Annual Performance Report

Fiscal Year 2018

Contents

Message from the Acting Director

Over the past year, the U.S. Office of Personnel Management (OPM) has advanced agency and Administration priorities that fulfill the agency's mission to lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted, effective civilian workforce.

In Fiscal Year (FY) 2018, the Administration released the President's Management Agenda (PMA), which lays out a long-term vision for modernizing the Federal Government in key areas that will improve the mission, service, and stewardship of every agency. The role OPM plays in the PMA is critical in supporting the people management needs of Government agencies in a manner that furthers merit-based system principles that the Federal workforce deserves.

Also in FY 2018, OPM began implementing initiatives to achieve the goals set forth in the FY 2018-2022 Strategic Plan. Progress was made toward modernizing the civil service, improving healthcare quality and affordability in the Federal Employees Health Benefits (FEHB) Program, streamlining data collection and leveraging data repositories, reducing the background investigations inventory, and improving retirement customer service. This report measures the agency's performance for these and other priorities in FY 2018.

MODERNIZING THE CIVIL SERVICE

In FY 2018, OPM worked to transform hiring, pay, and benefits across the Federal Government. To improve the hiring process, OPM developed proposals, to provide more flexibility to agencies. OPM has already begun implementation of these policies, including authorization of direct hire authority for certain positions in the science, technology, engineering, and mathematics (STEM), cybersecurity, and acquisition career fields. To strengthen the capabilities of Federal Human Resources (HR) professionals, OPM established an HR Policy Center of Excellence, scheduled to launch in the first quarter of FY 2019, to enable HR professionals to develop highly needed policy skills, broaden organizational experience, and build Government-wide networks to improve participants' abilities to assume human capital leadership roles. These actions will support OPM's goal to improve hiring manager satisfaction, by directly impacting the quality and speed hires.

To achieve reforms to the pay system, OPM completed a study to identify potential areas of improvement in employee compensation and leave benefit systems, using research and consultation with Chief Human Capital Officers to develop several improvements that will be advanced in FY 2019.

OPM is also focusing efforts to reduce the complexity and costs of administering retirement benefits.

IMPROVING HEALTHCARE QUALITY AND AFFORDABILITY

In 2018, as a result of a sustained focus on quality and affordability in the FEHB Program, OPM announced that average total premiums for current, non-Postal employees and retirees enrolled in FEHB plans in 2019 will increase by only 1.3 percent, the lowest increase since the 1996 plan year.

STREAMLINING DATA COLLECTION AND LEVERAGING DATA REPOSITORIES

Also in FY 2018, OPM implemented Employee Digital Record data standards and associated application program interfaces that demonstrate an initial capability to transfer Federal employees between agencies using paperless processing. More than 1,300 data standards related to payroll, time and attendance, transfer, separations and retirement were approved and released.

REDUCING THE BACKGROUND INVESTIGATIONS INVENTORY

The National Background Investigations Bureau (NBIB) reversed the trend of an increasing case inventory, ending FY 2018 with approximately 650,000 cases, down from 708,000 at the beginning of the fiscal year. To achieve this reduction, NBIB introduced procedural efficiencies, implemented business process reengineering initiatives, and increased workforce capacity. This momentum in reducing cases is expected to be maintained or accelerated in FY 2019 while the transfer of NBIB to the Department of Defense is executed.

IMPROVING RETIREMENT CUSTOMER SERVICE

OPM also reduced the average number of minutes to answer retirement phone calls by more than 51 percent from FY 2017, well below the FY 2018 target. At the same time, OPM improved its average processing time for retirement claims to 58.6 days, exceeding its case processing target (and at a time when the number of claims increased by 12,373 to 104,498). OPM also launched a Services-On-Line redesign that features a more customer-friendly, responsive design that supports more efficient transactions processing.

CONCLUSION

Moving forward, we will continue our efforts to enable the rest of Federal government to deliver world-class service for the American people. In order to do this best, strategic changes will be proposed over the coming year to better position how OPM provides its core mission and critical services for a 21st century workforce. It is our goal that every outcome from these changes will set a new standard of stability, sustainability, and service for the work OPM must carry out. Through the PMA and OPM's Strategic Plan, OPM will remain focused on results, using data to inform decision-making, investing in Information Technology modernization activities, and enhancing people management services across the Federal Government. By working together on these initiatives, OPM will improve its performance in carrying out its responsibility to the Federal community and American people.

Margaret M. Weichert
Acting Director
March 18, 2019

OPM Overview

As the Federal Government's chief human resources agency and personnel policy manager, OPM aspires to lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted effective civilian workforce. OPM enforces civil service law; directs human resources policy; promotes best practices in human resource management; administers retirement, healthcare, and insurance programs; oversees merit-based and inclusive hiring practices within the civil service; and provides a secure employment process.

KEY FUNCTIONS

Human Capital Management Leadership

Policy

OPM interprets and enforces governing law and provides policy direction and leadership in designing, developing, and promulgating Government-wide human resources systems, programs, and policies that support the current and emerging needs of Federal agencies. In addition, the agency provides technical support and guidance to agencies on the full range of human resources (HR) management policies and practices, including recruitment, hiring policy and classification, veterans' employment, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, diversity and inclusion, work/life/wellness programs, accountability, and labor and employee relations. OPM's leadership in these areas enables the Federal Government to better shape an informed human capital policy agenda by anticipating drivers that will influence and impact the Federal workforce. OPM also responds to agency requests to exercise certain Government-wide personnel management authorities that are centrally administered or subject to OPM approval under the law/regulation, and oversees the implementation of key Administration priorities and goals concerning Government-wide human capital management matters.

Service

OPM provides customized human capital and training products and services to Federal agencies to maximize their organizational and individual performance and to drive their mission results. Utilizing the agency's internal human capital experts and/or private sector partners, OPM's solutions help agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, manage the performance management process, and achieve long-lasting human capital results.

OPM provides agencies with access to pre-competed private sector contractors through a unique partnership between OPM and the General Services Administration (GSA), as part of the Government-wide Category Management effort. The private contractors, comprised of large and small companies, complement OPM's

internal capabilities in the areas of training and development, human capital management, and organizational performance improvement. These companies observe Federal HR rules and policies in order to provide products and services to Federal agencies under the oversight and guidance of OPM experts.

OPM provides a leadership development continuum that enables Federal executives, managers, and aspiring leaders to acquire knowledge and master skills so they can lead within a rapidly changing Government environment. Anchored by the Federal Executive Institute, OPM's leadership development infrastructure and programs also include the Eastern and Western Management Development Centers, the Presidential Management Fellows Program, the Federal HR Institute, and the Lab at OPM.

OPM generates Government-wide benefit through Human Resources Information Technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resource Integration, USA Learning®, USA Staffing®, USA Hire℠, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide. Through its Human Resources Line of Business, OPM leads the Government-wide transformation of human resources information technology by focusing on modernization, integration, and performance assessment.

OPM maintains USAJOBS®, the official job site of the Federal Government. It is the one-stop source for Federal jobs and employment information by which Federal agencies, among other things, meet their legal obligations to provide public notice of Federal employment opportunities to Federal employees and American citizens. The USAJOBS website is the portal for Federal recruitment for most Government positions, whether competitively or non-competitively sourced.

Oversight

Through OPM's oversight evaluation work, special studies, and collaboration with agencies, OPM assesses whether Federal human resources programs and human capital management systems are effective and meet merit system principles and related civil service requirements. OPM works directly with agencies to make improvements or changes to programs that are ineffective, inefficient, or not in compliance with Federal law to help them achieve mission objectives. OPM also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable appeals, which provide Federal employees with procedural rights to challenge compensation and related agency decisions.

Benefits

Federal Benefits for Employees and Annuitants

OPM offers quality benefits to Federal employees and their families. The agency works to facilitate access to the high-caliber healthcare and insurance programs offered by the Federal Government, including health insurance services, dental and vision benefits, flexible spending accounts, life insurance; and long-term care insurance programs. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, and employees of tribes or tribal organizations. Effective in 2019, OPM also offers dental and vision plans to more than five million individuals who are eligible as military retirees and their families, members of the Retired Reserve, non-active Medal of Honor recipients, or survivors and family members of active-duty service members. OPM also administers programs that provide health insurance to uninsured Americans through Affordable Insurance Exchanges.

Retirement

OPM is responsible for the administration of the Federal Retirement Program covering more than 2.7 million active employees, including the United States Postal Service, and nearly 2.6 million annuitants, survivors, and family members. OPM also administers, develops, and provides Federal employees, retirees, and their

families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement, initial eligibility determinations at retirement, adjudicating annuity benefits based on age and service, disability or death based on a myriad of laws and regulations, post retirement changes due to numerous life events, health and life insurance enrollments, Federal and state tax deductions, as well as other payroll functions.

Vetting

OPM is responsible for providing investigative products and services for more than 100 Federal agencies to use as the basis for a variety of adjudicative decisions, including but not limited to security clearance and suitability decisions as required by Federal law. OPM's investigations program focuses on continual process improvement through innovation, stakeholder engagement, and agile acquisition strategy.

OPM is also responsible for prescribing suitability, fitness, and credentialing standards for Government employees and contractors. The agency issues guidelines and instructions to the heads of other agencies to promote uniformity and effectiveness when executing their delegated responsibilities, and OPM conducts oversight of agencies' programs and processes in this area. OPM retains jurisdiction of suitability adjudications in circumstances where a Government-wide bar of an individual from Federal service is necessary to promote efficiency and protect the integrity of the service. The agency also provides Government-wide training for investigators and adjudicators that conforms to Government-wide training standards.

HISTORY

On January 16, 1883, President Chester A. Arthur signed the Civil Service Act of 1883. Among other things, the Act established OPM's predecessor agency, the United States Civil Service Commission. Prior to 1883, Federal employment was largely based on political affiliation or personal connections, a system known as the "spoils system," rather than candidates' knowledge, skills, and abilities. The newly established merit system ushered in a new era and created a competitive civil service, which emphasized an applicant's relative level of qualifications for the position being sought, after fair and open competition. Theodore Roosevelt served as a Civil Service Commissioner from 1889-1895. His energetic and reform-minded outlook made him a strong proponent of the merit system as both as Commissioner and later as U.S. President.

Another milestone in OPM's history occurred in 1978. With the passage of the Civil Service Reform Act of 1978, the Civil Service Commission was abolished and reorganized into four new organizations: the Office of Personnel Management, the Merit Systems Protection Board (which included an office that would later become a fifth separate agency—the Office of Special Counsel); the Federal Labor Relations Authority; and the Office of Government Ethics. Each of these new organizations took over a portion of the Civil Service Commission's responsibilities, with OPM responsible, among other things, for hiring and personnel management of the civil service of the Government.

PROFILE

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has field offices in 16 locations across the country, and operating centers in Pennsylvania, Maryland, and Georgia. OPM's FY 2018 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled more than $2 billion. In FY 2018, the agency had approximately 5,453 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was $260,755,000.

For more information about OPM, please refer to the agency's website, **www.opm.gov**.

Purpose and Scope

The FY 2018 Annual Performance Report (APR) provides an overview of OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2018–FY 2022 Strategic Plan. The APR is issued concurrently with OPM's FY 2020 Congressional Budget Justification and Annual Performance Plan, and is intended to be used by Congress in reviewing the agency's budget proposals. It is also intended to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to the agency in FY 2018. The FY 2018 APR meets reporting requirements in the Government Performance and Results Modernization Act of 2010, which focuses on improving performance and accountability in Federal agencies, and guidance described in Office of Management and Budget (OMB) Circular A-11.
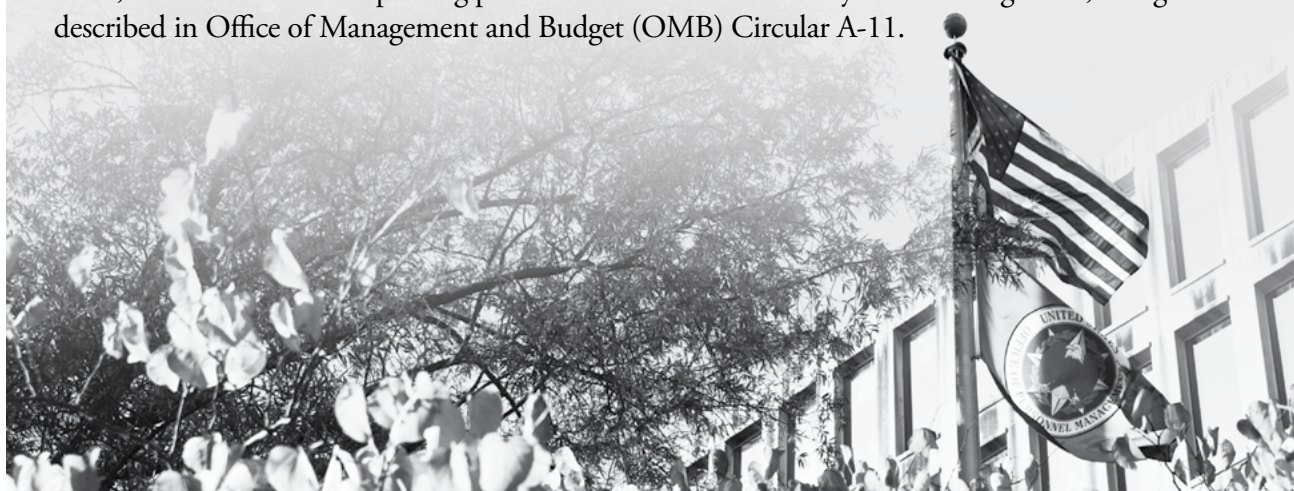
The report does not include performance information for additional mission activities aligned to key functions or additional mission support activities. This includes certain functions required by law or Executive Order, as well as information technology, contracting, facilities and security, financial management, and overhead functions that are difficult to align directly with a specific strategic goal within the Strategic Plan.

The objectives in OPM's FY 2018–FY 2022 Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency developed performance measures and targets aligned to the objectives. The targets indicate the agency's planned levels of performance, and were set based on the amount of resources requested for each objective. In this report, the agency compares these planned levels of performance to actual performance, explaining any variances or trends. OPM identifies successful or promising practices relative to the performance targets, and where targets were not met, describes plans for improvement.
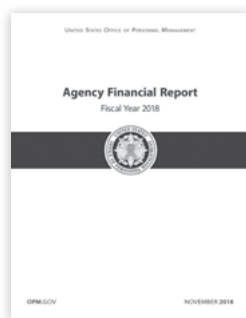
Under separate cover, OPM publishes an Agency Financial Report, focusing on financial results. All reports are available on the OPM website at **https://www.opm.gov/about-us/budget-performance/performance/**.

OPM's Performance Management Approach

RESULTS OPM

OPM is committed to building a strong performance culture through effective performance management processes designed to promote management decision-making informed by the use of data to measure progress toward specific goals. OPM's performance management cycle is depicted and described below.

```
Develop 4-year          Set 2-year Agency
Strategic Plan          Priority Goals          Select Performance
                        Aligned to Plan         Measures and Set Targets
                                                to Gauge Progress
                        Develop Annual
                        Performance Budget
                        Aligned to Plan

Collect Results  →  Analyze and      →  Report Results  →  Review Results,      →  Plan/Strategize
                    Verify Results                          including in Results
                                                            OPM Meetings

                                                            Make Changes
                                                            to Improve
                                                            Performance
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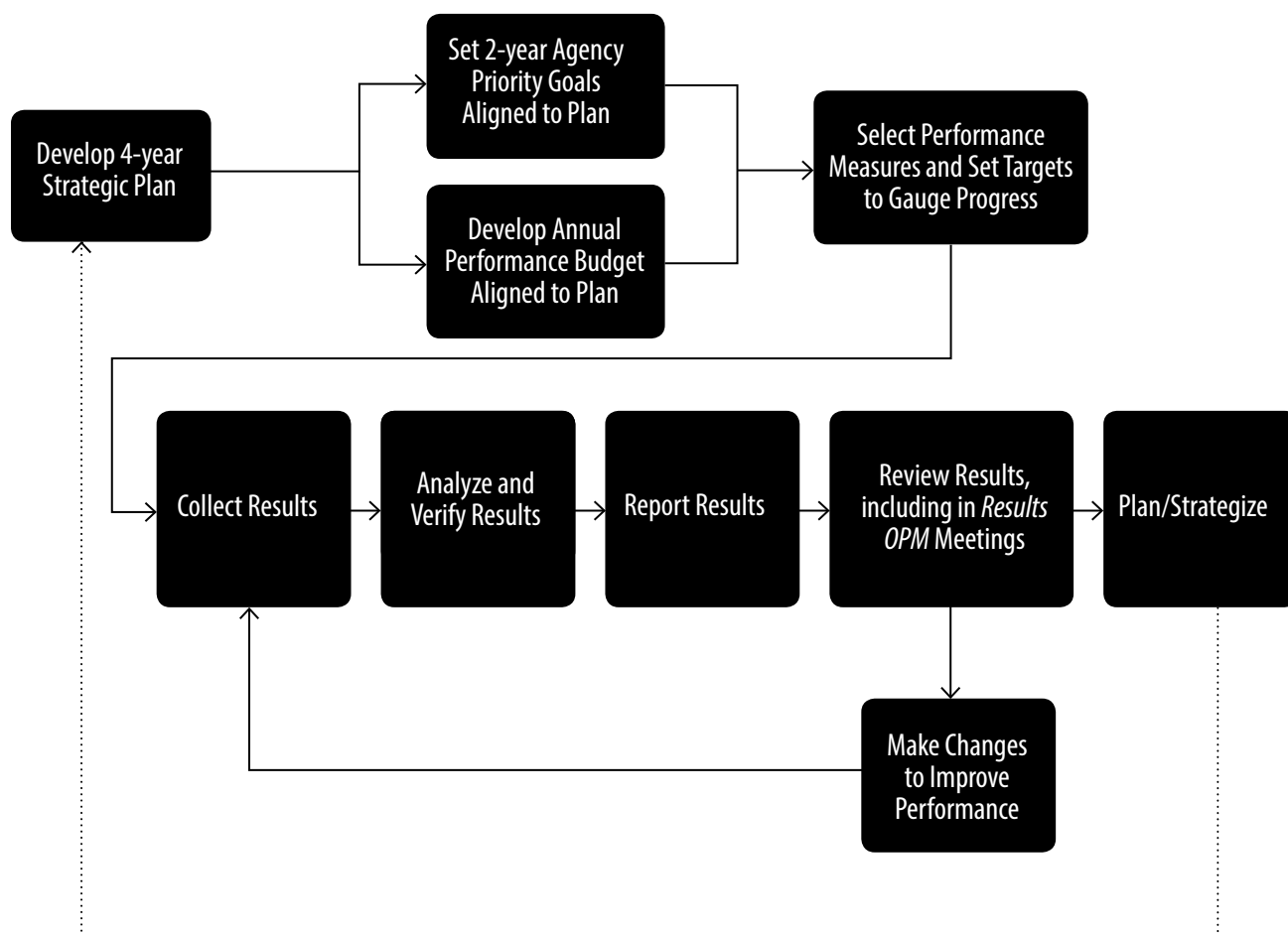
1. **Develop the four-year Strategic Plan:**
Every four years, OPM develops a Strategic Plan, which presents the agency's long-term strategic goals.

2. **Set two-year Agency Priority Goals aligned to the plan:**
Based on the top priorities of the agency and Administration, OPM develops two-year Agency Priority Goals (APG) and action plans aligned to the Strategic Plan. The APGs are near-term priorities and results that the agency wants to accomplish.

3. **Develop an annual performance budget:**
As part of the annual budgeting process, OPM develops performance plans that reflect the full scope of the Strategic Plan and describe the level of performance to be achieved in the current and next fiscal year.

4. **Select performance measures and set targets to gauge progress:**
The agency develops performance measures and sets targets to gauge its progress in implementing its Strategic Plan.

5. **Collect results:**
OPM measures its performance and collects results at the agency-wide level at least quarterly.

6. **Analyze and verify results:**
OPM analyzes its performance results, exploring the data and conducting deep-dive analyses as needed. The agency verifies the results to promote accuracy and reliability.

7. **Report results:**
OPM reports performance information at least quarterly via internal reports for agency decision-makers, quarterly via APG updates for **www.Performance.gov**, and annually via the Annual Performance Report.

8. **Review results, including reviewing results in Results OPM meetings:**
OPM conducts data-driven performance review (or Results OPM) meetings at least quarterly, to review key data and to bring together the people, resources, and analysis needed to drive progress. The meeting is chaired by the Director or Chief Management Officer. Agency leaders diagnose problems and opportunities, learn from past experience, and decide next steps to improve performance.

9. **Make changes to improve performance:**
To improve performance, OPM tracks and follows-up on action items that resulted from its performance review meetings.

10. **Plan and strategize:**
OPM uses performance results to inform future plans, strategies, and budgets.

OPM's Strategic Framework

In its pursuit of the four goals outlined in the agency's Strategic Plan for FY 2018–2022, OPM aimed to achieve its mission: *We lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted effective civilian workforce.*

OPM's Strategic Plan includes three strategic goals as well as one operational excellence goal to improve both program operations and cross-cutting management functions. The plan includes 14 strategic objectives aligned to the goals, and the agency monitored the performance results aligned to each objective to track its progress towards achieving the goals. OPM's FY 2018–2022 Strategic Plan is available at **https://www.opm.gov/about-us/budget-performance/strategic-plans/2018-2022-strategic-plan.pdf**.

VISION

"Empowering Excellence in Government through Great People"

MISSION

We lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted effective civilian workforce.

VALUES

Innovation – OPM constantly seeks new ways to accomplish its work and generate extraordinary results. OPM is dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

Integrity – OPM upholds a standard of transparency, accountability, and reliability. OPM conscientiously conducts its operations to promote a Federal workforce that is worthy of public trust.

Excellence – OPM fulfills its mission by providing relevant and timely products and superior customer service that reflects its commitment to collaboration and the highest standards.

Service – OPM pledges to encourage and support those who serve the American people through their work as Federal employees.

Leadership – OPM will lead the Federal Government in Human Capital Management, addressing challenges with a clear vision of success and passion for effecting positive change.
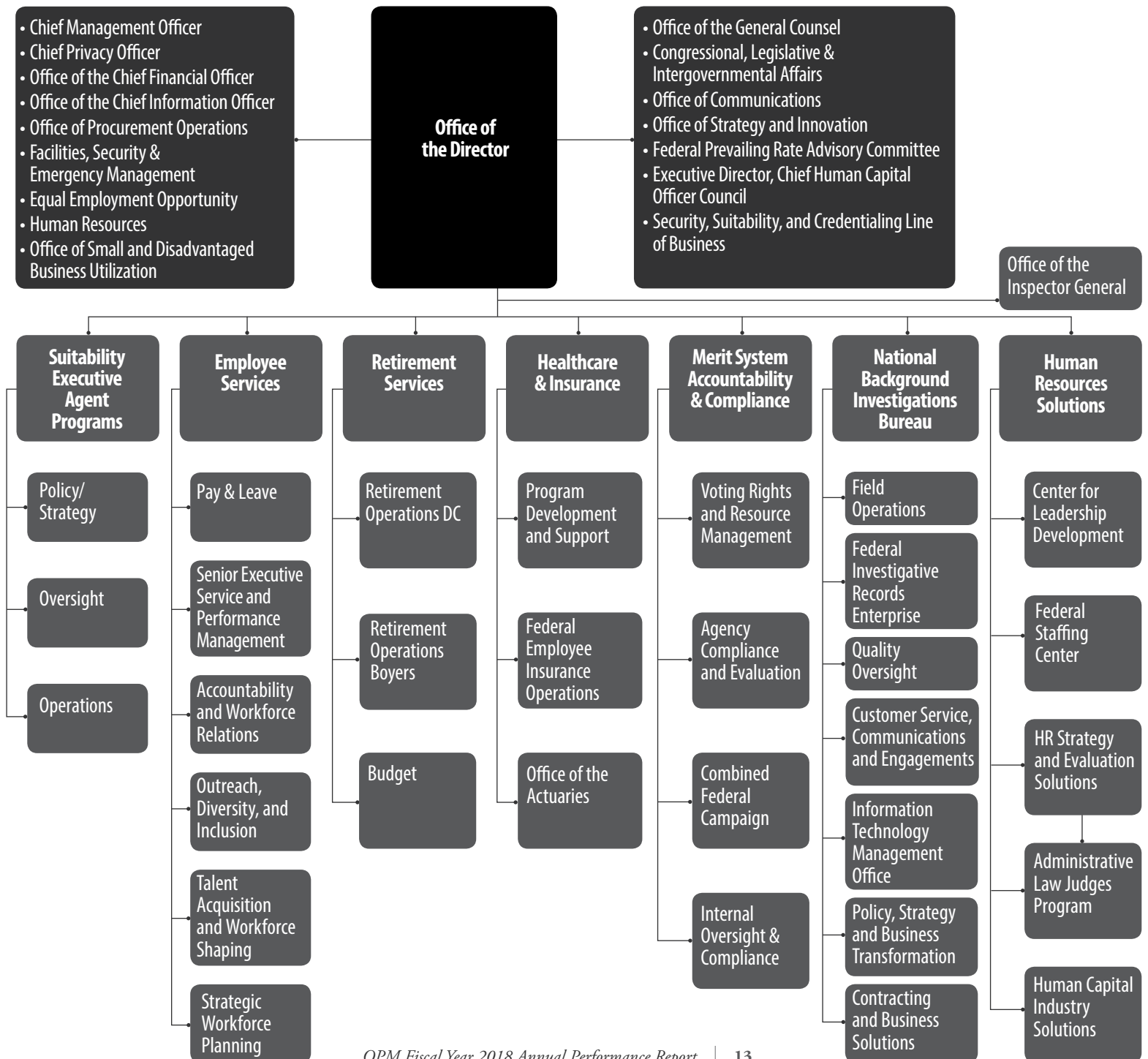
STRATEGIC GOALS & OBJECTIVES

STRATEGIC GOAL	OBJECTIVE	OBJECTIVE STATEMENT
Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce	1.1	Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner
	1.2	Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets
	1.3	Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform
	1.4	Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans
	1.5	Transform the background investigation process to improve investigation timeliness
Lead the establishment and modernization of human capital information technology and data management systems and solutions	2.1	Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management
	2.2	Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives adoption of the Software as a Service model by the end of 2022
	2.3	Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements
Improve integration and communication of OPM services to Federal agencies to meet emerging needs	3.1	Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives
	3.2	Achieve recognition as the trusted human capital management advisor
Optimize agency performance	4.1	Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
	4.2	Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points
	4.3	Exceed the Government-wide average satisfaction score for each agency mission support service
	4.4	Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

Performance and accountability at OPM begins with the Strategic Plan.

Organizational Structure

OPM's divisions and offices and their employees implement the programs and deliver the services that enable the agency to meet its strategic goals. The agency's organizational framework consists of program divisions and offices that both directly and indirectly support the agency's mission.

OPM's organizations are categorized into five different types of offices: Executive, Program, Mission Support, Others, and the Office of the Inspector General, which are detailed below:

Office of the Director

- Chief Management Officer
- Chief Privacy Officer
- Office of the Chief Financial Officer
- Office of the Chief Information Officer
- Office of Procurement Operations
- Facilities, Security & Emergency Management
- Equal Employment Opportunity
- Human Resources
- Office of Small and Disadvantaged Business Utilization

- Office of the General Counsel
- Congressional, Legislative & Intergovernmental Affairs
- Office of Communications
- Office of Strategy and Innovation
- Federal Prevailing Rate Advisory Committee
- Executive Director, Chief Human Capital Officer Council
- Security, Suitability, and Credentialing Line of Business

Office of the Inspector General

Suitability Executive Agent Programs

- Policy/Strategy
- Oversight
- Operations

Employee Services

- Pay & Leave
- Senior Executive Service and Performance Management
- Accountability and Workforce Relations
- Outreach, Diversity, and Inclusion
- Talent Acquisition and Workforce Shaping
- Strategic Workforce Planning

Retirement Services

- Retirement Operations DC
- Retirement Operations Boyers
- Budget

Healthcare & Insurance

- Program Development and Support
- Federal Employee Insurance Operations
- Office of the Actuaries

Merit System Accountability & Compliance

- Voting Rights and Resource Management
- Agency Compliance and Evaluation
- Combined Federal Campaign
- Internal Oversight & Compliance

National Background Investigations Bureau

- Field Operations
- Federal Investigative Records Enterprise
- Quality Oversight
- Customer Service, Communications and Engagements
- Information Technology Management Office
- Policy, Strategy and Business Transformation
- Contracting and Business Solutions

Human Resources Solutions

- Center for Leadership Development
- Federal Staffing Center
- HR Strategy and Evaluation Solutions
- Administrative Law Judges Program
- Human Capital Industry Solutions

EXECUTIVE OFFICES

- **The Office of the Director (OD)** provides guidance, leadership and direction necessary to lead and serve the Federal Government by delivering policies and services to achieve a trusted effective civilian workforce. The Suitability and Security Clearance Reform Performance Accountability Council's Program Management Office (PAC PMO) is also housed within the OD. Also included within OD is the Executive Secretariat (ExecSec) function which is responsible for coordination and review of agency correspondence, policy and program proposals, regulations and legislation. ExecSec serves as the agency's regulatory interface with OMB and the Federal Register. The office is also responsible for the administrative and resource management support for the OD and other executive offices. And finally, ExecSec coordinates OPM's international affairs activities and contacts.

  Within OD, the Chief Privacy Officer/ Senior Agency Official for Privacy serves as the principal privacy advisor to the OPM Director and is responsible for formulating and implementing OPM policies related to the collection, maintenance, and use of personally identifiable information. These responsibilities include compliance throughout OPM with the Privacy Act, the privacy provisions of the E-Government Act, and other privacy-related laws, regulations, and guidance.

- **Security, Suitability and Credentialing Line of Business (SSCLoB)** is an interagency organization that is administratively housed within OPM's Office of the Director. The SSCLoB was established by and supports the Security, Suitability and Credentialing PAC through its PMO. The PAC is chaired by the Deputy Director for Management of OMB, and is accountable to the President for enterprise-wide personnel vetting reforms. Through the PAC PMO, the PAC establishes the overall direction for and oversees the SSCLoB's work to identify and assist with implementing solutions that optimize personnel vetting investments, simplify delivery of personnel vetting services, establish shared services, and promote reciprocity, efficiency, and effectiveness across the personnel vetting enterprise.

- **Office of the General Counsel (OGC)** provides legal advice and representation to the Director and OPM managers and leaders so they can work to provide the Federal Government an effective and trusted civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and thus benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for the Government-wide Hatch Act regulations, administers the internal agency Hatch Act and ethics programs, and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review.

- **Congressional, Legislative and Intergovernmental Affairs (CLIA)** is the OPM office that fosters and maintains relationships with Members of Congress and their staff. CLIA accomplishes its mission by keeping informed of issues related to programs and policies administered by OPM. CLIA staff attend meetings, briefings, markups and hearings in order to interact, educate, and advise agency, congressional, state, and local governments. CLIA is also responsible for supporting congressional efforts through providing technical assistance and substantive responses to congressional inquiries.

- **Office of Communications (OC)** coordinates a comprehensive effort to inform the public of the Administration's and OPM's goals, plans, and activities through various media outlets. The OC provides the American public, Federal agencies, and pertinent stakeholders with accurate information to aid in their planning and decision-making process. The OC coordinates the publication and production of all video products, printed materials, and websites generated by OPM offices. The office develops briefing materials for the Director and other OPM officials for various activities and events. The OC also plans events that amplify the Administration's and OPM's key initiatives within the agency and Government-wide.

- **Office of Strategy and Innovation (OSI)** uses data and research to develop human capital strategy and lead human resources innovation throughout the Federal Government. OSI includes both a Data Analysis Group and the Survey Analysis Group.

PROGRAM OFFICES

- **Employee Services (ES)** provides policy direction and leadership in designing, developing, and promulgating Government-wide human capital strategy, systems, and programs. ES supports agencies' recruitment, hiring policy and classification, veterans' employment, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, diversity and inclusion, work/life/wellness programs, accountability, and labor and employee relations with tools, education, and direct support. ES also provides technical support to agencies regarding the full range of human capital management policies and practices. ES enables the Federal Government to better shape informed Human Capital policy by anticipating drivers that will influence and impact the Federal workforce and testing and evaluating new approaches to create effective initiatives and solutions. ES also oversees the agency's performance on key strategic goals like the President's Management

Agenda and the Federal Cybersecurity Workforce Strategy, a key component of the President's focus on cyber threats.

- **Retirement Services (RS)** is responsible for administering, developing, and providing Federal employees, retirees and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. RS is responsible for administering the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS), serving nearly 2.6 million Federal retirees and survivors who receive monthly annuity payments. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending out 1099-Rs, surveying certain annuitants to ensure their continued eligibility to receive benefits, and conducting other post adjudication activities.

- **Healthcare & Insurance (HI)** consolidates OPM's healthcare and insurance responsibilities into a single organization. This includes contracting and program management functions for the Federal Employees Health Benefits (FEHB) Program, Federal Employees' Group Life Insurance (FEGLI), Federal Long Term Care Insurance Program (FLTCIP), the Federal Employee Dental and Vision Insurance Program (FEDVIP), the Federal Flexible Spending Accounts Program (FSAFEDS), and OPM's responsibilities to administer the Multi-State Plan Program.

- **Merit System Accountability & Compliance (MSAC)** ensures through rigorous oversight that Federal agency human resources programs are effective and efficient, and comply with merit system principles and related civil service requirements. MSAC evaluates agencies' programs through a combination of OPM-led evaluations and participating in agency-led reviews. The evaluations may focus on all or some of the four systems of OPM's Human Capital Framework: (1) strategic planning and alignment of human resources to mission, (2)

performance culture, (3) talent management, and (4) evaluation systems. MSAC reports may identify required corrective actions, which agencies must show evidence of implementing, as well as recommendations for agencies to improve their systems and procedures. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint political appointees to competitive or non-political excepted service positions to verify that such appointments are free of political influence. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable appeals, all of which provides Federal employees with administrative procedural rights to challenge compensation and related agency decisions without having to resort to seeking redress in Federal courts. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights programs. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Finally, MSAC manages OPM's Office of Internal Oversight and Compliance (IOC). IOC drives the resolution of audit recommendations, and conducts program evaluations to strengthen OPM's risk management and operational performance.

- **Human Resources Solutions (HRS)** comprised of four practice areas, is a fee-based organization offering a complete range of tailored and standardized human resources products and services, on a reimbursable basis, designed to meet the unique and dynamic needs of the Federal Government. As such, HRS provides customer agencies with innovative, high quality Government-to-Government solutions to help them develop leaders, attract and build a high quality public sector workforce, and achieve long-lasting mission success. This includes implementation of certain laws and Executive Orders governing the Administrative Law Judge program; recruiting and examining candidates for positions for employment by Federal agencies nationwide; managing the Leadership for a Democratic Society program and other leadership, management, and professional development programs; automating the full range of Federal rules and procedures for new hires and performance management; operating the USAJOBS online recruitment site; developing specialized assessments and performance management strategies; providing comprehensive HR strategy; and offering Federal customers human capital management, organizational performance improvement, and training and development expertise procured through best-in-class contracts.

- **National Background Investigations Bureau (NBIB)** is responsible for providing investigative products and services for over 100 Federal agencies to use as the basis for a variety of personnel adjudicative decisions, including but not limited to security clearance and suitability decisions as required by Executive Orders and other rules and regulations. It focuses on continuous process improvements through innovation, stakeholder engagement, and agile acquisition strategy in order to meet the important national security need of establishing a trusted Federal Government and contractor workforce. NBIB absorbed most of the roles, responsibilities, and staff of Federal Investigative Services starting in FY 2017. OPM is currently supporting the move of NBIB from OPM to DOD.

- **Suitability Executive Agent (SuitEA)** was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of suitability, fitness, and credentialing vetting across the Government. SuitEA prescribes suitability standards and

conducts oversight of functions delegated to the heads of agencies while retaining jurisdiction for certain suitability determinations and taking Government-wide suitability actions when appropriate. SuitEA also issues guidelines and instructions to the heads of agencies to promote appropriate uniformity, centralization, efficiency, effectiveness, reciprocity, timeliness, and security in suitability/fitness/credentialing processes.

MISSION SUPPORT SERVICES

- **Human Resources (HR)** is responsible for OPM's internal human resources management programs. OPM HR supports the human capital needs of program offices throughout the employment lifecycle, from recruiting and hiring candidates for employment opportunities at OPM, to coordinating career development opportunities, to processing retirement applications. The Chief Human Capital Officer leads HR, and is responsible for shaping corporate human resources strategy, policy, and solutions to workforce management challenges within the agency.

- **Chief Financial Officer (CFO)** provides leadership and coordination of OPM financial management services, accounting, financial systems, budget, performance, enterprise risk management and internal controls programs which enable the agency to achieve strategic objectives and mission. Additionally, the CFO ensures the completion of timely and accurate financial reports that support decision making, comply with Federal requirements, and demonstrate effective management of taxpayer dollars.

- **Chief Information Officer (CIO)** develops the Information Resource Management Plan and defines the information technology vision and strategy to include information technology policy and security for OPM. The CIO manages the information technology infrastructure that supports OPM business applications and operations. The CIO shapes the application of technology in support of the agency's Strategic Plan including information

technology that outlines the long term strategic architecture and systems plans for agency information technology capital planning. The CIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as project tracking at critical review points. The CIO provides review and oversight of major information technology acquisitions for consistency with the agency's architecture and the information technology budget, and is responsible for the development of the agency's information technology security policies. The CIO leads the agency's information technology architecture engineering to further promote integration, design consistency, and compliance with Federal standards. The CIO also works with other agencies on Government-wide projects such as IT Modernization, Cloud Email Adoption, and developing long-term plans for human resource information technology strategies.

- **Facilities, Security & Emergency Management (FSEM)** manages the agency's personal and real property, building operations, space design and layout, mail management, safety, physical security, classified national security information, industrial security, and occupational health programs. FSEM provides personnel security, suitability, and national security adjudicative determinations for OPM personnel. FSEM directs the operations and oversees OPM's preparedness and emergency response, continuity of Government, and insider threat programs. In addition, it oversees publishing and printing management for internal and external design and reproduction.

- **Office of Procurement Operations (OPO)** awards and administers several thousand contract actions and interagency agreements annually, with an estimated value of $1 billion. OPO provides acquisition support to OPM programs and also provides assisted acquisition services in support of other Federal agencies that require support under OPM contracts. OPO supports the agency suspension and debarment program, as well as supports the small business utilization

efforts for OPM in conjunction with public law, Federal regulations, and OPM contracting policies. The Acquisition Policy and Innovation function within OPO provides acquisition policy development and guidance agency-wide, as well as provides compliance and oversight over OPM's procurement program. OPO provides acquisition support and oversight for all Contracting Officers and Contracting Officer Representatives, and also manages and provides oversight of the purchase card program. OPO serves as OPM's liaison to the Office of Federal Procurement Policy, Chief Acquisition Officers Council, and other key external agency partnerships.

- **Office of Small and Disadvantaged Business Utilization (OSDBU)** manages the development and implementation of appropriate outreach programs aimed at heightening the awareness of the small business community to the contracting opportunities available within OPM. The office's responsibilities, programs, and activities are managed under three lines of business: advocacy, outreach, and unification of the business process.

- **Equal Employment Opportunity (EEO)** provides a fair, legally-correct, and expeditious EEO complaints process (for example, EEO counseling, Alternative Dispute Resolution, and EEO Complaints Intake, Investigation, Adjudication, and Record-Keeping). EEO also designs and implements all required internal OPM diversity and inclusion efforts to promote diversity management.
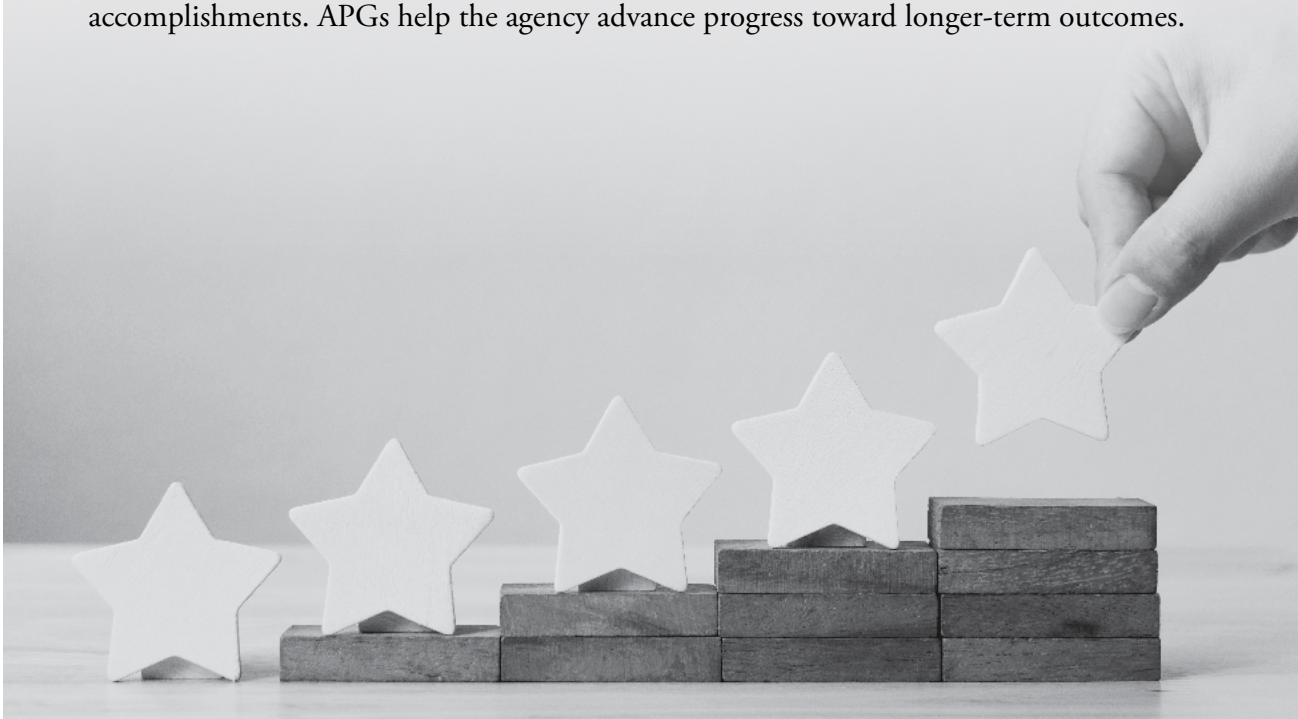
OTHER OFFICES

- **Federal Prevailing Rate Advisory Committee (FPRAC)** studies the prevailing rate system and other matters pertinent to the establishment of prevailing rates under Subchapter IV of Chapter 53 of Title V, United States Code, and advises the Director of OPM on the Government-wide administration of the pay system for blue-collar Federal employees.

OFFICE OF THE INSPECTOR GENERAL

- **Office of the Inspector General (OIG)** conducts comprehensive and independent audits, investigations, and evaluations relating to OPM programs and operations. It is responsible for administrative actions against health care providers that commit sanctionable offenses with respect to the Federal Employees Health Benefits Program (FEHBP) or other OPM programs. The OIG keeps the Director and Congress fully informed about problems and deficiencies in the administration of agency programs and operations, and the need for and progress of corrective action.

Agency Priority Goals

An Agency Priority Goal (APG) is a near-term result or achievement that agency leadership wants to accomplish within approximately 24 months that relies predominantly on agency implementation as opposed to budget or legislative accomplishments. APGs help the agency advance progress toward longer-term outcomes.

OPM's APGs covering FY 2018–FY 2019 are as follows:

APG	Related Strategic Objective
1. Improve the hiring process. Strengthen the capabilities of Federal HR professionals by relaunching a delegated examining (DE) certification program that creates a level standard for all HR delegated examiners. By September 30, 2019, at least 43 percent of delegated examiners will complete the updated certification program.	Strategic Objective 1.1
2. Enable Federal employees to seamlessly transfer from one agency to another, with paperless processing. By September 30, 2019, OPM will ensure implementation of Employee Digital Record data standards and associated application program interfaces (APIs) that demonstrate an initial capability toward Federal employees being able to transfer between agencies using paperless processing.	Strategic Objective 2.3

For progress updates on each APG, please refer to the related strategic objective section. For additional information on the APGs, including strategies and next steps, please refer to **www.Performance.gov.**

Cross-Agency Priority Goals

OPM supports the President's Management Agenda and is the co-leader for Cross-Agency Priority (CAP) Goal 3: Workforce for the 21st Century, and CAP Goal 13: Security, Suitability, and Credentialing Reform. Further, OPM contributes to nine other CAP goals.

Per the Government Performance and Results Act Modernization Act (GPRAMA) requirement to address CAP Goals in the agency Strategic Plan, the Annual Performance Plan, and the Annual Performance Report, please refer to **www.Performance.gov** for the agency's contributions to these goals and progress where applicable.

A brief description of OPM's contribution to CAP goals is provided on the following pages.
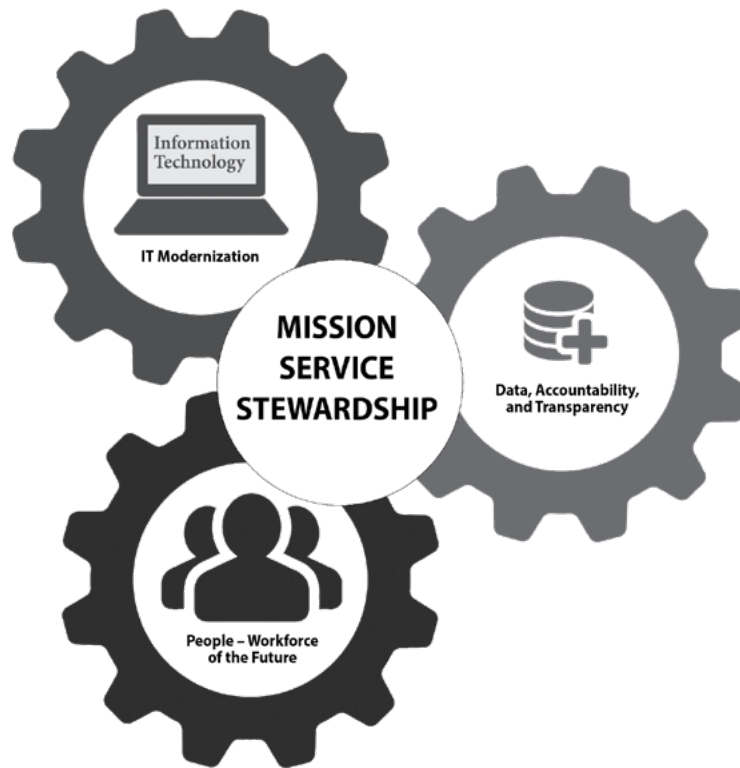
CAP GOAL 3

DEVELOPING A WORKFORCE FOR THE 21ST CENTURY

OPM is a co-leader for CAP Goal 3: Workforce for the 21st Century. OPM is leading efforts to modernize the Federal civil service by:

- improving employee performance management and engagement;

- reskilling and redeploying human capital resources; and

- enabling simple and strategic hiring practices.

To improve employee performance management and engagement, and reward high-performing employees and those with mission-critical skill sets, OPM is implementing strategies to provide additional support to managers as they perform their supervisory duties, streamlining performance management and dismissal procedures, and strengthening the link between pay and performance. OPM is updating performance management policies and offering support to human resources staff on performance management. Using a proactive approach to performance management will help OPM assess the workforce needs of the agency and fill gaps in the critical skills needed to support the mission of the agency.

By reskilling and redeploying human capital resources, the Federal Government can better capitalize on opportunities to increase efficiency by adopting automation. To do this, OPM is championing ways to identify emerging and mission critical skills and invest in opportunities to develop these skillsets in the Federal workforce so employees can be reskilled and redeployed to higher-value work. Through the simple and strategic hiring subgoal, OPM is making it easier and faster to recruit and hire top talent by pursuing legislative and administrative changes; increasing automation; improving the differentiation of applicants' qualifications, competencies, and experience; and developing the capacity of the HR workforce to serve managers and applicants. The Federal HR curriculum development and certification program is currently underway and expected to be completed in FY 2020.

In addition to these subgoals, human capital research findings are being integrated into Federal human capital practices through a continuous learning effort that complements the broader policy changes pursued by the Administration.

⚙ CAP GOAL 13

SECURITY CLEARANCE, SUITABILITY, AND CREDENTIALING REFORM

OPM is also a co-leader of the CAP Goal on Security Clearance, Suitability, and Credentialing Reform. The agency will continue to direct significant resources to this goal in FY 2020 to continue mitigating risks posed by personnel with access to Government facilities, systems, and other personnel. To achieve this objective, agencies will work through the Performance Accountability Council to achieve the following:

- develop aligned and consistent policy for reporting potential security risks or observable behaviors of concern;

- establish an agile, data-driven, and transparent policy-making process that simplifies traditional policy development processes, as appropriate;

- review current end-to-end SSC processes and identify the most cost-effective and efficient methods to vet the Federal workforce;

- modernize the lifecycle through the use of agency federated systems and shared services; and

- expand the use of outcome-based performance metrics and measures.

The Performance Accountability Council's Program Management Office (PAC PMO) is administratively housed at OPM. The PAC PMO manages the Security, Suitability, and Credentialing Line of Business (SSCLoB) which is responsible for driving Government-wide implementation of these goals, and identifying recommended solutions to further safeguard personnel and protect the nation's most sensitive information.

OTHER CAP GOALS

OPM also contributes to the following CAP goals:

⚙ CAP GOAL 1

Modernize IT and Increase Productivity and Security.

OPM continues to lead efforts to improve the way the Federal Government recruits, retains, and reskills IT and cybersecurity talent.

⚙ CAP GOAL 2

Leveraging Data as a Strategic Asset.

By developing solutions to provide training and close competency gaps related to data management and data transformation skills, OPM plans to support strategies to improve the use of data, as appropriate, in decision-making and to improve accountability across Government.

⚙ CAP GOAL 4

Improving Customer Experience with Federal Services.

OPM is improving the customer experience with respect to Federal employment services and retirement services.

⚙ CAP GOAL 5

Sharing Quality Services.

Through the development of the automated hiring assistant and standard employee digital record, OPM is improving the use of centralized solutions to improve the efficiency and effectiveness of administrative processes.

⚙ CAP GOAL 6

Shifting from Low-Value to High-Value Work.

OPM, along with GSA and OMB, is exploring possible ways of reducing the burden of compliance with requirements for Federal agencies.

⚙ CAP GOAL 7

Category Management.

OPM leads the Human Capital Category to identify ways to help the Government improve the procurement of human capital services and manage spending under this category.

⚙ CAP GOAL 9

Getting Payments Right.

OPM is a participating agency in efforts to prevent improper payments that result in a monetary loss to taxpayers.

⚙ CAP GOAL 11

Improve Management of Major Acquisitions.

OPM is strengthening the talent capabilities of program and project managers with respect to managing major acquisitions by issuing regulations and guidance on the program and project management job series, and developing program and project management competencies and career paths.

⚙ CAP GOAL 12

Modernizing the Infrastructure Permitting Process.

OPM is providing guidance on integrating permitting-related performance goals into appropriate agency personnel performance plans.

Summary of Performance Results

In this section, OPM summarizes the performance results for each objective in its FY 2018-2022 Strategic Plan. OPM gauges its progress towards implementing each objective using one or more performance measures. Some objectives are most appropriately measured with milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work.

The agency compares actual performance to targets. In some instances, noted with the phrase *Establish Baseline*, measures are new and there is no baseline data. In those cases, OPM deferred setting firm targets until the agency collects enough data to set ambitious, but achievable, targets.

The tables that follow display performance results, ordered by strategic goal, for FY 2014–FY 2018, where available. FY 2014–FY 2017 results precede the current strategic plan, but are included to show long-term trends. Trends are visualized in small charts that represent the FY 2014–FY 2018 results, subject to data availability. Note that the

scales of the charts are not displayed, and they are automatically adjusted to "zoom in" on the data. This can have the effect of making small changes appear more significant, while making large changes appear less significant.

In the next section, OPM explains any variances or trends, identifies successful or promising practices relative to the performance targets, and, where OPM did not meet targets, describes plans for improvement. Please refer to the specific table numbers that follow for additional details, including explanations of the results.

STRATEGIC GOAL 1: TRANSFORM HIRING, PAY, AND BENEFITS ACROSS THE FEDERAL GOVERNMENT TO ATTRACT AND RETAIN THE BEST CIVILIAN WORKFORCE

Strategic Objective 1.1: Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
1.1 A	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	-*	76.3	75.2	71.5	74.3	≥76	Not Met	
★ 1.1 B	Percent of staffing specialist course participants who demonstrate knowledge improvement	-*	-*	-*	-*	89.0%	≥85%	Met	
★ 1.1 C	Number of participants in the HR Policy Center of Excellence	-*	-*	-*	-*	0.00	≥15	Not Met	

-* No historical data available for this period.
★ Agency Priority Goal measure

Strategic Objective 1.2: Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets

Table	FY 2018 Milestone	Met/ Not Met
1.2	Complete a study identifying potential areas of improvement in Federal employee compensation and leave benefits systems	Met

Strategic Objective 1.3: Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform

Table	FY 2018 Milestone	Met/ Not Met
1.3	Submit four legislative proposals for transmittal to Congress	Met

Strategic Objective 1.4: Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
1.4	Percent of FEHB enrollees in quality affordable plans	-*	-*	74.3%	74.2%	Expected Mar 2019	≥74.5%	Expected Mar 2019	

-* No historical data available for this period.

Strategic Objective 1.5: Transform the background investigation process to improve investigation timeliness

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
1.5 A	Percent of investigations determined to be quality complete	99.9%	99.9%	99.8%	99.9%	99.9%	≥99%	Met	
1.5 B	Number of cases in the inventory	217,000†	330,000†	573,000†	708,000†	650,000†	≤637,200	Not Met	

† Rounded

STRATEGIC GOAL 2: LEAD THE ESTABLISHMENT AND MODERNIZATION OF HUMAN CAPITAL INFORMATION TECHNOLOGY AND DATA MANAGEMENT SYSTEMS AND SOLUTIONS

Strategic Objective 2.1: Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
2.1	Percent of OPM policies that embed data analysis and research	-*	-*	-*	-*	72.7%	Establish Baseline	Establish Baseline	

-* No historical data available for this period.

Strategic Objective 2.2: Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives adoption of the Software as a Service model by the end of 2022

Table	FY 2018 Milestones	Met
2.2	Complete Human Capital Federal Integrated Business Framework standards for all Talent Management Functions (Talent Acquisition, Talent Development, Employee Performance Management, Compensation and Benefits, and Separation and Retirement)	Met

Strategic Objective: 2.3: Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements

Table	FY 2018 Milestones	Met
★ 2.3 A	Release alpha version of EDR data standard (Payroll and Time & Attendance)	Met
★ 2.3 B	Release beta version of EDR data standard (Payroll and Time & Attendance)	Met
★ 2.3 C	Release first version of EDR data standard so that the HR community can speak a common language	Met
★ 2.3 D	Analyze privacy metadata and prioritize privacy integration	Not Met
★ 2.3 E	Establish Data Review Board so that OPM leadership demonstrates and executes on the importance of data	Met
★ 2.3 F	Establish Executive Steering Committee so that executive leadership are aware, informed, and in-sync with the future strategic and tactical vision of EDR	Met
★ 2.3 G	Establish data feeds based on EDR data standards	Not Met
★ 2.3 H	Design and prototype state of the art data exchange protocol	Met

★ Agency Priority Goal measure

STRATEGIC GOAL 3: IMPROVE INTEGRATION AND COMMUNICATION OF OPM SERVICES TO FEDERAL AGENCIES TO MEET EMERGING NEEDS

Strategic Objective 3.1: Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
3.1	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	-*	-*	-*	88.0%	Establish Baseline	Establish Baseline	

-* No historical data available for this period.

Strategic Objective 3.2: Achieve recognition as the trusted human capital management advisor

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
3.2	Percent of the Federal human capital management community satisfied with OPM's services and guidance	-*	-*	-*	-*	No Survey	Establish Baseline	Establish Baseline	

-* No historical data available for this period.

STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

Strategic Objective 4.1: Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
4.1	Collaborative Management Score	61.2%	58.4%	60.5%	61.5%	61.6%	≥61.1%	Met	

Strategic Objective 4.2: Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
4.2	Percent of employees satisfied with steps taken to address poor performance	43.6%	43.8%	43.8%	43.9%	45.4%	≥44.8%	Met	

Strategic Objective 4.3: Exceed the Government-wide average satisfaction score for each agency mission support service
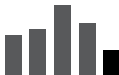
Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
4.3 A	Average satisfaction score for financial management quality from OPM senior supervisory employees	-*	4.62	4.33	4.70	4.88	≥4.8	Met	
4.3 B	Average satisfaction score for human capital services quality from OPM senior supervisory employees	-*	4.62	5.09	5.09	4.67	≥4.5	Met	
4.3 C	Average satisfaction score for information technology services quality from OPM employees	-*	3.98	4.63	3.99	4.44	≥4.2	Met	
4.3 D	Average satisfaction score for contracting services quality from OPM senior supervisory employees	-*	3.89	2.89	4.35	3.94	≥4.7	Not Met	
4.3 E	Percent of employees satisfied with real property services at OPM's largest nine buildings	-*	-*	-*	49.6%	53.4%	≥51%	Met	

-* No historical data available for this period.

Strategic Objective 4.4: Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

Table	Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
4.4 A	Average number of minutes to answer phone calls	13.7	15.8	24.2	17.7	8.60	≤12	Met	
4.4 B	Average number of days to process retirement cases	53.3	56.2	54.1	67.0	58.6	≤60	Met	

Performance Details

STRATEGIC GOAL 1: TRANSFORM HIRING, PAY, AND BENEFITS ACROSS THE FEDERAL GOVERNMENT TO ATTRACT AND RETAIN THE BEST CIVILIAN WORKFORCE

Strategic Objective 1.1: Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner

FY 2018 Progress Update

In FY 2018, the agency focused on revising the Delegated Examining (DE) Operations Handbook, helping to facilitate HR professionals' ability to provide expert guidance and support to hiring managers. The handbook provides HR professionals with authoritative guidance, options, and, where necessary, specific operational procedures designed to help agency examining programs comply with civil service laws and regulations, including fair and open competition and the correct application of veterans' preference in hiring. It is imperative that the handbook remains current so agencies have the tools necessary to hire highly-skilled Federal employees to accomplish 21st century workforce needs.

The agency also completed draft guidance on Progressive Hurdles, which will serve as another key tool in the assessment toolbox for HR professionals. To help hiring managers determine the most highly qualified candidates, this guidance provides clarification on proper application of veterans' preference when using multiple assessments in a progressive hurdle approach. Using multiple assessments in a progressive hurdle approach is different than using multiple assessments that generate one cumulative score. The progressive hurdle approach treats each assessment independently; it is separate and apart from other assessments. Using this more refined approach to assessments will allow hiring managers to better determine the best candidates for their positions.

Additionally, OPM published its FY 2018–FY 2020 suitability strategic plan for strengthening and modernizing suitability vetting in alignment with the hiring process and employee lifecycle. The agency

partnered with the Office of the Director of National Intelligence to launch the Trusted Workforce 2.0 initiative to overhaul the Government-wide approach to security, suitability, and credentialing vetting. OPM partnered with the Office of the Director of National Intelligence and the Performance Accountability Council on a series of tiger teams to make near-term progress on this initiative.

OPM also advanced progress toward the related Agency Priority Goal to improve the hiring process (please refer to the following Agency Priority Goal section), and led the completion of milestones related to the President's Management Agenda (PMA) Cross-Agency Priority Goal to develop a workforce for the 21st Century (please refer to the Cross-Agency Priority Goals section). As part of this effort, the agency developed potential legislative proposals and several administrative proposals to help drive the modernization of the civil service system.

TABLE 1.1 A

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	-*	76.3	75.2	71.5	74.3	≥76	Not Met	

-* No historical data available for this period.

FY 2018 Analysis of Results:

OPM conducted the survey from October 2017 through September 2018. There were 17,323 responses. In FY 2018, OPM worked to educate hiring managers and HR professionals on the flexibilities available to them throughout the hiring process. In addition to developing potential legislative proposals, OPM developed several administrative proposals that the agency is implementing in FY 2019. These include authorizing direct hire authority for certain positions relating to STEM, cybersecurity, and acquisition career fields, as well as considering potential delegation of direct hire authority for emergency situations. Further, provisions enacted under the FY 2019 National Defense Authorization Act will, among other things, streamline student hiring and provide greater choices where traditional rating and ranking is used. These new provisions, as well as OPM's continual efforts to educate and support hiring managers and HR professionals, will directly impact the speed and quality of new hires, and improve hiring manager satisfaction.

AGENCY PRIORITY GOAL: IMPROVE THE HIRING PROCESS

Goal Statement: Strengthen the capabilities of Federal HR professionals by relaunching a delegated examining (DE) certification program that creates a level standard for all HR delegated examiners. By September 30, 2019, at least 43 percent of delegated examiners will complete the updated certification program.

FY 2018 Progress Update

DE Certification Program
In FY 2018, OPM completed DE certification assessment questions and a course pilot, and developed a new registration system that will be operational in April 2019. Further, OPM is in the process of procuring an assessment delivery/testing platform. The DE Operations Handbook is in the final stages of the approval process, and OPM expects to publish the handbook in April 2019.

HR Policy Center of Excellence
OPM made progress on an HR Policy Center of Excellence to enable HR professionals to develop highly needed policy skills, broaden organizational

experience, and build Government-wide networks to improve participants' abilities to assume Human Capital leadership roles. OPM developed a framework that includes an informative and interactive orientation; a robust educational component to broaden participants' understanding of Government-wide policy and law; and an effective assessment process to examine the extent to which program goals are met, participants' professional development, program administration, and host and home supervisor's experiences. Following a nomination and interview process, OPM selected five participants.

TABLE 1.1 B

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
Percent of staffing specialist course participants who demonstrate knowledge improvement	-*	-*	-*	-*	89.0%	≥85%	Met	▮

-* No historical data available for this period.

FY 2018 Analysis of Results:
In FY 2018, 105 of 118 staffing specialist course participants demonstrated knowledge improvement.

TABLE 1.1 C

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
Number of participants in the HR Policy Center of Excellence	-*	-*	-*	-*	0.00	≥15	Not Met	

-* No historical data available for this period.

FY 2018 Analysis of Results:
OPM was unable to meet the FY 2018 year-end target because of challenges identified with the size of the cohort. The HR Policy Center of Excellence launched in Q1 FY 2019. OPM selected five individuals to participate in the pilot.

Strategic Objective 1.2: Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets

FY 2018 Progress Update

In FY 2018, OPM completed its study to identify potential areas of improvement in employee compensation and leave benefit systems. This included analyzing General Schedule pay increase spending and how General Schedule workforce dynamics affect payroll costs, developing cost estimates for General Schedule within-grade increase reform, and compiling an inventory of pay reform research reports. Additionally, OPM reviewed previous pay reform proposals and personnel demonstration projects, consulted with CHCOs to obtain views and ideas for improving Federal pay systems and special pay authorities, provided technical analysis and support for the Federal Salary Council in its study of locality pay methodology to improve market sensitivity, and convened an interagency working group for implementation guidance on weather and safety leave under the Administrative Leave Act. The agency also analyzed annual and sick leave data, researched non-Federal leave and paid time-off practices, and developed leave cost estimates.

Through research and CHCO consultation, OPM uncovered several improvements to compensation and leave systems. These include possible changes to the Federal compensation system to reward performance over longevity and target mission critical recruitment and retention goals, and possible changes to transition the leave system to a new model. OPM developed a potential set of proposals that deal with compensation and leave to help drive the modernization of the civil service system, and is taking administrative actions to advance pay reforms, such as using currently available statutory authority to design alternative pay systems for selected occupations.

TABLE 1.2

FY 2018 Milestone	Met/ Not Met
Complete a study identifying potential areas of improvement in Federal employee compensation and leave benefits systems	Met

Strategic Objective 1.3: Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform

FY 2018 Progress Update

In FY 2018, OPM transmitted four retirement legislative proposals to the Congress for consideration. Specifically, OPM transmitted proposals to eliminate the Federal Employees' Retirement System (FERS) annuity supplement for new retirees and supplementary annuity for survivor annuitants; to increase the period of service used to compute an annuitant's average salary under the Civil Service Retirement System (CSRS) and FERS; to increase the employee deduction rates for FERS; and to reduce cost-of-living adjustments under CSRS and FERS for current and future retirees. Further, OPM established an internal working group to examine additional retirement proposals.

TABLE 1.3

FY 2018 Milestone	Met/ Not Met
Submit four legislative proposals for transmittal to Congress	Met

Strategic Objective 1.4: Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans

FY 2018 Progress Update

OPM, in consultation with OMB, has determined that performance toward this objective is making noteworthy progress.

OPM released its annual Call Letter to FEHB Carriers, emphasizing several initiatives to enhance quality and affordability in the FEHB Program. For example, OPM removed a limit on the premium pass-through amount for High-Deductible Health Plans, allowing carriers more flexibility to design plans that will be more attractive to members, and urged carriers to consider a number of other strategies to provide high-quality, cost-effective health care. Further, the Call Letter requires carriers to take several steps to ensure their benefit designs address prevention and treatment of opioid addiction. In addition, OPM published a final rule to allow all FEHB carriers to offer three plan options, thereby providing more flexibility to carriers to propose new plan designs. OPM also began work to secure a carrier for the Indemnity Benefit Plan to enhance the portfolio of quality, affordable FEHB Program plan offerings. Specifically, OPM released a draft statement of work emphasizing innovative plan designs for the Indemnity Benefit Plan, and held a pre-solicitation conference for interested carriers. OPM also enhanced its automated data collection process, improving the ability to analyze plan information provided by FEHB carriers, to identify key trends and areas for improvement. OPM also began efforts to explore cost of care measures, and improved methods for measuring certain aspects of customer service under FEHB Plan Performance Assessment.

To improve the FEHB enrollment experience, OPM implemented enhancements to the online FEHB Plan Comparison Tool, which included the addition of new information about High-Deductible Health Plans. OPM also explored options for developing a Central Enrollment Portal and Database, which would provide FEHB enrollees and agencies a centralized, account-based portal for all FEHB enrollment transactions, and improved enrollee decision support tools.

The most significant challenges to achievement of this objective continued to be external—most notably, continued upward trends in medical costs that exceed the rate in growth of Federal pay. Nonetheless, as a result of OPM's sustained focus on quality and affordability, in September 2018, the agency announced that average total premiums for current non-Postal employees and retirees enrolled in FEHB plans in 2019 will only increase by 1.3 percent, the lowest increase since the 1996 plan year.

TABLE 1.4

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Percent of FEHB enrollees in quality affordable plans	-*	-*	74.3%	74.2%	Expected Mar 2019	≥74.5%	Expected Mar 2019	❚❚

-*No historical data available for this period.

FY 2018 Analysis of Results:
FY 2018 results are expected in March 2019.

Strategic Objective 1.5: Transform the background investigation process to improve investigation timeliness

FY 2018 Progress Update

OPM, in consultation with OMB, has highlighted this objective as a focus area for improvement.

In FY 2018, as a result of business process re-engineering efforts, OPM identified efficiencies in the preparation and centralization of investigative material. This resulted in the implementation of case management teams in 24 field offices, using 39 separate agents. In the next phase, OPM will expand implementation to all regions.

OPM also centralized fieldwork across customer footprints by measuring and mapping the item assignment process for the Work Management Unit to the case management tool and from the case management tool to the agent. Additionally, OPM established hubbing locations in San Antonio, TX (with the US Air Force) and Norfolk, VA and surrounding area (with the US Navy). Hubs are centralized physical locations where field work is concentrated and investigators can more efficiently complete case work. NBIB also executed the industry hubs with a half dozen industry partners.

OPM developed other improvements in FY 2018, including the design and piloting of an "auto case assignment" process from the Workload Management Unit to the contractor teams; a methodology to identify discontinued cases and reconcile with the requesting agency; and the second phase of a subject and source location methodology, which focused on locating subjects and sources more effectively. OPM also worked on a long-term strategy for item level scheduling. The agency also initiated a tablet-enabled investigation pilot. Additionally, OPM initiated several VTC solution pilots with the US Air Force, the US Navy, the Department of Energy, and industry.

OPM continued to research solutions to support automated system case closure using a table-based logic for the lowest risk cases, a probability based model to identify cases requiring full review prior to closing. Further, OPM is identifying specific manual and redundant tasks to automate as part

of the quality review process. The benefits of the reduction in quality review time will vary based on the case type involved and the complexity of the investigation.

Additionally, OPM began development of a Personnel Security Risk Model, a risk-based approach to increase timeliness and effectiveness of background investigations. It will inform the development of the Trusted Workforce 2.0 framework, which incorporates data, process, and personnel risk information in order to perform complex risk assessments.

To increase transparency, OPM created and distributed placemats for stakeholders, including the US Army, US Navy/Marine Corps, US Air Force, to reflect the progress and status of investigations. The placemats, which OPM updates monthly, reflect investigations open, their velocity, and throughput rates for each agency. Also, NBIB developed and piloted enhanced key performance indicators to its Government-wide agency partners via NBIB's two key customer outreach forums. These indicators improved enterprise customer transparency, allowing NBIB's customers an improved understanding of NBIB's continued progress toward timely delivery of services.

NBIB has also improved the automation of its National Law Enforcement Telecommunications System checks. Replacing a heavily manual process, the system now automatically executes law enforcement queries. With 23 states included in the system at the end of June 2018, OPM improved upon the 61 percent of system checks involving no human intervention.

Further, NBIB continued to enhance the relationships with and number of law enforcement agencies providing records and information to NBIB, including Illinois and New Mexico police departments.

TABLE 1.5 A

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
Percent of investigations determined to be quality complete	99.9%	99.9%	99.8%	99.9%	99.9%	≥99%	Met	

FY 2018 Analysis of Results:

In FY 2018, NBIB determined 2,557,079 of 2,559,349 investigations to be quality complete. OPM used a multi-level quality review process that included quality check points throughout the investigation process and a final quality review performed by OPM employees before sending investigations to agencies. OPM used various methods for collecting feedback from agencies, including the Quality Assessment and Reporting Tool (QART), reopen requests, and a quality hotline. In FY 2018, customers randomly evaluated more than 13,700 investigations through QART, and determined that 99.8 percent met quality standards. OPM uses the feedback collected through the quality review process and the QART to evaluate policies and procedures, and enhance employee training and resources.

TABLE 1.5 B

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Number of cases in the inventory	217,000†	330,000†	573,000†	708,000†	650,000†	≤637,200	Not Met	

† Rounded

FY 2018 Analysis of Results:

In FY 2018, OPM reversed the trend of an increasing case inventory. Implementation of the *Executive Correspondence (EC), Transforming Workforce Vetting*, was instrumental in reducing the case inventory. The EC introduced many procedural efficiencies, including: a change in the approach used for conducting interviews with subjects of the investigations; modification to the Federal Investigative Standards; revisions to the Expandable Focused Investigation model; deferment of reinvestigations; and use of video teleconferencing for interviews in certain circumstances. OPM implementation of the EC in September 2018 resulted in an unprecedented decrease of 67,000 cases in the fourth quarter alone, a nearly 10 percent reduction in case inventory. OPM expects continued implementation of EC efficiencies, combined with the increase in the workforce capacity and business process reengineering initiatives, will yield a continued, if not accelerated, reduction in the case inventory.

Business process reengineering initiatives include partnering with the Air Force and Navy to facilitate military record checks; standardizing a methodology for successful hubbing operations; leveraging tablet software solutions to increase the number of Enhanced Subject Interviews conducted and reduce case cycle time; and implementing the Interview Scheduling Tool, designed to automate communication and allow for electronic scheduling of interviews while optimizing agent routes and schedules. OPM ended the fiscal year less within two percent of the target, and expects to maintain or accelerate the case reduction momentum established in FY 2018.

In FY 2018, OPM also increased field capacity by 26 percent, from 6,942 Federal and contract employees to 8,762.

STRATEGIC GOAL 2: LEAD THE ESTABLISHMENT AND MODERNIZATION OF HUMAN CAPITAL INFORMATION TECHNOLOGY AND DATA MANAGEMENT SYSTEMS AND SOLUTIONS

Strategic Objective 2.1: Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management

FY 2018 Progress Update

In FY 2018, OPM completed the framework for the Center of Excellence, and developed a complementary research strategy. The Center of Excellence will consist of multidisciplinary and collaborative teams of subject matter experts, who will conduct advanced data analysis and research to advance implementation of evidence-based human capital management policy across Government. Priority research topics in FY 2018 included Federal hiring authorities, performance management, reskilling, paid time-off, and defined benefits. OPM also administered an internal survey to OPM's analytical workforce, and conducted interviews with OPM's senior leadership and key program officers to achieve a holistic view of the agency's current and future analytic needs to form the basis for a research agenda.

As part of advancing evidence-based human capital across Government, OPM issued the Federal Workforce Priorities Report, which identifies current and future actionable human capital challenges through research and analysis from both the private and public sectors. Intended for use by strategic decision makers, managers,

and employees of the Federal human capital community, the report communicates six key Government-wide human capital priorities that directly align to the Administration's initiatives to maximize employee performance and reshape the workforce. The priorities include: succession planning and knowledge transfer, deploying communication tools, securing technological solutions for human capital analysis, expanding employee development opportunities, bolstering employee recognition programs, and enhancing productivity through employee health. The report will be published every four years as outlined in 5 CFR part 250, subpart B.

OPM sought to create a collaborative human capital research community, beginning with the Future of Federal Work series, which consisted of workshops, webinars, and two symposia. Through this series, Federal HR leaders heard from world class experts, who shared insights and knowledge relevant to achieving the President's Management Agenda Cross-Agency Priority Goal to develop a workforce of the 21st century. Topics included "Driving Results through Talent Networks," which featured strategies for change management; "Reinventing Jobs in an Era of Disruption," which focused on the future of work in light of existing and emerging technologies; and "Using Human Capital Analytics to Identify Emerging Priorities," which focused on leveraging data as a strategic asset.

TABLE 2.1

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
Percent of OPM policies that embed data analysis and research	-*	-*	-*	-*	72.7%	Establish Baseline	Establish Baseline	

-*No historical data available for this period.

FY 2018 Analysis of Results:
In FY 2018, the agency issued 22 policies, with data or research embedded in 16.

Strategic Objective 2.2: Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives adoption of the Software as a Service model by the end of 2022

FY 2018 Progress Update

OPM, in consultation with OMB, has determined that performance toward this objective is making noteworthy progress.

In FY 2018, OPM completed and approved the Human Capital-Federal Integrated Business Framework standards for Talent Management Functions (Talent Acquisition, Talent Development, Employee Performance Management, and Compensation and Benefits). These are the critical business obligations to meet organizational objectives for each Human Capital Business Reference Model function. To complete the framework, OPM collaborated with the Multi-Agency Executive Strategy Committee, which provided subject matter expertise in these functional areas. The agency also collaborated with GSA's Office of Shared Solutions and Performance Improvement to develop Payroll and Time and Attendance activities, capabilities, and use cases for a request for information for a Software-as-a-Service solution dubbed NewPay.

OPM finalized the Talent Acquisition sub-function, Vetting and Adjudication; completed the Employee Performance Management sub-functions; and obtained final approval for the Separation and Retirement Human Capital Federal Integrated Business Framework, and Employee Performance Management use cases.

Further, OPM worked closely with GSA to issue the NewPay request for quotes. GSA, with input from OPM and Shared Service Providers, wrote and obtained approval of the project plan and risk plan to award a blanket purchase agreement by the end of FY 2018.

Also in FY 2018, OPM released a request for information for an end-to-end Talent Management suite.

TABLE 2.2

FY 2018 Milestones	Met/ Not Met
Complete Human Capital Federal Integrated Business Framework standards for all Talent Management Functions (Talent Acquisition, Talent Development, Employee Performance Management, Compensation and Benefits, and Separation and Retirement)	Met

STRATEGIC OBJECTIVE 2.3: STREAMLINE DATA COLLECTION AND LEVERAGE DATA REPOSITORIES TO ENHANCE ENTERPRISE-WIDE HUMAN RESOURCE (HR) DATA ANALYTICS AND REDUCE LOW-VALUE REPORTING REQUIREMENTS

AGENCY PRIORITY GOAL: ENABLE FEDERAL EMPLOYEES TO SEAMLESSLY TRANSFER FROM ONE AGENCY TO ANOTHER, WITH PAPERLESS PROCESSING

Goal Statement: By September 30, 2019, OPM will ensure implementation of Employee Digital Record data standards and associated application program interfaces (APIs) that demonstrate an initial capability toward Federal employees being able to transfer between agencies using paperless processing.

FY 2018 Progress Update

OPM, in consultation with OMB, has determined that performance toward this objective made noteworthy progress in FY 2018.

In September 2018, OPM released the first iteration (V1) of the human capital data standards, which included Payroll and Time & Attendance content – in alignment with the General Services Administration Office of Shared Solutions and Performance Improvement's NewPay initiative – and Transfer, Separations, and Retirement content. V1 marks the beginning of the Federal Government's standardization of human capital data in all five Federal Talent Management functions, as defined in the Human Capital Business Reference Model: Talent Acquisition, Talent Development, Employee Performance Management, Compensation and Benefits, and Separation and Retirement. The V1 release included 1,328 elements approved and validated by OPM's Data Review Board or external governing body; that is, the Internal Revenue Service, Social Security Administration, and Federal Retirement Thrift Retirement Board.

OPM experienced challenges with finding a timely technology solution that meets the business needs. Once OPM identifies that solution, the agency can establish data feeds. A second challenge was lack of active participation from stakeholders, which hindered the development of new data standards.

TABLE 2.3

FY 2018 Milestones	Met
Release alpha version of EDR data standard (Payroll and Time & Attendance)	Met
Release beta version of EDR data standard (Payroll and Time & Attendance)	Met
Release first version of EDR data standard so that the HR community can speak a common language	Met
Analyze privacy metadata and prioritize privacy integration	Not Met*
Establish Data Review Board so that OPM leadership demonstrates and executes on the importance of data	Met
Establish Executive Steering Committee so that executive leadership are aware, informed, and in-sync with the future strategic and tactical vision of EDR	Met
Establish data feeds based on EDR data standards	Not Met†
Design and prototype state of the art data exchange protocol	Met ‡

* Engaged Chief Privacy Officer to tailor the needs of NewPay to System of Record requirements. OPM will complete this task in Q4 FY 2019.

† OPM is prepared to establish data feeds when the IT solution is determined. OPM will complete this task in Q4 FY 2019.

‡ OPM, in conjunction with the National Technical Information Service, designed a prototype to prove the potential of the EDR. After the prototype release, however, the scope of the EDR project changed.

STRATEGIC GOAL 3: IMPROVE INTEGRATION AND COMMUNICATION OF OPM SERVICES TO FEDERAL AGENCIES TO MEET EMERGING NEEDS

Strategic Objective 3.1: Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives

FY 2018 Progress Update

In FY 2018, OPM established a baseline of employee perceptions of internal collaboration efforts, implementing a new question in the annual Federal Employee Viewpoint Survey. OPM also developed three common survey questions for evaluation, service, and policy organizations to use in existing survey or feedback mechanisms when engaging with Federal agencies and/or stakeholders. The agency implemented these survey questions in Q4 of FY 2018 to establish a baseline in order to measure future engagement efforts. Further, OPM contracted a third-party facilitator to assist OPM's evaluation/service/policy organizations in creating a collaboration tool to identify opportunities for the three organizations to interact more effectively, and recommending ongoing steps for the organizations to institutionalize collaboration efforts. OPM adopted eleven of 12 recommended actions for implementation in FY 2019 through FY 2020.

Also in FY 2018, the agency established the Human Capital Collaboration Library, a shared drive, for evaluation/service/policy organizations to access documents and information mutually beneficial to staff members for work with other Federal agencies and stakeholders. OPM populated the library and will continue efforts through FY 2019.

Agency executives also agreed to quarterly meetings of group and program managers from across OPM to increase collaboration at the working level, strengthening the network of evaluation/service/policy operations.

OPM developed an interactive process of conducting human capital reviews with agencies, issuing guidance on Evaluation System Standards and the process for human capital reviews to begin in FY 2019.

OPM organizations also collaborated on building a workforce reshaping library of reference materials – both printed and on the **www.OPM.gov** website – while also developing and executing a number of onsite and online events to help agencies meet the requirements of OMB memo 17-22. Further, OPM organizations began collaboration efforts to redesign the agency website to make information more accessible and available to Federal agencies and the public. This effort was assumed by the Office of Communications.

In an effort to increase collaboration across the Federal HR community, the agency agreed to host quarterly innovation meetings with Federal agencies to allow evaluation, service, and policy organizations to share progress in modernizing and moving the Federal human capital community into the 21st century.

TABLE 3.1

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	-*	-*	-*	88.0%	Establish Baseline	Establish Baseline	▌

-* No historical data available for this period.

FY 2018 Analysis of Results:
Of 300 users, 264 agreed that OPM human capital services were helpful in achieving human capital objectives. OPM conducted the survey in Q4 FY 2018. There were 467 respondents. Since many of the surveys for ES and MSAC were administered manually, the number of surveys issued and the response rates for these manually-administered surveys were not tracked. OPM is establishing tracking mechanisms to provide this data in the future.

Strategic Objective 3.2: Achieve recognition as the trusted human capital management advisor

FY 2018 Progress Update

OPM, in consultation with OMB, has highlighted this objective as a focus area for improvement.

In FY 2018, OPM created task forces to address accessibility and plain language requirements for information released electronically on **www.opm.gov**, on other related web properties, and through email. The agency also updated design elements reflecting new language from the strategic plan, including agency letterhead, slideshow templates, and press releases. In addition, OPM created a digital governance board and charter for the agency website.

OPM also used feedback from agency stakeholders to update the restricted portion of the Chief Human Capital Officers Council page, listing the names and contact information for the human capital functions in Employee Services, Human Resources Solutions, and Merit Systems Accountability and Compliance. In addition, OPM drafted initial survey questions for internal review and finalization. Further, OPM collected an agency-wide list of routine high-level reports, council meetings, special observances, and timelines for a 19 month period. OPM will share the list to promote awareness across OPM to help with planning and timely release of information to the human capital community.

TABLE 3.2

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Percent of the Federal human capital management community satisfied with OPM's services and guidance	-*	-*	-*	-*	No Survey	Establish Baseline	Establish Baseline	No Survey

-* No historical data available for this period

FY 2018 Analysis of Results:
OPM did not conduct a survey in FY 2018.

STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

Strategic Objective 4.1: Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points

FY 2018 Progress Update

To increase communication across the senior leadership team, in FY 2018, OPM expanded monthly senior leader meetings to include all senior executives, highlight programs, and share challenges. OPM also developed and maintained an agency risk profile, advancing development of the Enterprise Risk Management program to enhance communication, understanding, and management of corporate risk, as well as an Enterprise Risk Management policy and strategy.

In addition, the agency incorporated corporate citizenship into senior executive performance plans, supported by training and executive endorsements. Senior executives also developed and delivered requirements for procuring an independent assessment of the OPM senior executive leadership culture to begin in Q1 FY 2019. The assessment will aid in identifying opportunities for improved collaboration, transparency, and communications practices. The agency also solicited recommendations from senior leaders on how to strengthen communications and increase transparency in decision-making. Further, OPM developed a schedule of tools and capabilities for communication and collaboration, and deployed a collaboration tool pilot in 2018, with additional deployments scheduled through FY 2019 and FY 2020.

TABLE 4.1

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Collaborative Management Score	61.2%	58.4%	60.5%	61.5%	61.6%	≥61.1%	Met	

FY 2018 Analysis of Results:
OPM conducted the survey between May 11 and June 22, 2017. With 2,914 respondents, the response rate was 59 percent. OPM leadership adopted each of the five strategies identified for Strategic Objective 4.1 of the strategic plan, and made progress in each area. Because the score is based on input from all employees, the Strategic Objective 4.1 Owners plan to develop and execute an internal OPM communications plan in FY 2019 to inform employees of progress being made on this objective.

Strategic Objective 4.2: Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points

FY 2018 Progress Update

OPM provided a variety of tools to support managers in maximizing employee performance. These tools focused on guidance and reporting, accessibility of employee relations staff, and performance management training. OPM issued guidance to all agency managers on implementing performance improvement plans and modified the way the agency tracks the plans to a more systematic format to facilitate reporting to management. The agency also implemented a communication plan to inform managers who to contact and how if they need employee relations support. To evaluate the effectiveness of this approach, OPM developed and distributed an Employee Relations accessibility and satisfaction survey.

To support these efforts, OPM established a new performance management resource page within the agency's learning management system to provide managers with easy access to courses on a variety of performance management topics. OPM also designed and delivered three in-person courses on performance management for managers, and delivered virtual training on additional performance management topics.

Further, OPM held focus groups at multiple levels, seeking feedback on the agency's supervisory performance standard. The agency is reviewing the feedback, which will lead to implementation of an updated standard to hold supervisors accountable for maximizing the performance of employees.

TABLE 4.2

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014-FY 2018 Trend
Percent of employees satisfied with steps taken to address poor performance	43.6%	43.8%	43.8%	43.9%	45.4%	≥44.8%	Met	

FY 2018 Analysis of Results:
OPM conducted the survey between May 11 and June 22, 2018. With 3,069 respondents, the survey response rate was 58.7 percent. For this item, 1,180 employees agreed or strongly agreed with the following statement: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. An additional 741 respondents selected Neither Agree nor Disagree, and 618 selected Disagree or Strongly Disagree. 516 respondents selected Do not Know/No Basis to Judge. The 45.4 percent positive score is a 1.5 percentage point improvement over FY 2017, and likely due to the initiatives OPM Human Resources implemented to maximize employee performance. These initiatives increase the visibility of performance management, and include increased Employee Relations communications, dedicated supervisor training and resource pages, and a survey of accessibility and satisfaction of employee relations specialists. In addition, updating the supervisory performance standard will improve clarity regarding specific elements in the standard, and may result in a positive benefit on supervisory behaviors, in turn increasing likely perceptions of addressing poor performance.

Strategic Objective 4.3: Exceed the Government-wide average satisfaction score for each agency mission support service

FY 2018 Progress Update

In FY 2018, the mission support offices focused efforts on identifying and implementing changes within the agency that would improve internal customer satisfaction.

OCIO implemented a new change management process that resulted in fewer service outages. In addition, OCIO updated its help desk processes and procedures to improve customer response time. OCIO also began the process of realigning roles and responsibility to better serve customers.

OPM HR focused on working with HRS to analyze and define the current state of its operational hiring process. The organization identified HRS as a focus area because HRS reported the least satisfaction with the quality of HR support received. OPM HR has experienced challenges in agency customer expectations as compared to the level of HR resources. In open-ended responses to the benchmarking survey, as well as in a recent employee relations customer survey, agency managers indicated that they believe OPM HR requires additional staff. At current staffing levels, OPM HR is not able to dedicate staff to service each program office.

FSEM completed a feasibility study to determine the best path forward for a prospectus-level project to help determine whether new Federal construction, re-purposing an existing building, or utilizing a commercial lease would be the most appropriate option for relocating operations. In addition, FSEM contracted with an engineering firm to perform a full building assessment of the Theodore Roosevelt Building for improving the bathrooms and developed a building carpet replacement project.

OCFO conducted a series of customer service focus groups to obtain feedback regarding satisfaction with services and tools offered. Based on the feedback, OCFO identified four areas of focus: communication, service delivery, development of improved toolsets, and building professional relationships with the organizations OCFO supports. OCFO developed a comprehensive reporting inventory to identify existing financial reports provided to programs, and established a workgroup to identify a set of standard reports that could be used by program offices. OCFO also developed an FY 2019 service level agreement for providing services to programs. The service level agreement provides transparency to customers regarding service delivery expectations. OCFO made advances in the enterprise cost accounting program, delivering quarterly dashboards and standard cost accounting reports to pilot programs. These reports provided different categories of information that programs can use to support decision making. Further, OCFO implemented system and tool enhancements with two self-service applications for users: HR Links and the Consolidated Business Information System. HR Links modernized the time and attendance process and has a self-service feature for employees to use, eliminating the need for manual paper timecards. The Consolidated Business Information System now has a self-service password reset feature.

OPO strengthened agency acquisition functions through increased planning and requirements development efforts with program offices, implementation of updated oversight and compliance policy and procedures, and increased customer outreach and training on the acquisition function. OPO has scheduled workshops for Q1 FY 2019 and an enhanced procurement conference targeting acquisition planning and requirements for early Q2 FY 2019.

TABLE 4.3 A

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average satisfaction score for financial management quality from OPM senior supervisory employees	-*	4.62	4.33	4.70	4.88	≥4.8	Met	

-*No historical data available for this period.

FY 2018 Analysis of Results:
The survey was administered in Q2 FY 2018. The response rate was 18.9 percent. For this item, there were 98 respondents. OCFO conducted a series of customer focus groups to identify customer perspectives and gain qualitative feedback on service delivery. The focus groups provided clear and useable feedback from customers. OCFO used the feedback to develop and implement actions plans for improving service.

TABLE 4.3 B

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average satisfaction score for human capital services quality from OPM senior supervisory employees	-*	4.62	5.09	5.09	4.67	≥4.5	Met	

-*No historical data available for this period.

FY 2018 Analysis of Results:
The survey was administered in Q2 FY 2018. The response rate was 26.6 percent. For this item, there were 138 respondents. In order to exceed the Government-wide mission support customer satisfaction goal, OPM HR holds yearly focus groups as a part of internal audits to understand issues across the agency; administers quarterly feedback surveys; and holds one-on-one meetings with each organization to understand their needs.

TABLE 4.3 C

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average satisfaction score for information technology services quality from OPM employees	-*	3.98	4.63	3.99	4.44	≥4.2	Met	

-*No historical data available for this period.

FY 2018 Analysis of Results:

The survey was administered in Q2 FY 2018. The response rate was 33.0 percent. For this item, there were 1,797 respondents. In FY 2018, OCIO implemented several process improvement initiatives to improve the reliability of IT services and increase customer satisfaction. The first was the implementation of a new change management process, which reduced service outages. Additionally, OCIO worked to improve service restoration time for outages. OCIO also revamped IT help desk processes and procedures to improve customer response time.

TABLE 4.3 D

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average satisfaction score for contracting services quality from OPM senior supervisory employees	-*	3.89	2.89	4.35	3.94	≥4.7	Not Met	

-*No historical data available for this period.

FY 2018 Analysis of Results:

The survey was administered in Q2 FY 2018. The response rate was 20.8 percent. For this item, there were 108 respondents. OPO customer satisfaction results varied widely across support customers. OCIO satisfaction scores were 5.54 in FY 2018, well above the target score of 4.7. This was the result of improved staffing and the creation of a dedicated IT support division that supported IT modernization efforts. With increased staffing OPO was able to meet agency OCIO requirements in FY 2018 through improved planning, requirements development, and execution of contracts; to include contract consolidation that resulted in a transactional decrease of 12 percent in FY 2018. Through negotiated contracts, CIO saved more than $20 million in FY 2018.

The success achieved with IT customer satisfaction contrasted sharply with the significant reduction in the HRS score to 2.27 in FY 2018. The key factor that impacted the customer satisfaction score was the significant increase in HRS requirements, year over year, in excess of 30 percent. With a static workforce, OPO was not able to meet the demand, resulting in deferred and delayed requirements — which led to lower customer satisfaction scores. OPO highlighted the increased requirements surge to HRS in Q1 and Q2 FY 2018 through a series of leadership briefings recommending HRS increase direct support staffing to handle the increased volume. HRS agreed and signed a service level agreement with OPO in early Q3 FY 2018 that increased direct support staff. With the increased staffing, OPO was able to increase its transactional support of HRS requirements by 18 percent by the end of Q4 FY 2018, which, while still short of requirements, demonstrated that increased staffing could support increased requirements. The improvements achieved through increased direct funded staffing came too late to impact customer satisfaction scores in FY 2018 but should result in improvements in FY 2019 as long as there is not another surge in requirements. OPO will continue to track and report requirements processing to HRS to highlight any further changes in demand.

TABLE 4.3 E

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Percent of employees satisfied with real property services at OPM's largest nine buildings	-*	-*	-*	49.6%	53.4%	≥51%	Met	

-*No historical data available for this period.
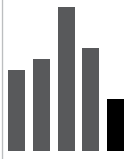
FY 2018 Analysis of Results:

The survey was administered by GSA from July to August 2018. With 666 respondents, the response rate was 14.3 percent. In FY 2018, FSEM completed the program of requirements for a prospectus-level build-to-suit, above-ground leased facility for NBIB, to succeed the current Boyers, PA facility. This facility will reduce the current OPM footprint by approximately 143,000 usable square feet. An OCIO consolidation and renovation project in the Theodore Roosevelt Building will increase the space utilization of that program office by 304 percent, further reducing the agency footprint. These two efforts improve efficiencies, yield more seating, and allowed OPM to cancel a commercial leasing action for the Performance Accountability Council-Project Management Office, which will be accommodated within the existing footprint. FSEM also initiated an energy savings project contract in the Theodore Roosevelt Building to continue to reduce operational costs and create building efficiencies for the future with mechanical systems and lighting, and also improve air flow and advance compliance for sustainability goals. FSEM strengthened the reliability of building operations by moving the asset inventory and trouble tickets to another software tool, which resulted in better preventative maintenance and fewer breakdowns. Further, FSEM began inputting Theodore Roosevelt Building occupancy data into the systems for improved staff analysis and space utilization.

Strategic Objective 4.4: Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

To improve retirement services, in FY 2018, OPM launched a Services-On-Line redesign that features a more customer-friendly, responsive design that will support more efficient transactions processing. OPM also conducted a Federal benefits training event in Cincinnati, OH to increase the knowledge of Federal benefits officers and improve their benefits counseling skills.
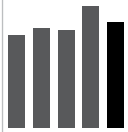
TABLE 4.4 A

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average number of minutes to answer phone calls	13.7	15.8	24.2	17.7	8.60	≤12	Met	

FY 2018 Analysis of Results:
OPM answered 1,344,075 phone calls. The average hold time decreased by approximately 50 percent from 17.7 minutes in FY 2017 to 8.6 minutes in FY 2018. This improvement resulted from the immediate replacement of resources and lack of any hiring freezes. In FY 2018, OPM hired 33 customer service specialists. The training for customer service specialists includes two phases. Phase 1 begins a few days after new customer service specialists start, and includes seven days of classroom training and 2-3 weeks of mentoring. Phase 2 starts approximately three months after new customer service specialists start. It is seven days of training and 2-3 weeks of mentoring. The mentoring for both phases starts with the trainees listening to calls and then the mentor sitting with them while they handle calls. As of the end of FY 2018, all the employees had completed Phase 1 training, and 95 percent had completed Phase 2. The remaining 5 percent were scheduled to be fully trained by the end of November. The new hires helped improve hold time as well as the call handling rate. The call handling rate increased from 67.5 percent in FY 2017 to 79.8 percent in FY 2018.

TABLE 4.4 B

Performance Measure	FY 2014 Results	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2014- FY 2018 Trend
Average number of days to process retirement cases	53.3	56.2	54.1	67.0	58.6	≤60	Met	

FY 2018 Analysis of Results:
OPM processed 104,498 claims in 2018. The average number of days to process claims was 58.6 days, an improvement of more than eight days from the average for FY 2017. This improvement can be attributed to continuous process improvement in claims processing. By shifting the agency audit from the middle of the adjudication process to the end of the process, OPM was able to complete more work up front, improving processing time and volume. OPM processed 12,373 more claims in FY 2018 than in FY 2017.

Other Requirements

MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

OPM's major management priorities and challenges are reflected in the operational excellence objectives in its FY 2018–2022 Strategic Plan:

- **Objective 4.1:** Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points.

- **Objective 4.2:** Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points.

- **Objective 4.3:** Exceed Government-wide average satisfaction for each agency mission support service.

- **Objective 4.4:** Improve retirement services by reducing the average time to answer calls to 5 minutes or less and average case processing times to 60 days or less.

Please refer to the "Performance Details" section of this document for the performance measures and targets, and progress made, for each management priority and challenge.
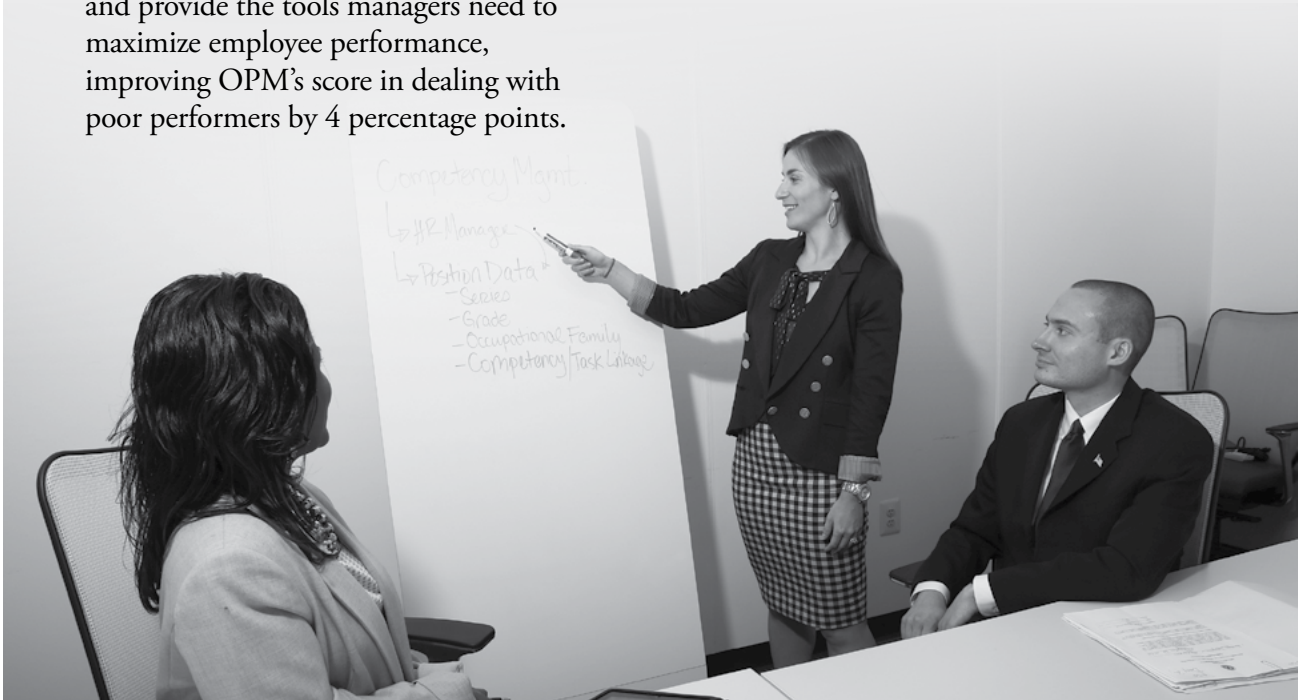
EVIDENCE BUILDING

OPM has integrated its discussion of evidence building into the "Performance Details" section of this document. OPM's objective 2.1 is to "Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management," and describes the agency's efforts to build the evidence base.

Appendix

DATA VALIDATION AND VERIFICATION OVERVIEW

OPM uses its performance data to promote improved outcomes, and senior leaders regularly review performance information to identify successful or promising practices, where the agency is not making sufficient progress, and plans for future improvement. The performance information in this report is reasonably complete and reliable, as defined by the *Government Performance and Results Modernization Act of 2010.*

The following section describes the steps that OPM has taken to promote the accuracy, completeness, and reliability of the performance information it reports for each measure. Additionally, the following steps outline agency-wide efforts to promote data quality:

- OPM developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in *Results OPM* performance review meetings at least quarterly. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.

- The Office of the Chief Financial Officer (OCFO) provides guidance to objective teams on data quality, and has developed a standard form for objective teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The OCFO reviews such documentation for adequacy, providing feedback and recommendations for improvement to objective teams. This documentation serves as a job aid to performance measurement and reporting

staff, helping to promote the use of consistent definitions and methods.

- To reduce the risk of human error, OCFO is developing a single repository for all performance results.

- OCFO, as well as Goal and Objective Owners, assess the use and effectiveness of the agency's performance measures and consider alternative measures during the agency's annual performance budgeting process. Cross-organizational teams of Objective Owners establish consensus on the validity of the measures.

These agency-wide efforts, in addition to the specific actions that Goal and Objective have taken for each measure, as described in the following section, support the completeness, reliability, and quality of OPM's performance information.

MEASURE DEFINITIONS, DATA SOURCES, VERIFICATION, AND VALIDATION

STRATEGIC GOAL 1: TRANSFORM HIRING, PAY, AND BENEFITS ACROSS THE FEDERAL GOVERNMENT TO ATTRACT AND RETAIN THE BEST CIVILIAN WORKFORCE

Strategic Objective 1.1

Performance Measure	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job
Definition	The average weighted hiring manager ratings on a scale of 1-10 (with 1 being strongly disagree and 10 being strongly agree) for the Hiring Manager Satisfaction Survey questions below, converted into a score between 1-100: 17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent). 18. The applicants who were referred had the skills to perform the job (weighted 40 percent). 23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent). 24. The overall hiring process occurred in a timely manner (weighted 15 percent).
Data Source	Chief Human Capital Officers (CHCO) Hiring Manager Satisfaction Survey
Frequency	Annually
Verification and Validation	The vendor which administers the Hiring Manager Satisfaction Survey, provides quarterly verification of data completeness and accuracy. As part of the verification process, responses to the survey items are checked for appropriate and accurate coding, including, no out of range responses and responses corresponded with survey skip patterns. The vendor's team of industrial and organizational psychologists assist in the creation, development and monitoring of the survey process. The survey, including individual questions, has been vetted and approved by subject matter experts and the CHCO Council.
Data Limitations	Data and results are based upon the responses from those who voluntarily complete the survey and who self-identify as having participated in the hiring process. These responses provide a portrayal of their perceptions and experiences regarding the timeliness of services and quality of applicants received. However, the number of service recipients is currently unknown as not every hiring manager completes the survey. To promote use of the survey, USAStaffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process, and OPM is working with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process. Because three agencies represent almost 70 percent of responses, they have a disproportionate impact on the overall results of the Hiring Quality and Timeliness Index.

Performance Measure	Percent of staffing specialist course participants who demonstrate knowledge improvement
Definition	The number of staffing specialist course participants who demonstrate knowledge improvement, based on pre and post course knowledge checks, divided by the number of staffing specialists enrolled in the courses.
Data Source	Federal HR Institute Learning Management System database
Frequency	Quarterly
Verification and Validation	The Learning Management System (LMS) generates an automated report with the results of pre- and post-knowledge checks. The program lead manually reviews the results from the LMS report to verify the data.
Data Limitations	The data is limited to enrollments in the Federal HR Institute staffing specialist curriculum.

Performance Measure	Number of participants in the HR Policy Center of Excellence
Definition	The number of HR professionals in the HR Policy Center of Excellence
Data Source	Registration data for the HR Policy Center of Excellence.
Frequency	Quarterly
Verification and Validation	The project manager for the HR Policy Center of Excellence will review and verify data collected and utilized for accuracy and completeness.
Data Limitations	There are no significant data limitations.

Strategic Objective 1.4

Performance Measure	Percent of FEHB enrollees in quality affordable plans
Definition	The number of employees enrolled in quality (a Clinical Quality, Customer Service and Resource Use score of at least 0.6) affordable (enrollee share of premium below a certain percentage of the enrolled employee's income, as established annually by the Internal Revenue Service) FEHB plans divided by the total number of employees enrolled in FEHB plans as of the last pay period in March.
Data Source	March Health Benefit Data File for individual-level FEHB enrollment and income, and Benefits Plus for the plan premium and the Clinical Quality, Customer Service and Resource Use score
Frequency	Annually
Verification and Validation	The Office of Actuaries reviews the Health Benefit Data File for reasonableness as a whole for the purpose of the actuarial studies it supports. In general, it does not modify the file.
Data Limitations	The Health Benefit Data File is only available with a one year delay. It does not include certain judicial and legislative branch employees. Retirees are not included in the calculation because the available income information is limited (for example, it does not include Thrift Savings Plan) and because most retirees over the age of 65 are eligible for Medicare, many of whom also pay a Medicare premium.
	Adjusted Basic Pay is outside OPM's control, as are broader health care inflation drivers. Health care inflation has significantly outpaced general inflation and wage growth.
	Employees' Adjusted Basic Pay is used because total individual / family income is not available. Annual Adjusted Basic Pay is based on the employee's pay grade and step as of the last pay period in March.
	FEHB premium is used in the measure calculation because information on total out-of-pocket costs including cost sharing is not available. Depending on plan benefits, cost sharing and the health status of employees / family members, enrollment in a plan with a higher premium can lead to lower total out-of-pocket costs for the employee / family.
	For this calculation, OPM uses only the last processed enrollment transaction for every unique pseudo ID.

Strategic Objective 1.5

Performance Measure	Percent of investigations determined to be quality complete
Definition	The number of investigations closed that meet Federal investigation standards divided by the number of investigations closed.
Data Source	Quality Assessment Tool, Quality Hotline, Quality Reopen database, and Personnel Investigations Processing System (PIPS)
Frequency	Monthly
Verification and Validation	The performance reports were developed specifically to track this measure and were tested extensively by OPM for accuracy at that time. Further, the National Background Investigations Bureau (NBIB) works with the Operations Support Group to promote the accuracy of information.
Data Limitations	The data collected from PIPS captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, with investigation reopens and closings).

Performance Measure	Number of cases in the inventory
Definition	The total number of pending investigations (that is, in scheduled or assigned status). This may include cases awaiting completion of fieldwork and/or third party records as well as investigations under quality review.
Data Source	Personnel Investigations Processing System (PIPS)
Frequency	Monthly
Verification and Validation	The performance reports, which were developed specifically to track this measure, were tested extensively by OPM for accuracy at that time. NBIB Federal staff transcribes the data directly from this report, and the data is not manipulated in any way. OPM has used PIPS since 1984 and it has gone through repeated and continual testing to ensure the data is free from systematic error. Data is collected based on specific criteria that eliminate bias and manipulation of the data.
Data Limitations	The data collected from PIPS captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, with investigation reopens and closings).

STRATEGIC GOAL 2: LEAD THE ESTABLISHMENT AND MODERNIZATION OF HUMAN CAPITAL INFORMATION TECHNOLOGY AND DATA MANAGEMENT SYSTEMS AND SOLUTIONS

STRATEGIC OBJECTIVE 2.1

Performance Measure	Percent of OPM policies that embed data analysis and research
Definition	The number of OPM policies that embed data analysis and/or research divided by the total number of policies issued.
Data Source	CHCO Council Transmittals page (**https://www.chcoc.gov/transmittals**)
Frequency	Quarterly
Verification and Validation	OPM's Office of Strategy and Innovation independently determines the number of OPM policies issued and reviews them to identify the number that embed data analysis and/or research in the body or the appendix of the policy. This independent verification promotes accuracy, consistency, and completeness in the count of OPM policies issued and those that embed data analysis and/or research. It also helps to identify any discrepancies. Any identified discrepancies are reconciled through multiple reviews and discussions of the data.
Data Limitations	This measure is subject to potential errors from incomplete data on the CHCO Council Transmittals page.

STRATEGIC GOAL 3: IMPROVE INTEGRATION AND COMMUNICATION OF OPM SERVICES TO FEDERAL AGENCIES TO MEET EMERGING NEEDS

Strategic Objective 3.1

Performance Measure	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives
Definition	The number of human capital community respondents to OPM questionnaires or surveys who indicate that they at least somewhat agree that OPM services are helpful in achieving human capital objectives, divided by the number of survey respondents. The survey includes the following items: • OPM was helpful in achieving your human capital objectives. • OPM offered innovative solutions while providing services and/or guidance. • OPM offered flexible solutions in meeting your human capital needs.
Data Source	ES and MSAC use an online survey tool. HRS uses the Human Resource Solutions Customer Satisfaction Survey.
Frequency	Quarterly
Verification and Validation	OPM checks the responses to the questions for appropriate and accurate coding. For example, OPM checks that there are no out of range responses or unaccounted for responses. Double checking the responses for each survey item enhances data quality by promoting accuracy, completeness and reliability.
Data Limitations	Data and results are based on the responses from those who voluntarily respond to the questions and who self-identified as having received human capital services from OPM. These responses provide an accurate portrayal of their perceptions and experiences regarding the quality of services received. It is likely that the voluntary nature of the survey and self-identification as a service recipient underestimates the actual number of service recipients.

Strategic Objective 3.2

Performance Measure	Percent of the Federal human capital management community satisfied with OPM's services and guidance
Definition	The number of respondents in the human capital community, as determined by OPM, who respond favorably to questions about OPM's services and guidance divided by the number of survey respondents.
Data Source	Survey
Frequency	Annually
Verification and Validation	OPM will adhere to the process and procedures used for other surveys administered by OPM (for example, the FEVS) for data verification and validation.
Data Limitations	Data and results will be based upon the responses from those who voluntarily completed the survey and who self-identified as having received services from OPM. These responses provide an accurate portrayal of their perceptions and experiences; it is likely that the voluntary nature of the survey and self-identification will underestimate the actual number of service recipients.

STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

Strategic Objective 4.1

Performance Measure	Collaborative Management Score
Definition	The number of OPM employees who responded positively to questions about manager support of cross agency communication and collaboration divided by the number of survey respondents. The Collaborative Management Score is comprised of the following Federal Employee Viewpoint Survey items: • Managers promote communication among different work units (for example, about projects, goals, and needed resources). (Q 58) • Managers support collaboration across work units to accomplish work objectives. (Q 59)
Data Source	Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	OPM's Office of Strategy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.fedview.opm.gov/**.
Data Limitations	The Federal Employee Viewpoint Survey is administered annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends. While the survey is voluntary, OPM's response rate is generally close to 60 – 70 percent and has resulted in a statistically significant sample of the OPM employee population.

Strategic Objective 4.2

Performance Measure	Percent of employees satisfied with steps taken to address poor performance
Definition	The percent of Federal Employee Viewpoint Survey (FEVS) respondents who indicated they were *Satisfied* or *Very Satisfied* with FEVS item 23: "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."
Data Source	Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	OPM's Office of Strategy and Innovation leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
	Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.fedview.opm.gov/**.
Data Limitations	The FEVS is collected annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends. While the survey is voluntary, OPM's annual response rate is generally close to 60-70 percent and is a statistically significant sample of the OPM employee population.
	This FEVS item measures the employee's perceptions that steps are taken by the supervisor to improve performance in the work unit; however, the employee may not (and would most likely not) be aware of all activity occurring in the organization to address poor performance. Activities taken to maximize employee performance would not directly impact the survey response.
	OPM is piloting a new FEVS item on measuring performance and this specific item may change in future FEVS administrations.

Strategic Objective 4.3

Performance Measure	Average satisfaction score for financial management quality from OPM senior supervisory employees
Definition	The average rating, on a scale of 1-7 (1-Strongly Disagree, 2-Disagree, 3-Somewhat Disagree, 4-Neutral, 5-Somewhat Agree, 6-Agree, 7-Strongly Agree), from OPM senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) who responded to the survey question "I am satisfied with the quality of financial management services provided by my organization during the past 12 months."
Data Source	GSA Mission Support Satisfaction Survey
Frequency	Annually
Verification and Validation	GSA leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
Data Limitations	The GSA data is collected annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends.

Performance Measure	Average satisfaction score for human capital services quality from OPM senior supervisory employees
Definition	The average rating, on a scale of 1-7 (1-Strongly Disagree, 2-Disagree, 3-Somewhat Disagree, 4-Neutral, 5-Somewhat Agree, 6-Agree, 7-Strongly Agree), from OPM senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) who responded to the survey question "I am satisfied with the quality of human capital services provided by my organization during the past 12 months."
Data Source	GSA Mission Support Satisfaction Survey
Frequency	Annually
Verification and Validation	GSA leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
Data Limitations	The GSA data is collected annually, and therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends.

Performance Measure	Average satisfaction score for information technology services quality from OPM employees
Definition	The average rating, on a scale of 1-7 (1-Strongly Disagree, 2-Disagree, 3-Somewhat Disagree, 4-Neutral, 5-Somewhat Agree, 6-Agree, 7-Strongly Agree), from OPM employees who responded to the survey question "I am satisfied with the quality of information technology services provided by my organization during the past 12 months."
Data Source	GSA Mission Support Satisfaction Survey
Frequency	Annually
Verification and Validation	GSA leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
Data Limitations	The GSA data is collected annually, and, therefore reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends.

Performance Measure	Average satisfaction score for contracting services quality from OPM senior supervisory employees
Definition	The average rating, on a scale of 1-7 (1-Strongly Disagree, 2-Disagree, 3-Somewhat Disagree, 4-Neutral, 5-Somewhat Agree, 6-Agree, 7-Strongly Agree), from OPM senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) who responded to the survey question "I am satisfied with the quality of contracting services provided by my organization during the past 12 months."
Data Source	GSA Mission Support Satisfaction Survey
Frequency	Annually
Verification and Validation	GSA leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
Data Limitations	The GSA data is collected annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends.

Performance Measure	Percent of OPM employees satisfied with real property services at OPM's largest nine buildings
Definition	The number of OPM employees who indicated that they were highly satisfied or satisfied with real property services at OPM's nine largest buildings divided by the number of survey respondents.
Data Source	GSA Tenant Satisfaction Survey
Frequency	Annually
Verification and Validation	GSA leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.
Data Limitations	The GSA data is collected annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends.

Strategic Objective 4.4

Performance Measure	Average number of minutes to answer phone calls
Definition	The average number of minutes retirement program customers wait before their call is answered.
Data Source	The call center reporting application, which is part of the manufacturer's overall call center application.
Frequency	Monthly
Verification and Validation	OPM reviews data collection and reporting procedures, and tests data to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management control devices are built into these data collection mechanisms to ensure accuracy and reliability.
Data Limitations	There are no significant data limitations.

Performance Measure	Average number of days to process retirement cases
Definition	The average number of days from when OPM receives a retirement application from the annuitant's agency to when final adjudication and payment is issued.
Data Source	Annuity Roll Processing System
Frequency	Monthly
Verification and Validation	OPM reviews data collection and reporting procedures, and tests data to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management control devices are built into these data collection mechanisms to promote accuracy and reliability.
Data Limitations	There are no significant data limitations.

Acronyms

Acronym	Definition
APG	Agency Priority Goal
APR	Agency Performance Report
CAP	Cross-Agency Priority
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CLIA	Congressional, Legislative, and Intergovernmental Affairs
CISO	Chief Information Security Officer
CMS	Centers for Medicare and Medicaid
CSRS	Civil Service Retirement System
DE	Delegated Examining
DOD	Department of Defense
EC	Executive Correspondence
EDR	Employee Digital Record
EEO	Equal Employment Opportunity
ES	Employee Services
ExecSec	Executive Secretariat
FEDVIP	Federal Employee Dental Vision Insurance Plan
FEGLI	Federal Employees' Group Life Insurance
FEHB	Federal Employees Health Benefits
FEHBP	Federal Employees Health Benefits Program
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FSAFEDS	Federal Flexible Spending Account
FIS	Federal Investigative Services
FISMA	Federal Information Security Management Act
FITARA	Federal Information Technology Acquisition Reform Act
FLTCIP	Federal Long-Term Care Insurance Program
FPRAC	Federal Prevailing Rate Advisory Committee
FSEM	Facilities, Security & Emergency Management
GPRAMA	Government Performance and Results Act Modernization Act of 2010
GSA	General Services Administration

Acronym	Definition
HI	Healthcare & Insurance
HR	Human Resources
HRS	Human Resources Solutions
IT	Information Technology
LMS	Learning Management System
MSAC	Merit System Accountability & Compliance
NBIB	National Background Investigations Bureau
NBIS	National Background Investigation System
NCQA	National Committee for Quality Assurance
NDAA	National Defense Authorization Act
OC	Office of Communications
OCIO	Office of the Chief Information Officer
OD	Office of the Director
ODI	Office of Diversity and Inclusion
OES	Office of the Executive Secretariat
OGC	Office of the General Counsel
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPO	Office of Procurement Operations
OSDBU	Office of Small and Disadvantaged Business Utilization
OSI	Office of Strategy and Innovation
PAC PMO	Performance Accountability Council's Program Management Office
PIPS	Personnel Investigations Processing System
QART	Quality Assessment and Reporting Tool
RS	Retirement Services
SSCLoB	Security, Suitability and Credentialing Line of Business
SES	Senior Executive Service
SL	Senior Level
ST	Scientific or Professional
STEM	Science, Technology, Engineering, and Mathematics
SuitEA	Suitability Executive Agent