.

Other notable measures include record agreement that OPM issues guidance in a timely manner, that OPM policies are responsive to agency needs, and that OPM policy is clear and easily understood to agencies. The full survey results were shared internally across OPM to allow for the feedback provided to strengthen areas of operation for OPM and the CHCO Council. The CHCO Council plans to administer the survey again at the close of 2026.

Employment Barriers

Pursuant to Section 6604 of the National Defense Authorization Act for Fiscal Year 2022, PL 117-81, December 27, 2021, 135 Stat 1541, the CHCO Council's annual reporting requirements, detailed in the Homeland Security Act of 2002, PL 107-296, 5 U.S.C. 1401, were amended to require the addition of the following content:

A description of employment barriers that prevent the agencies or its members from hiring qualified applicants, including those for digital talent positions, and recommendations for addressing the barriers that would allow such agencies to more effectively hire qualified applicants.

Although this portion of the bill did not define digital talent positions, Section 909 defined digital talent to include “positions and capabilities in, or related to, software development, engineering, and product management; data science; artificial intelligence; distributed ledger technologies; autonomy; data management; product and user experience design; and cybersecurity.” This definition has been consistently utilized whilst surveying CHCO Council member agency responses regarding employment barriers for the past several years.

In a change from recent years, the CHCO Council consolidated their previously administered Employment Barriers Survey with the CHCO Council Annual Survey to reduce survey fatigue amongst agencies. The confidential survey was administered through an anonymous link during a CHCO Council meeting and contained questions on both overall talent and digital talent hiring. It collected both qualitative and quantitative data. The responses have been used below to report the views of CHCO Council members regarding their agency’s employment barriers.

Barriers and Solutions for Overall Talent Hiring

The results from the 2025 survey showed substantial similarity with those from past years. The three most common barriers respondents reported in hiring overall talent were “insufficient investment in recruitment and proactive talent sourcing,” “government compensation packages are not competitive with the private sector,” and “HR has insufficient resources to support workforce hiring demands.” Both non-competitive government compensation packages and insufficient HR resources have been among the top three most reported barriers since the inception of this reporting requirement, but insufficient investment in recruitment and proactive talent sourcing is a newer entry.

After being asked to identify barriers, Council members were then asked to provide their views as to which solutions were most needed to address these barriers.

Reforming the government’s compensation and pay system was consistently suggested as a solution with an emphasis on the need to address pay compression and to align compensation with skills rather than tenure. Council members also suggested greater resource investment in HR, noting that resource constraints and a lack of predictability in budgets prevent the creation of strong recruitment programs. Lastly, Council members identified the need for streamlining, modernizing, and expanding the hiring

process. Respondents perceived hiring as overly complex and slow due to statutory constraints and outdated processes.

OPM has begun taking steps to reduce the identified barriers through work such as rolling out the Merit Hiring Plan (issued May 29, 2025), which directs agencies to streamline recruiting and the application process, expand skills-based hiring (including eliminating unnecessary degree requirements), and cut governmentwide time-to-hire to under 80 days. To execute the plan, OPM organized a Federal Talent Team and coordinated Agency Talent Teams—requiring CHCOs and talent teams to provide monthly implementation updates and to strengthen recruitment and outreach (including early career, STEM, and veterans- pipelines) supported by shared certificates and talent pools. OPM also published the final “Rule of Many” regulations in the Federal Register on September 8, 2025, updating competitive and excepted service candidate ranking to allow selection from a wider pool of top-ranked candidates. OPM also launched a two-year initiative to refresh all classification and qualification standards to advance skills-based hiring. OPM will continue its work to address these issues in 2026.

Barriers and Solutions for Digital Talent Hiring

By a notable margin, the largest barrier identified for the hiring of qualified digital talent was the fact that “government compensation packages are not competitive with the private sector.” This mirrors the results from previous years. In 2024, nearly three quarters of respondents selected this as a barrier. In 2025, 76% identified it as one of their top three barriers to hiring digital talent. The next closest identified barrier was “insufficient investment in recruitment and proactive talent sourcing” with 36% of respondents selecting this option. All other response options received less than 30% selection.

Regarding CHCO suggested solutions, there was a strong emphasis on improving compensation to attract and retain talent. The ability to offer greater pay flexibilities and more competitive compensation was consistently cited as a solution to the issue of government compensation packages not being able to compete with the private sector. Agencies also expressed a desire to streamline the hiring process. Improving efficiency in the recruitment of candidates and reducing the time-to-hire were both cited as needed solutions. Lastly, several Council members expressed strong support for updating and modernizing qualification standards to prioritize skills over education.

As with overall talent hiring, work is underway throughout OPM to address those solutions within OPM's purview. Great strides have been made with the collective recruitment of digital talent through the launch of the US Tech Force. This OPM-led recruitment program is designed to recruit an elite corps of engineers to build the next generation of government technology and solve the federal government's most critical technological challenges. This program, which utilizes innovative shared certificates, has allowed for a centralized recruitment process of the top technological talent from across the United States who agencies can select from to meet their digital talent needs. In 2026, OPM plans to continue its work with the US Tech Force and other initiatives to ensure that federal agencies can effectively recruit and retain top digital talent.

Conclusion

To conclude, 2025 was a remarkably productive year for the CHCO Council. With nearly one hundred total meetings hosted by the Council across monthly CHCO Council Meetings, CHCO Council Personnel Policy Office Hours, and CHCO Council Special Sessions, the Council played an integral role in working to ensure the best possible implementation of the administration's workforce priorities. Looking forward to 2026, the Council plans to continue working to strengthen the relationship between OPM and agency CHCOs and Deputy CHCOs to provide support to the federal workforce and better serve the American people.

Appendix 1: CHCOC.gov Transmittals

In 2025, OPM – acting through the CHCO Council – transmitted a total of 88 guidance documents to CHCOs, HR Directors, and Heads of Agencies between January 1, 2025, and December 31, 2025. These can be viewed in the Appendix below. *Certain transmittals listed below are no longer available to view on the CHCO Council website as they have been subsequently modified or rescinded.

Date	Transmittal Title	Author
Friday, January 3, 2025	Final Regulations on Administrative Leave, Investigative Leave, and Notice Leave	Robert H. Shriver, III, OPM Acting Director and Chair, Chief Human Capital Officers Council
Tuesday, January 7, 2025	Pay and Benefits for Noncareer Appointees Who Resign on Inauguration Day	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Friday, January 10, 2025	Human Resources Flexibilities for Employees Located in Washington, DC during the Week of Inauguration	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, January 13, 2025	Handbook on Leave and Workplace Flexibilities for Childbirth, Adoption, and Foster Care	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Wednesday, January 15, 2025	Emergency Leave Transfer for Federal Employees Adversely Affected by the California Wildfires January 2025	Robert H. Shriver, III, Acting Director, U.S. Office of Personnel Management
Monday, January 20, 2025	Temporary Transition Schedule C and Schedule C Authorities and Noncareer Senior Executive Service Appointing Authorities	Charles Ezell, Acting Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Monday, January 20, 2025	Federal Civilian Hiring Freeze Guidance	Matthew J. Vaeth, Acting Director, Office of Management and Budget, Charles Ezell, Acting Director, Office of Personnel Management
Monday, January 20, 2025	Guidance on Probationary Periods, Administrative Leave and Details	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, January 21, 2025	Initial Guidance Regarding DEIA Executive Orders	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, January 22, 2025	Guidance on Presidential Memorandum Return to In-Person Work	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Friday, January 24, 2025	Guidance Regarding RIFs of DEIA Offices	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, January 27, 2025	Agency Return to Office Implementation Plans	Matthew J. Vaeth, Acting Director, Office of Management and Budget, Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, January 27, 2025	Guidance on Implementing President Trump's Executive Order titled, "Restoring Accountability To Policy-Influencing Positions Within the Federal Workforce"	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, January 28, 2025	Guidance Regarding Deferred Resignation Program	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, January 29, 2025	Initial Guidance Regarding President Trump's Executive Order Defending Women	Charles Ezell, Acting Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Monday, February 3, 2025	Guidance on Collective Bargaining Obligations in Connection with Return to In-Person Work	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, February 4, 2025	Guidance Regarding Redesignating SES CIO Positions	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, February 4, 2025	Guidance on Collective Bargaining Obligations in Connection with Deferred Resignation Offer	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, February 4, 2025	Legality of Deferred Resignation Program	Charles Ezell, Acting Director, U.S. Office of Personnel Management, Andrew Kloster, General Counsel, U.S. Office of Personnel Management
Wednesday, February 5, 2025	Maintaining the Integrity of the Career Senior Executive Service	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, February 5, 2025	Further Guidance Regarding Ending DEIA Offices, Programs and Initiatives	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, February 6, 2025	Request for Agency Performance Management Data	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Friday, February 7, 2025	Guidance on Revocation of Executive Order 14003	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, February 12, 2025	Guidance on Exempting Military Spouses and Foreign Service Spouses from Agency Return to Office Plans	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, February 18, 2025	Amendment to Temporary Transitional Senior Executive Service Appointment Authorities	Charles Ezell, Acting Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Monday, February 24, 2025	Guidance on Career Reserved SES Positions and Agency Redesignation Requests	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, February 24, 2025	Guidance on Government-wide email What did you do last week?	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Tuesday, February 25, 2025	New Senior Executive Service Performance Appraisal System and Performance Plan, and Guidance on Next Steps for Agencies to Implement Restoring Accountability for Career Senior Executives	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, February 26, 2025	Guidance on Agency RIF and Reorganization Plans Requested by Implementing The President's "Department of Government Efficiency" Workforce Optimization Initiative	Russell Vought, Director, Office of Management and Budget, Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, February 27, 2025	Agency Reporting to OPM for Fiscal Year 2024 Taxpayer-Funded Union Time Use	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Friday, February 28, 2025	2025 Federal Employee Viewpoint Survey and Compliance with Recent Executive Orders	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, March 6, 2025	Guidance Regarding Redesignating CHCO Positions	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, March 12, 2025	Guidance on Collective Bargaining in Connection with Reductions in Force	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, March 17, 2025	Further Agency Reporting to OPM on Taxpayer-Funded Collective Bargaining Expenses	Charles Ezell, Acting Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Thursday, March 27, 2025	Guidance on Revocation of Executive Order 14119	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, March 27, 2025	Guidance on Executive Order Exclusions from Federal Labor-Management Programs	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, March 31, 2025	Updated 2025 U.S. Office of Personnel Management Consolidated Reporting Data Call	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, April 2, 2025	Continued Pay Freeze for Certain Senior Political Officials*	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, April 3, 2025	New Senior Professional Performance Appraisal System and Plan	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, April 10, 2025	Recent Pay and Leave-Related Legislative Changes	Veronica E. Hinton, Associate Director, OPM Office of Workforce Planning and Innovation
Thursday, April 10, 2025	Schedule C Terms of Employment Flexibilities	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Monday, April 28, 2025	Initial Guidance on President Trump's Executive Order Strengthening Probationary Periods in the Federal Service	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, May 7, 2025	Implementing the President's Department of Government Efficiency (DOGE) Initiative for a Modernized, Efficient, and Expedient Retirement Process	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, May 29, 2025	Merit Hiring Plan	Vince Haley, Assistant to the President for Domestic Policy, Charles Ezell, Acting Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Thursday, May 29, 2025	Hiring and Talent Development for the Senior Executive Service	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Friday, June 6, 2025	U.S. Army 250th Birthday Celebration	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Tuesday, June 17, 2025	Performance Management for Federal Employees	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, June 25, 2025	Foundations for Evidence-Based Policymaking Act – Career Path Guide	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Thursday, July 10, 2025	Updated Guidance Regarding Executive Order 14168, Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government	Charles Ezell, Acting Director, U.S. Office of Personnel Management
Wednesday, July 16, 2025	Reasonable Accommodations for Religious Purposes	Scott Kupor, Director, U.S. Office of Personnel Management
Monday, July 28, 2025	Protecting Religious Expression in the Federal Workplace	Scott Kupor, Director, U.S. Office of Personnel Management
Tuesday, July 29, 2025	Guidance on Executive Order Creating Schedule G in the Excepted Service	Scott Kupor, Director, U.S. Office of Personnel Management
Wednesday, July 30, 2025	Template for Agency Administrative Leave Policies	Veronica E. Hinton, Associate Director, Office of Workforce Policy and Innovation

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Date	Transmittal Title	Author
Wednesday, July 30, 2025	Changes to Selective Service Registration Requirements Included in the “Servicemember Quality of Life Improvement and National Defense Authorization Act for Fiscal Year 2025”	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Friday, August 1, 2025	Human Capital Framework Evaluator Training	Curt Levey, Acting Associate Director, Merit System Accountability and Compliance
Thursday, August 7, 2025	Updated Guidance on President Trump's Executive Order "Strengthening Probationary Periods in the Federal Service"	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Friday, August 8, 2025	Use of COVID-19 Vaccination Status in Federal Employment and Updates to Employee Records	Scott Kupor, Director, U.S. Office of Personnel Management
Monday, August 11, 2025	Guidance on Awards for Federal Employees	Scott Kupor, Director, U.S. Office of Personnel Management
Monday, August 18, 2025	Use of Delegated Examining Certification as a Condition of Employment, Selective Factor, and/or Quality Ranking Factor	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Tuesday, September 9, 2025	Job Titling Guidance in Alignment with Executive Order 14170 and the Merit Hiring Plan	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, September 10, 2025	2025 Combined Federal Campaign	Scott Kupor, Director, U.S. Office of Personnel Management

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Date	Transmittal Title	Author
Tuesday, September 16, 2025	Issuance of Regulations on Assuring Responsive and Accountable Federal Executive Management and Additional Guidance and Fiscal Year 2026 Senior Executive Service Rating Level Distribution Cap	Scott Kupor, Director, U.S. Office of Personnel Management
Monday, September 22, 2025	Announcement of the Updated Veterans Employment Training Modules	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Thursday, October 2, 2025	Pay Freeze for Certain Senior Political Officials during Lapse in Appropriations	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, November 5, 2025	Guidance on Executive Order 14356, Ensuring Continued Accountability in Federal Hiring	Russell T. Vought, Director, Office of Management and Budget; Scott Kupor, Director, Office of Personnel Management
Wednesday, November 12, 2025	Employee Pay, Leave, Benefits, and Other Human Resources Programs Affected by the Lapse in Appropriations	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Thursday, November 13, 2025	Reduction in Force Actions Affected by Continuing Appropriations Act, 2026	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Tuesday, November 18, 2025	Continued Pay Freeze for Certain Senior Political Officials	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, November 19, 2025	New Senior Executive Service, Senior Professional, GS-15 and GS-14 Development Programs	Scott Kupor, Director, Office of Personnel Management

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Date	Transmittal Title	Author
Wednesday, November 19, 2025	Governmentwide Studies on the President’s Directives to End Diversity, Equity, Inclusion, and Accessibility Programs, and Return to In-Person Work*	Curt Levey, Associate Director, Merit System Accountability and Compliance
Friday, November 21, 2025	Personal Liability for Managers and Supervisors Conducting Personnel Management Functions	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, November 24, 2025	Call for Agency Review of Executive Allocations	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Monday, December 1, 2025	Guidance on Senior Executive Service Reassignments	Scott Kupor, Director, U.S. Office of Personnel Management
Monday, December 1, 2025	Sunsetting the U.S. Office of Personnel Management’s Federal Academic Alliance	Scott Kupor, Director, U.S. Office of Personnel Management
Wednesday, December 3, 2025	New Governmentwide Supervisory Training	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, December 10, 2025	Creating “Federal HR 2.0” by Consolidating Core Human Capital Management Across the Federal Government	Russell T. Vought, Director, Office of Management and Budget; Scott Kupor, Director, Office of Personnel Management
Monday, December 15, 2025	Building the AI Workforce of the Future	Scott Kupor, Director, Office of Personnel Management
Wednesday, December 17, 2025	Human Resources Flexibilities for Recruiting and Retaining Information Technology, Cyber, Artificial Intelligence, and Other Technical Employees	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation

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Date	Transmittal Title	Author
Thursday, December 18, 2025	Closing of Federal Government Departments and Agencies on Wednesday, December 24, 2025 and Friday, December 26, 2025	Scott Kupor, Director, Office of Personnel Management
Thursday, December 18, 2025	January 2026 Pay Adjustments	Scott Kupor, Director, Office of Personnel Management
Thursday, December 18, 2025	2025 Annual Review of Special Rates (Results)	Scott Kupor, Director, Office of Personnel Management
Thursday, December 18, 2025	Fiscal Year 2026 Prevailing Rate Pay Adjustments	Scott Kupor, Director, Office of Personnel Management
Thursday, December 18, 2025	Updated Guidance – Pay Freeze for Certain Senior Political Officials	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Friday, December 19, 2025	Final Regulations on Recruitment and Relocation Incentives	Scott Kupor, Director, Office of Personnel Management
Tuesday, December 23, 2025	Governmentwide Dismissal and Closure Procedures	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, December 31, 2025	Guide to Telework and Remote Work in the Federal Government	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, December 31, 2025	Implementation of OPM’s Project Management Position Description Templates and Skills-Based Hiring Guidance	Veronica E. Hinton, Associate Director, Workforce Policy and Innovation
Wednesday, December 31, 2025	2026 Special Rates for Certain Law Enforcement Personnel	Scott Kupor, Director, Office of Personnel Management

Appendix 2: CHCO Council Member List as of December 31, 2025

Agency	Title	Name
Agency for International Development	Acting CHCO	Joseph Sidari
Agency for International Development	Acting DCHCO	Anya Glenn
Department of Agriculture	Acting CHCO	Deedra Fogle
Department of Agriculture	Acting DCHCO	Bryan Knowles
Department of Commerce	Acting CHCO	Crystal Taylor
Department of Commerce	DCHCO	Vacant
Department of Defense	CHCO	Michael Cogar
Department of Defense	Acting DCHCO	Jose Conejo
Department of Education	CHCO	Jacqueline Clay
Department of Education	DCHCO	Bonnie Hochhalter
Department of Energy	Acting CHCO	Reesha Trznadel
Department of Energy	Acting DCHCO	Jeffrey Williams
Department of Health and Human Services	CHCO	Thomas Nagy
Department of Health and Human Services	Acting DCHCO	Johnathan Gardner
Department of Homeland Security	CHCO	Roland Edwards
Department of Homeland Security	DCHCO	Jason Nelson
Department of Housing and Urban Development	Acting CHCO	Christina Peterson
Department of Housing and Urban Development	Acting DCHCO	Matisha Montgomery
Department of the Interior	CHCO	Rachel Borra
Department of the Interior	DCHCO	Jennifer Ackerman
Department of Justice	CHCO	Mike Williams
Department of Justice	DCHCO	Michael Sena
Department of Labor	CHCO	Dean Heyl
Department of Labor	DCHCO	Demeatric Gamble
Department of State	CHCO	Sarah McKemey
Department of State	DCHCO	Rob Pyott
Department of the Treasury	CHCO	Trevor Norris
Department of the Treasury	Acting DCHCO	Carrie Sharp
Department of Transportation	CHCO	Anne Byrd
Department of Transportation	DCHCO	Anne Audet
Department of Veterans Affairs	CHCO	Tracey Therit
Department of Veterans Affairs	DCHCO	Vacant

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Agency	Title	Name
Environmental Protection Agency	CHCO	Krysti Wells
Environmental Protection Agency	DCHCO	Mara Kamen
General Services Administration	CHCO	Arron Helm
General Services Administration	DCHCO	Jeremy Taylor
National Aeronautics and Space Administration	CHCO	Kelly Elliot
National Aeronautics and Space Administration	DCHCO	Digna Carballosa
National Science Foundation	Acting CHCO	Earl Andrews
National Science Foundation	DCHCO	Vacant
Nuclear Regulatory Commission	CHCO	Jennifer Golder
Nuclear Regulatory Commission	DCHCO	Eric Dilworth
Office of Management and Budget	CHCO	Sarah Spooner
Office of Management and Budget	DCHCO	Tashi Brown
Office of Personnel Management	CHCO	Vacant
Office of Personnel Management	DCHCO	Tyshawn Thomas
Small Agency Council	CHCO	Arrie Etheridge
Small Agency Council	DCHCO	Vacant
Small Business Administration	CHCO	John Serpa
Small Business Administration	DCHCO	Julie Brill
Social Security Administration	CHCO	Florence Felix-Lawson
Social Security Administration	DCHCO	Vacant



U.S. Office of Personnel Management

Chief Human Capital Officers Council
1900 E Street NW, Washington DC 20415

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