

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

# Annual Performance Report

Fiscal Year 2019



# Contents

<b>Message from the Director</b> .....	<b>3</b>	<b>Other Requirements</b> .....	<b>58</b>
<b>OPM Overview</b> .....	<b>6</b>	Major Management Priorities and Challenges .....	58
Key Functions .....	6	Evidence Building .....	58
Human Capital Management Leadership.....	6	<b>Appendix</b> .....	<b>59</b>
Benefits.....	7	Data Validation and Verification Overview .....	59
Vetting .....	8	Measure Definitions, Data Sources, Verification, and Validation.....	60
History .....	8	Strategic Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce .....	60
Profile .....	8	Strategic Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions .....	63
<b>Purpose and Scope</b> .....	<b>9</b>	Strategic Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs.....	64
<b>Results OPM: OPM's Performance Management Approach</b> .....	<b>10</b>	Strategic Goal 4: Optimize agency performance.....	65
<b>OPM's Strategic Framework</b> .....	<b>12</b>	<b>Acronyms</b> .....	<b>70</b>
<b>Organizational Structure</b> .....	<b>14</b>		
<b>Agency Priority Goals</b> .....	<b>20</b>		
<b>Cross-Agency Priority Goals</b> .....	<b>21</b>		
<b>Summary of Performance Results</b> .....	<b>25</b>		
<b>Performance Details</b> .....	<b>32</b>		
Strategic Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce .....	32		
Strategic Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions .....	42		
Strategic Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs.....	47		
Strategic Goal 4: Optimize agency performance .....	50		

# Message from the Director

During Fiscal Year (FY) 2019, the U.S. Office of Personnel Management (OPM) advanced efforts to implement priorities set forth by the agency and the Administration, while continuing to fulfill obligations imposed by law. OPM worked to drive improvements to the hiring process, improve healthcare quality and affordability in the Federal Employees Health Benefits (FEHB) Program, advance agency human capital objectives, strengthen retirement customer service, and optimize overall performance.

Progress was accomplished while dedicating considerable agency resources toward facilitating the successful transition of investigative functions previously performed by OPM's National Background Investigations Bureau (NBIB), including the transfer of NBIB employees to the Department of Defense. At the time these activities were transitioned, NBIB had approximately 303,000 cases in its inventory, or less than one-half the number it had at the beginning of the fiscal year, and approximately 282,000 cases below OPM's FY 2019 target.

In this report, OPM outlines its FY 2019 performance regarding agency priorities and overall strategic objectives. In doing so, OPM aims to map not just its successes, but also to identify improvement that will enable better mission performance in the coming years. Analysis of our FY 2019 results will also involve efforts to improve our performance measures and evaluation

process. As the agency learns from this past year's successes and unmet goals, OPM proceeds into FY 2020 better situated to lead and serve Federal agencies, our workforce, job-seekers, and retirees.

## **DRIVING IMPROVEMENTS TO THE HIRING PROCESS**

OPM worked to drive hiring process improvements so agencies are able to hire the best possible candidate(s) in a timely manner. OPM filed a series of legislative proposals that, if implemented, would provide agencies across the Federal Government greater flexibility in the hiring process. These proposals include legislation that would raise the cap on the number of hires allowed under the Expedited Hiring Authority for Post-Secondary Students, allow the hiring of time-limited employees for permanent positions through merit promotion procedures, and grant Federal agencies greater flexibility to use longer probationary periods for employees.

In addition, OPM tested and designed potential new assessment strategies for the vetting of senior executives. Further, OPM partnered with the United States Digital Service to pilot test practices recommended in OPM's Delegated Examining Operations Handbook, which focused on enhancing the quality of hires through partnership between the agency hiring manager, human resources specialist, and subject matter experts, and the use of documented multiple

reviews and hurdles to assess candidates for the highly specialized requirements for Information Technology (IT) and other technical positions. OPM completed and incorporated progressive hurdle guidance into the newly revised Delegated Examining Handbook. Although OPM missed its FY 2019 hiring manager satisfaction target of 76.8 by 3.3 percentage points, the agency anticipates that many of the actions initiated in FY 2019 will improve hiring manager satisfaction in FY 2020 and beyond, as more agencies take advantage of or adopt these practices.

### **IMPROVING HEALTHCARE QUALITY AND AFFORDABILITY**

During FY 2019, OPM worked with FEHB carriers to improve clinical quality, customer service, and resource use. FEHB carriers continued to make gains in overall quality; the average quality score for 2018, reported in FY 2019, increased to 0.644 from the 2017 average of 0.636.

As part of OPM's efforts to expand the number of available plans, the agency selected and will make available the Indemnity Benefit Plan available for the first time in over three decades. In addition, OPM successfully negotiated FEHB rates and benefits for plan year 2020, with a 4.0 percent average premium increase for non-Postal employees and annuitants. The increase is competitive with premium increases projected for or reported by other large private and public sector employers, which range from 4.5-6.5 percent.

### **ADVANCING HUMAN CAPITAL OBJECTIVES IN AGENCIES**

In FY 2019, OPM also worked to strengthen its coordination of policy, service delivery, and oversight as a means to facilitate agencies' achievement of Government-wide human capital objectives. OPM initiated reviews with all 24 agency Chief Human Capital Officers and issued a summary of findings that included best practices

in critical areas like data analytics, upskilling and reskilling, and the use of robotic process automation. Agencies also were invited to suggest potential Government-wide initiatives. Eighty-three percent of users agreed that OPM human capital services were helpful in achieving human capital objectives in FY 2019, 5.9 percentage points below the target. In FY 2020, OPM will work to improve support to agencies and promote improvements designed to meet broad human capital requirements.

### **STRENGTHENING RETIREMENT CUSTOMER SERVICE**

To better serve Federal annuitants, the agency continued a three-year trend of lowering the average time it takes to answer retirement phone calls. While OPM did not meet its FY 2019 target of lowering average wait times to five minutes or less, the agency lowered the average time to answer from 8.6 to 6.6 minutes. The agency achieved this two-minute average improvement despite challenges such as a seven percent increase in total calls received and technical issues that required telephony infrastructure updates.

### **OPTIMIZING AGENCY PERFORMANCE**

In FY 2019, OPM made improvements to its internal operations, including collaboration, transparency, and communication among the agency's leadership. In FY 2019, OPM reported its highest Collaborative Management Score and greatest annual increase in the last five years. Likewise, OPM management worked to maximize employee performance. Employees' satisfaction with steps taken to address poor performance reached its highest level of the last five years and exceeded the agency target. In addition, satisfaction with financial management quality, information technology services, contracting, and real property services was the highest of the past five years, and OPM exceeded its satisfaction targets for financial management, human capital services, information technology, and real property services quality.

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## CONCLUSION

OPM is committed to developing innovative solutions that enable agencies to better perform their missions and thus better serve the American public. In the coming year, OPM will continue to use data-informed decision-making to enhance accountability and produce outcomes linked to the priorities and objectives outlined in the agency's FY 2018-2022 Strategic Plan and the President's Management Agenda. OPM moves into the new decade better prepared to address the complex contemporary challenges facing the Federal workforce and agencies by drawing on lessons learned from our performance in FY 2019.



Dale Cabaniss  
Director  
February 10, 2020

# OPM Overview

As the Federal Government's human resources agency and personnel policy manager, OPM leads and serves 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 anticipate 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 law, 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, shared service providers within Government, and/or Government contractors, OPM's solutions help agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, improve 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. OPM's involvement facilitates the delivery of services that are both effective and compliant with operative civil service law.

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, the Process and Performance Improvement program, the Lab at OPM, and USALearning.

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<sup>SM</sup>, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. 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, among other things, Federal agencies meet their legal obligations to provide public notice of Federal employment opportunities to Federal employees and American citizens, and interested citizens find information on these opportunities. The USAJOBS website is the portal for Federal recruitment for most Government positions, whether the positions are in the competitive or excepted service.

### ***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 compliance and 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 facilitates access to the high-caliber healthcare and insurance programs offered by the Federal Government, including health insurance, dental and vision insurance, flexible spending accounts, life insurance, and long-term care insurance, making Federal employment more attractive, and thus enabling agencies to compete for good candidates with other potential employers. 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.

#### ***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; adjudication of annuity benefits based on age and service; disability or death based on a myriad of statutes 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

Through FY 2019, OPM was 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 focused on continual process improvement through innovation, stakeholder engagement, and agile acquisition strategy. In FY 2020, certain investigative functions previously performed by NBIB moved to the Department of Defense. OPM retains oversight over non-national security investigations.

OPM is also responsible for prescribing suitability, fitness, and credentialing standards for Government employees and contractors and determining investigative standards in conjunction with the Director of National Intelligence. 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 applicants' knowledge, skills, and abilities. The 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 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 2019 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled more than \$2 billion. In FY 2019, the agency had 5,497 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was \$265,655,000.

For more information about OPM, please refer to the agency's website, [www.opm.gov](http://www.opm.gov).



# Purpose and Scope

The FY 2019 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 2021 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 2019. The FY 2019 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 statute, regulation, 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,

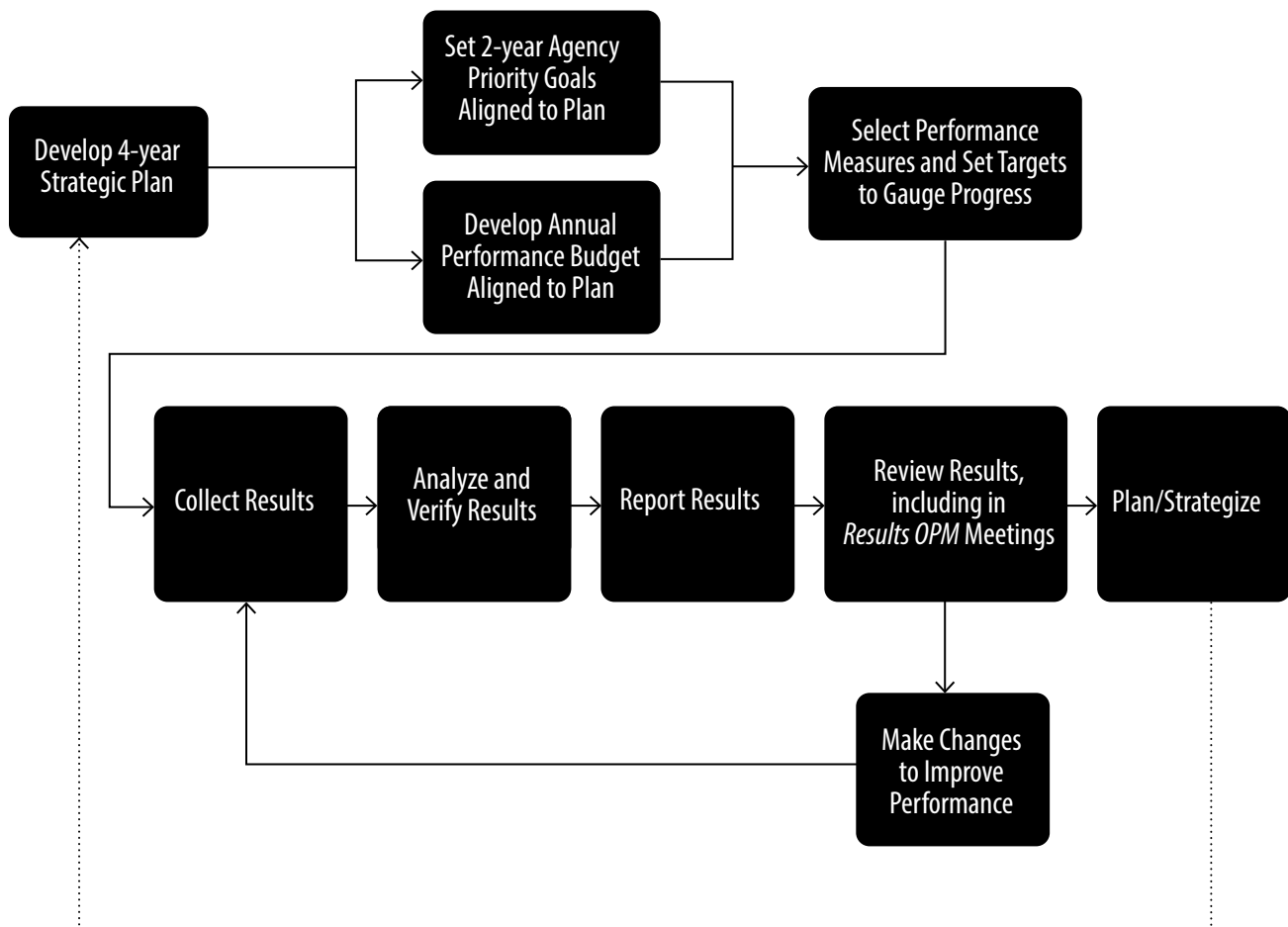
explaining any variances or trends. OPM identifies successful or promising practices relative to the performance targets, and where targets were not met, describes plans for improvement.

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



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.



- 1 Develop the four-year Strategic Plan:  
Pursuant to the requirements of 5 U.S.C. § 306, 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 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.

# 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

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“Empowering Excellence in Government through Great People”

## MISSION

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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

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

Objective	Objective Statement
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

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

Objective	Objective Statement
2.1	Improve collection and analysis of data to better inform human capital management decisions
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

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

Objective	Objective Statement
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

### STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

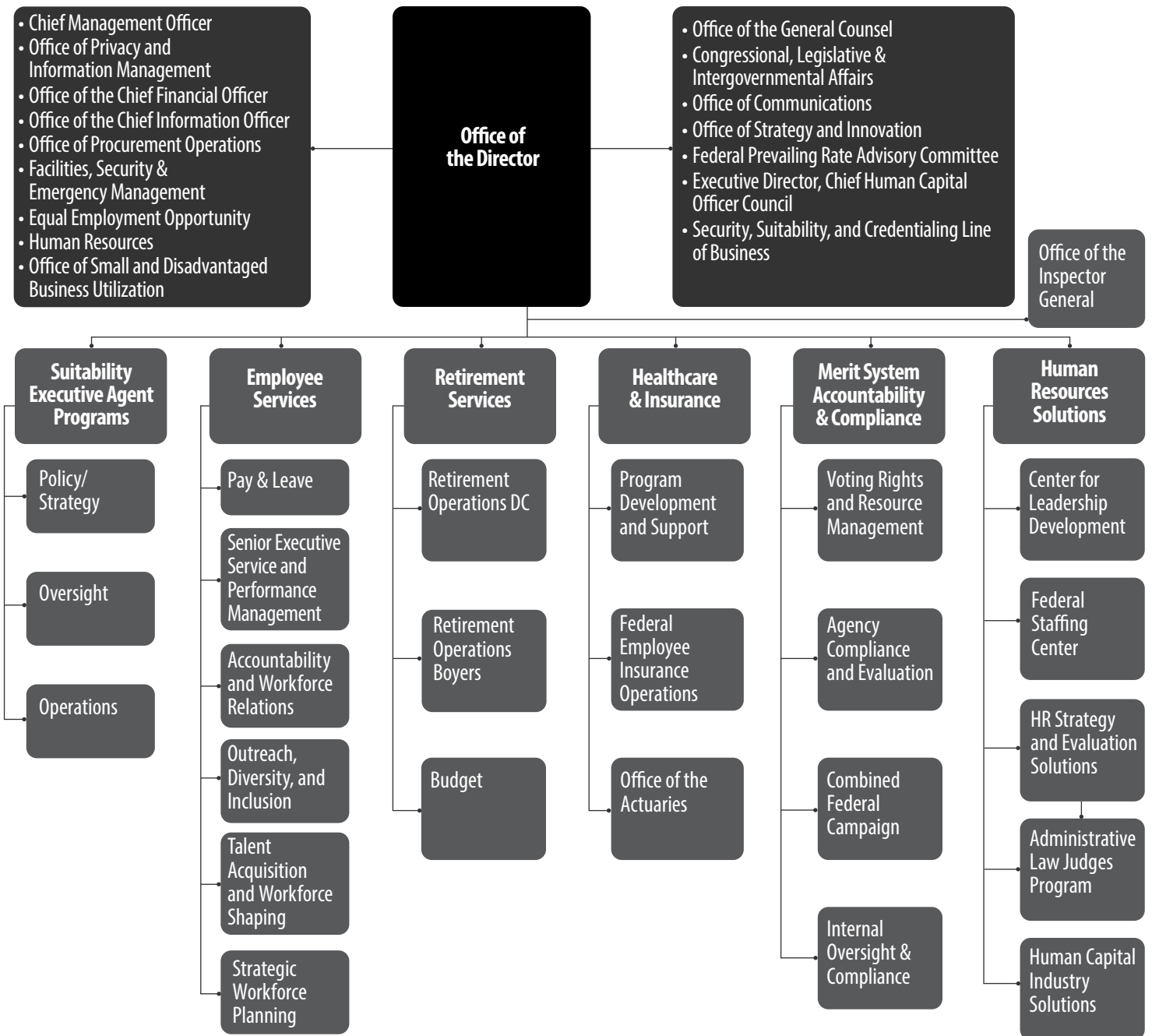
Objective	Objective Statement
4.1	Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
4.2	Invest in OPM management and provide the tools managers need to maximize employee 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, while continuing to perform its statutory duties. 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:



## 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 Human Resources Line of Business (HRLOB) is housed within 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. The ExecSec serves as the agency's regulatory interface with the Office of Management and Budget and the Federal Register. The office is also responsible for the administrative and resource management support for the OD and other executive offices. Additionally, the ExecSec coordinates OPM's international affairs activities and contacts.

*Office of Privacy and Information Management (OPIM)* was established in February 2019 in order to elevate and co-locate certain important and complementary subject matter areas and, in so doing, call attention to their significance in the day-to-day business operations of OPM and facilitate proper resource allocation for the work performed. This included realigning the former Information Management and Freedom of Information Act (FOIA) groups from the Office of the Chief Information Officer into OPIM and realigning the Chief Privacy Officer/Senior Agency Official for Privacy from within the Office of the Director to lead the new organization. OPIM's key areas of responsibility are: Privacy; FOIA; Records Management; Section 508 Accessibility; Forms Management/Paperwork Reduction Act; and Controlled Unclassified Information.

*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. Further, consistent with the Government in Ethics Act, OGC, along with DOJ, consults with the United States Office of Government Ethics (OGE) on any regulations related to the Standards of Conduct OGE plans to issue. OPM also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act.

*Congressional, Legislative and Intergovernmental Affairs (CLIA)* is the OPM office that fosters and maintains relationships with Members of the 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 leadership and the Congress, as well as 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 as well as Government-wide.

***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 Performance Accountability Council (PAC) through its PMO. The PAC is chaired by the Deputy Director for Management for OMB, and is accountable to the President for promoting alignment of processes, to the extent appropriate, and driving enterprise-wide personnel vetting reform efforts. Through the PAC PMO, the PAC helps establish the overall direction for the SSCLOB's work to identify and assist with implementing solutions that optimize personnel vetting investments, simplify delivery of personnel vetting services where possible, establish shared services, and promote reciprocity, efficiency, and effectiveness across the personnel vetting enterprise.

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

## **PROGRAM OFFICES**

***Employee Services (ES)*** administers statutory and regulatory provisions related to recruitment, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, reskilling, work/life/wellness programs, diversity and inclusion, and labor and employee relations efforts with tools, education, and direct support. Employee Services also uses data and research to develop human capital strategy and leads human resources innovation throughout the Federal Government.

***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 confirm their continued eligibility to receive benefits, and conducting other post adjudication activities.

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

***Merit System Accountability & Compliance (MSAC)*** provides rigorous oversight to determine if Federal agency human resources programs are effective and efficient, and comply with merit system principles and related civil service regulations. MSAC evaluates agencies' programs through a combination of OPM-led evaluations and as participants 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 current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements and are free of political influence. MSAC is required to report to the Congress on its review and determinations concerning these appointments. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals (where the grade or pay is equal to or greater than the retained grade (5 CFR 536.402), all of which provide 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. Further, MSAC manages OPM's Office of Internal Oversight and Compliance, which drives the resolution of audit recommendations, and when possible, conducts program evaluations to strengthen OPM's risk management and operational performance.

***Human Resources Solutions (HRS)*** is a fee-based organization comprised of four practice areas 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, including operationalizing Government-wide HR policies and other key human capital initiatives. Some of this work is directed by statute, and other aspects are performed at the option of an agency that engages HRS in this work. 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 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 staffing, learning, and performance management; operating the USAJOBS online recruitment site; developing specialized assessments and performance management strategies; providing comprehensive HR strategy; providing learning record systems or learning ecosystems; and offering Federal customers human capital management, organizational performance improvement, and training and development expertise procured through best-in-class contracts. The Administrative Law Judges (ALJ) program, which formerly administered the competitive examining process for ALJs, engages in oversight activities designed to preserve ALJs' qualified adjudicative independence with respect to 28 agencies employing ALJs Government-wide, including, for example, approving reassignments within agencies, intra-agency details, inter-agency loans of ALJs, and the appointment of Senior ALJs.

***Suitability Executive Agent (SuitEA)*** was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of vetting for and determinations of suitability or fitness for Federal employment or to perform work under a Government contract and eligibility for credentials (that is, logical and physical access to agency systems and facilities) across the Government. SuitEA prescribes suitability, fitness, and credentialing 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. In the wake of the delegation to DOD of investigations relating to suitability, fitness, or credentialing, SuitEA will also be responsible for setting standards for those investigations and exercising oversight over DOD's performance of those investigations.

## **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 OPM Chief Human Capital Officer (CHCO) leads HR and is responsible for shaping corporate human resources strategy, policy, and solutions to workforce management challenges within the agency.

***Office of the Chief Financial Officer (OCFO)*** 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 OCFO facilitates the completion of timely and accurate financial reports that support decision making, comply with Federal requirements, and demonstrate effective management of taxpayer dollars.

***Office of the Chief Information Officer (OCIO)*** develops the Information Resource Management Plan and defines the information technology vision and strategy to include information technology policy and security for OPM. The OCIO manages the IT infrastructure that supports OPM business applications and operations. The OCIO 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 OCIO 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 OCIO 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 in a manner consistent with Federal law. The OCIO leads the agency's information technology architecture engineering to further architecture integration, design consistency, and compliance with Federal standards. The OCIO 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, physical security and safety, and occupational health programs. FSEM provides personnel security, suitability, and national security adjudicative determinations for OPM personnel. FSEM oversees OPM's Personal Identification Verification program and provides shared services in support of other Government agencies' adjudicative programs. FSEM directs the operations and oversees OPM's classified information, industrial security, insider threat, and preparedness and emergency response programs.

***Office of Procurement Operations (OPO)*** awards and administers contract actions and interagency agreements. OPO provides acquisition support to OPM programs and 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 accordance with law 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 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 (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 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. A complete discussion of the

OIG, including regarding its audit, investigation, evaluations, and other oversight activity, may be found in the OIG's separate budget submission.

# 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.



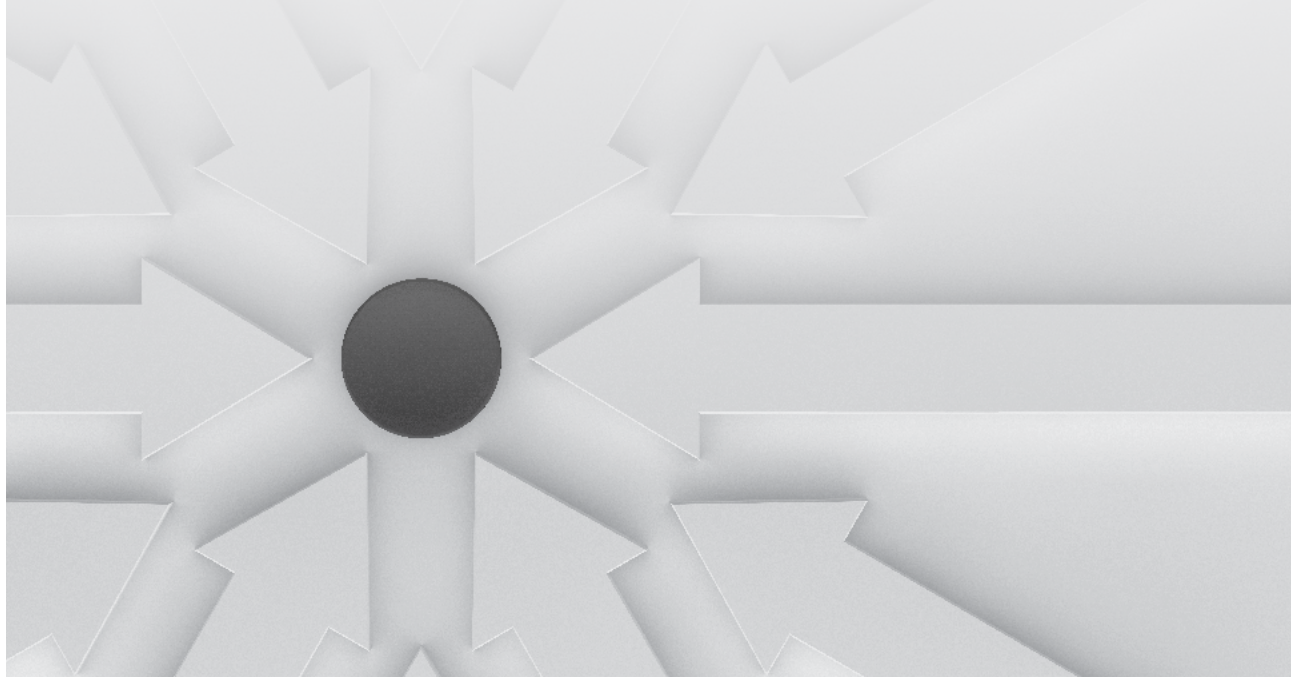
OPM's APGs covering FY 2018–FY 2019 are as follows:

APG	Related Strategic Objective
<p>1. <b>Improve the hiring process.</b> Strengthen the capabilities of Federal HR professionals by re-launching 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.</p>	<p>Strategic Objective 1.1</p>
<p>2. <b>Enable Federal employees to seamlessly transfer from one agency to another, with paperless processing.</b> 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.</p>	<p>Strategic Objective 2.3</p>

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](http://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: Developing a Workforce for the 21st Century, and CAP Goal 13: Security Clearance, Suitability, and Credentialing Reform. Further, OPM contributes to nine other CAP goals.



Per the GPRA Modernization Act 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](http://www.Performance.gov) for the agency's contributions to these goals and progress where applicable.

### **CAP GOAL 3**

#### **Developing a Workforce for the 21st Century.**

OPM is a co-leader for CAP Goal 3: Developing a 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 efficient and strategic hiring practices.

During FY 2019, the second year of the President's Management Agenda, the Workforce CAP goal milestones were injected with new momentum with the addition of seven Lighthouse Projects. These projects are designed to lead the way to Federal enterprise-wide progress through research to make decisions informed by data, pilots to strategically test concepts within current legal boundaries, and regulatory and legislative proposals to rapidly scale up solutions that work, with full implementation of the efforts expected during FY 2021.

OPM's work to improve employee performance management and engagement focuses on efforts to transform agency culture through targeted approaches to support Federal supervisors, bolster employee engagement, accelerate high performance, and support employee retention to increase mission delivery and service to the American taxpayer. In a manner consistent with Federal law, performance management solutions in which managers provide real-time feedback to employees will be reviewed and tested to assess the value of a proactive approach to performance management. OPM is also evaluating options available under current Federal law to strengthen the link between pay and performance and reward high-performing employees and those with mission critical skillsets through a total reward study, with the findings expected to be integrated into policy and guidance during FY 2021.

As Federal agencies identify opportunities to increase efficiency by adopting automation, OPM supports their efforts by identifying emerging and mission critical skills, as well as career path options, and investing in opportunities to develop these skillsets in the Federal workforce with opportunities such as the Cybersecurity Reskilling Academy, so employees can be reskilled and redeployed to other work.

Through the simple and strategic hiring sub-goal, OPM is testing approaches to make it easier and faster to recruit and hire top talent and considering the viability and advisability of legislative and regulatory changes that might expand hiring and pay authorities and flexibilities. OPM is on track to conclude and apply the findings, during FY 2021, of a hiring pilot to use subject-matter experts during applicant assessments to improve agencies' abilities to establish whether applicants are qualified up front, and better differentiate candidates' relative levels of knowledge, skills, and abilities. The development of Human Capital Robotic Process Automation in FY 2021 will test the use of technology to conduct routine recruitment and staffing processes in order to expand the capacity of the HR workforce to serve managers and applicants.

Supporting these efforts is a continuous learning approach to identify, share, and scale-up promising ideas across the Federal workforce. OPM's ongoing research agenda will continue research with Federal agencies and other partners through strategic foresight, demonstration projects, and pilots to gather data on current and emerging needs. Innovative ideas and solutions on employee engagement, performance, reskilling, hiring and retention will be distributed rapidly to Federal leaders and managers.

### **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 resources to this goal in FY 2021 to continue mitigating risks posed by personnel with access to Government facilities, systems, and other personnel. To achieve this objective, OPM and the Office of the Director of National Intelligence, the two Executive Agents, will work in consultation with the Performance Accountability Council (PAC) 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 Security Clearance, Suitability, and Credentialing processes and identify the most cost-effective and efficient methods to vet the Federal workforce, in accordance with applicable law;
- as appropriate and consistent with applicable law, modernize the lifecycle through the use of agency federated systems and shared services; and
- as appropriate and consistent with applicable law, expand the use of outcome-based performance measures.

The Performance Accountability Council's Program Management Office (PAC PMO) is administratively housed at OPM. The PAC PMO supports the PAC and the Security, Suitability, and Credentialing Line of Business (SSCLoB), more broadly, in 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. Specifically, OPM will continue to support efforts related to the Cybersecurity Reskilling Academy, improved cybersecurity assessments, and strategic IT and cybersecurity hiring.

#### **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 in decision-making and to improve accountability across Government. OPM will continue to participate in the Federal Data Strategy team.

#### **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.**

OMB has proposed pre-designating OPM as the HR Quality Service Management Organization. OPM also will continue to collaborate with GSA on the New Pay Initiative and provide guidance where needed. As part of its Federal human capital mission and responsibility, OPM continues to advance human capital strategies and policies for more effective human capital operations, increase the value of human capital services delivery to Federal agencies, and facilitate compliance with innovative and transformational standards and requirements, in partnership with Federal agencies across the government.

**CAP GOAL 6****Shifting from Low-Value to High-Value Work.**

Although mindful that enforcing the civil service law is, in fact, a central mission for OPM, 5 U.S.C. 1103(a)(5), OPM is considering whether to pursue changes to statutes or regulations, where possible and appropriate, and examining whether it can simplify the processes by which agencies request flexibilities available under existing law, and still render the effective stewardship the Congress and the President expect.

**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. Human Capital Category Management is working closely with GSA to collaborate on the use of common contract solutions, primarily best-in-class (pre-vetted, Government-wide) contract solutions, to meet the human capital needs of customer agencies.

**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 developing program and project management competencies and career paths, as well as deploying a competency assessment tool.

**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–FY 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 2015–FY 2019, where available. FY 2015–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 2015–FY 2019 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; it 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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 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	73.5	≥76.8	Not Met	
★ 1.1 B	Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification	_*	_*	_*	_*	0.00%	≥43%	Not Met	
★ 1.1 C	Percent of staffing specialist course participants who demonstrate knowledge improvement	_*	_*	_*	89%	93.0%	≥90%	Met	
★ 1.1 D	Percent of managers of participants in the HR Policy Center of Excellence who report an increase in the participants' knowledge/expertise	_*	_*	_*	_*	100%	≥85%	Met	
★ 1.1 E	Number of participants in the HR Policy Center of Excellence	_*	_*	_*	0	5	≥18	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 2019 Milestone	Met/Not Met
1.2	Develop options for reforming Federal employee compensation and leave benefits systems (legislative)	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 2019 Milestone	Met/Not Met
1.3	Submit two 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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
1.4	Percent of FEHB enrollees in quality affordable plans	-*	74.3%	74.2%	70.9%	Expected March 2020	≥75%	Expected March 2020	

-\* No historical data available for this period.


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

Table	Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
1.5 A	Percent of investigations determined to be quality complete	99.9%	99.8%	99.9%	99.9%	99.9%	≥99%	Met	
1.5 B	Number of cases in the inventory	330,000 <sup>†</sup>	573,000 <sup>†</sup>	708,000 <sup>†</sup>	650,000 <sup>†</sup>	303,000 <sup>†</sup>	≤585,000	Met	

<sup>†</sup> Rounded

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

### Strategic Objective 2.1: Improve collection and analysis of data to better inform human capital management decisions

Table	Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
2.1	Percent of OPM policies that embed data analysis and research	-*	-*	-*	72.7%	100%	≥70%	Met	

-\* No historical data available for this period.

	FY 2019 Milestone	Met/Not Met
Table 2.1 B	Finalize OPM's Research Agenda	Not Met

### 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 2019 Milestones	Met
2.2 A	Make the USAService SaaS solutions available on a FedRamp "high" cloud available to agencies for the complete talent management lifecycle	Met
2.2 B	Make one-two additional SaaS solutions available on a FedRamp "high" cloud to agencies for the complete talent management lifecycle	Met
2.2 C	Complete and approve the Agency HC Strategy, Policies, and Operation Human Capital-Federal Integrated Business Framework	Not Met
2.2 D	Complete and approve the Workforce Analytics and Employee Records Human Capital-Federal Integrated Business Framework	Not 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 2019 Milestones	Met
★ 2.3 A	Integrate initial privacy content into Human Capital Information Model so that data can be smartly designed and securely shared	N/A*
★ 2.3 B	Stand up initial data repository so that other agencies and industry can interoperate and use the data standard	N/A*
★ 2.3 C	Build and provide a state of the art data exchange platform	N/A*
★ 2.3 D	Socialize initial data integration with providers	Met

★ Agency Priority Goal measure

\*OPM priorities have shifted from the development of an Employee Digital Record.

**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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
3.1	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	-*	-*	88.0%	83.1%	≥89%	Not Met	

-\* No historical data available for this period.

^ Result revised from 88.0 percent in June 2019.



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

Table	Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
3.2	Percent of the Federal human capital management community satisfied with OPM's services and guidance	_*	_*	_*	No Survey	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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
4.1 A	Collaborative Management Score	58.4%	60.5%	61.5%*	61.6%	65.1%	≥62.5%	Met	
4.1 B	Collaborative Management Score - Managers and Supervisors	73.2%	72.4%	84.9%	80.7%	75.9%	New Measure <sup>†</sup>	New Measure <sup>†</sup>	

\*FY 2017 result, previously reported as 61.5 percent, revised in December 2019.

<sup>†</sup>Because OPM added this measure while FY 2019 was in progress, the agency delayed setting a target until FY 2020.

### 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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
4.2	Percent of employees satisfied with steps taken to address poor performance	43.8%	43.8%	43.9%	45.4%	46.5%	≥45.8%	Met	

Note: OPM aims to increase the agency's score by four percentage points, from a 2017 baseline of 43.9 percent, by FY 2022.

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

Table	Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
4.3 A	Average satisfaction score for financial management quality from OPM senior supervisory employees	4.62	4.33	4.70	4.88	5.01	≥4.9	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	4.83	≥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	4.65	≥4.4	Met	
4.3 D	Average satisfaction score for contracting services quality from OPM senior supervisory employees	3.89	2.89	4.35	3.94	4.64	≥4.9	Not Met	
4.3 E	Percent of employees satisfied with real property services at OPM's largest nine buildings	-*	-*	49.6%	53.4%	60.9%	≥52%	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 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
4.4 A	Average number of minutes to answer phone calls	15.8	24.2	17.7	8.60	6.60	≤5	Not Met	
4.4 B	Average number of days to process retirement cases	56.2	54.1	67.0	58.6	55.7	≤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 2019 Progress Update**

In FY 2019, OPM developed a strategy and action plan to improve the Federal hiring process through legislative, regulatory, and administrative means.

To this end, OPM transmitted the following legislation to Congress:

1. Eligibility of Employees in Time-Limited Appointments. This would allow Federal agencies to consider time-limited employees at their agency for permanent positions through merit promotion procedures.
2. Amendment to Expedited Hiring Authority for Post-Secondary Students. This would amend the cap on the number of hires in the existing statute.
3. Amendment to Probationary Period. This would modify the definition of “employee” to provide greater flexibility for agencies to use longer probationary periods.

OPM is developing several regulatory proposals that could be introduced in the next year, if cleared for publication after vetting is completed. Further, OPM issued a memorandum entitled “Improving Federal Hiring through the Use of Effective Assessment Strategies to Advance Mission Outcomes”, which includes information on the effective use of assessments, promising practices, and agency/OPM calls to action.

OPM also focused on assessment strategies for vetting senior executives. OPM developed and tested the design of a possible alternative to the most often used 10-page written narrative for Qualifications Review Board certification, used



to obtain an initial appointment to the Senior Executive Service. The alternative uses interviews (similar to structured interviews) in lieu of a written narrative, and focuses entirely on the Executive Core Qualifications. OPM staff believe this alternative could significantly reduce the time required for the applicant and the agency to complete the Qualifications Review Board process. OPM is currently conducting a pilot, testing the interview option.

OPM also developed three separate online executive assessments that agencies can use during the hiring process. The assessments currently, specifically address 21 of the 22 competencies within the five Executive Core Qualifications. Additional work on including the last competency within these assessments is underway. In FY 2019, OPM involved more than 200 Senior Executive Service volunteers and 10 industrial/organizational psychologists to develop, test, and validate the assessments.


Further, in FY 2019, OPM partnered with the United States Digital Service to conduct a pilot to test additional practices for utilizing subject-matter expert review of applicant qualifications for highly technical positions. This practice is also recommended in OPM's revised Delegated Examining Operations Handbook, which focused on enhancing the quality of hires through a collaboration among the agency hiring manager, human resources specialist, and subject matter experts and the use of documented multiple reviews and hurdles to better assess whether candidates are genuinely qualified for the highly

specialized requirements for IT and other technical positions and make more accurate distinctions among candidates' relative levels of knowledge, skills, and abilities. To further support agency efforts to attract and retain technical talent, OPM conducted interpretive guidance in-person sessions for agencies, HR professionals, and managers for the Cybersecurity Reskilling Academy. OPM also issued the final regulation and guidance for delegating Direct Hire Authority to agency heads whose CHCO and CIOs collaborate to establish a critical hiring need for the 2210 information technology management occupational series. Also, as noted above, in an effort to provide agencies comprehensive options for assessing potential candidates, OPM completed and incorporated guidance about passing scores and progressive hurdles into the newly revised Delegated Examining Handbook.

In addition, in February 2019, OPM began to apply a mandatory passing grade for 12 of the 120 job series covered by USA Hire standard assessments. OPM made this change so that referred applicants have the required proficiency for the job.

Finally, in May 2019, the agency updated USAJOBS and USA Staffing with a revised list of "Security Clearance Required" options to comport with the revised OPM data standard. The updates assist hiring managers in consistently applying the appropriate vetting requirements for the position and provide greater transparency to applicants regarding the vetting required for the job.

**TABLE 1.1 A**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 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	73.5	≥76.8	Not Met	

**FY 2019 Analysis of Results:**

OPM conducted the hiring manager satisfaction survey from October 2018 through September 2019. There were 20,933 respondents. In FY 2019, the prolonged Government shutdown directly impacted Federal hiring and may have impacted hiring manager satisfaction. Although OPM missed its target, OPM anticipates that many of the strategies to improve hiring that OPM initiated in FY 2019—such as enhancing hiring flexibilities and issuing guidance on assessments—will improve hiring manager satisfaction as more agencies take advantage of or adopt these practices. Further, the use of structured Subject Matter Expert assessment interviews earlier in the hiring process (as demonstrated by the FY 2019 United States Digital Services pilot) has shown signs of becoming a promising practice to improve the speed and quality of hires.

**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 2019 Progress Update**

OPM strengthened the capabilities of Federal HR professionals by redesigning the delegated examining (DE) training and certification program that creates a level standard for HR delegated examiners. However, OPM made the mandatory training component and on-the-job training elements voluntary. OPM did not achieve its goal of having at least 43 percent of delegated examiners complete the updated certification program by September 30, 2019. The newly developed assessment test remains mandatory for certification and has been implemented.

OPM, with the assistance of the Chief Human Capital Officers (CHCO) Council, continues to implement strategies to close the skills gaps of

Federal HR specialists. Together, OPM and Federal agencies have a vested interest in training employees who can perform examining functions well and in a manner that is defensible. To do that, employees must be knowledgeable about competitive examining procedures and requirements.

OPM continues to manage and track the progress of the DE certification program and the HR Policy Center of Excellence. The DE certification program is key to verifying that Federal HR practitioners have the knowledge and understanding of the process to fill competitive civil service jobs and equipping them with that knowledge if they do not. The HR Policy Center of Excellence is in the process of selecting a new group of participants who are expected to start in Q2 FY 2020. Both of these programs are designed to build capability amongst

Federal HR professionals. OPM will continue to monitor the progress of these programs as part of the initiative to build capability and close skill gaps for HR Professionals.

**Delegated Examining Certification Program**

During FY 2019, OPM completed development of the DE certification program. Over the course of the year, the agency updated and finalized training course materials as well as completed the DE Operations Handbook. OPM developed and published a DE Certification Program Guide outlining new requirements, costs, and how to register. The agency also completed changes to the enrollee registration and training tracking system. OPM launched the DE certification assessment in Q4 FY 2019.

**HR Policy Center of Excellence**

In FY 2019, a five-participant cohort completed a pilot program. Over the course of the year, the cohort attended workshops on Diversity and Inclusion; Talent Acquisition and Workforce Shaping; Strategic Workforce Planning; Accountability and Workforce Relations; Pay and Leave; and Senior Executive Service and Performance Management. In addition, the cohort participated in onsite visits to a CHCO Council meeting, the Merit Systems Protection Board, and a coaching session on Strategic Human Capital Management. By the end of FY 2019, the HR Policy Center of Excellence completed its evaluation of the program. This evaluation incorporated feedback from participants as well as both home and host supervisors.

**TABLE 1.1 B**


Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification	_*	_*	_*	_*	0.00%	≥43%	Not Met	

\_\* No historical data available for this period.

**FY 2019 Analysis of Results:**

OPM launched the DE certification program in Q4 FY 2019. OPM intended both the training and assessment components of the program to be required for certification. However, with the launch of the program in Q4, OPM issued guidance stating that the training components of the program would be voluntary and that passing the assessment would be the only requirement for certification.

**TABLE 1.1 C**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of staffing specialist course participants who demonstrate knowledge improvement	_*	_*	_*	89.0%	93.0%	≥90%	Met	

\_\* No historical data available for this period.

**FY 2019 Analysis of Results:**

In FY 2019, 249 out 268 staffing specialist course participants demonstrated knowledge improvement.

**TABLE 1.1 D**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015-FY 2019 Trend
Percent of managers of participants in the HR Policy Center of Excellence who report an increase in the participants' knowledge/expertise	-*	-*	-*	-*	100%	≥85%	Met	

-\* No historical data available for this period.

**FY 2019 Analysis of Results:**

In FY 2019, according to a survey of managers of HR Policy Center of Excellence participants, five out of five participants demonstrated an increase in HR knowledge/expertise.

**TABLE 1.1 E**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015-FY 2019 Trend
Number of participants in the HR Policy Center of Excellence	-*	-*	-*	0	5	≥18	Not Met	

-\* No historical data available for this period.

**FY 2019 Analysis of Results:**

The HR Policy Center of Excellence was 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 2019 Progress Update**

In FY 2019, OPM built upon the potential set of compensation and leave proposals developed in FY 2018 to support and develop additional legislative and administrative options to improve Federal compensation and leave benefit systems. OPM provided extensive analysis and technical assistance throughout the year to agencies and the

Executive Office of the President on legislative and administrative proposals for modernizing pay and leave systems and flexibilities.

For compensation reform, OPM provided analysis and guidance on multiple legislative proposals and Executive orders providing alternative 2019 pay adjustments and compensation for employees affected by the lapse in appropriations ([www.chcoc.gov/content/government-employee-fair-treatment-act-2019](http://www.chcoc.gov/content/government-employee-fair-treatment-act-2019), <https://www.chcoc.gov/content/pay-and-benefits-employees-affected-lapse-appropriations-1>, <https://www.chcoc.gov/content/retroactive-2019-pay-adjustment>, <https://www.chcoc.gov/content/modified-pay->

**freeze-certain-senior-political-officials**). The agency provided staff and technical support to the Federal Salary Council in developing and issuing its recommendations to the President's Pay Agent on locality pay methodology in 2020 (<https://www.opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/federal-salary-council/recommendation18.pdf>) and to the Executive Office of the President on the exercise of the President's alternative pay plan authorities for January 2020 pay adjustments (<https://www.whitehouse.gov/briefings-statements/text-letter-speaker-house-representatives-president-senate-12/>). OPM also researched agency pay and classification practices and alternative pay system approaches. Consequently, the agency received approval from the President's Pay Agent to proceed with the establishment of a modernized special occupational pay system for economists, a potential model system for expansion to additional occupations.

For leave reform, OPM continued to research and analyze leave practices outside the Federal Government. The agency issued extensive guidance on the requirements and options for the new weather and safety leave benefit under the Administrative Leave Act (<https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcdismisssal.pdf>). OPM also issued final regulations to improve the administration of compensatory time off for religious observances ([www.federalregister.gov/documents/2019/04/29/2019-08533/compensatory-time-off-for-religious-observances-and-other-miscellaneous-changes](http://www.federalregister.gov/documents/2019/04/29/2019-08533/compensatory-time-off-for-religious-observances-and-other-miscellaneous-changes)).

OPM completed these efforts despite challenges such as a 35-day lapse in appropriations that required the agency to develop and provide guidance to agencies during and after the lapse on the pay and benefits for affected employees, and the 2019 retroactive pay adjustment, which required OPM to develop and provide pay tables and extensive pay administration guidance.

**TABLE 1.2**

FY 2019 Milestone	Met/Not Met
Develop options for reforming Federal employee compensation and leave benefits systems (legislative)	Met

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

**FY 2019 Progress Update**

In FY 2019, OPM submitted a new legislative proposal for a Defined Contribution Plan for Term Employees to OMB. This is in addition to the four proposals that the agency previously submitted. This proposal would provide new term employees with an enhanced defined contribution retirement plan during their appointment. This change will align Federal benefits with prospective

term employee expectations and increase the mobility of the benefits. Increasing the mobility of benefits makes it easier for employees to move in and out of the public sector while taking their benefits with them, allows for the Government to be better positioned to attract qualified talent, and reduces the costs and the complexity of administering Federal retirement benefits.

OPM submitted a total of five proposals, including four previously developed proposals that were re-submitted. OPM continues to research and develop proposals that will reduce the complexity of the retirement earned benefits program as well as the costs to administer them.

**TABLE 1.3**

FY 2019 Milestone	Met/Not Met
Submit two 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 2019 Progress Update**

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

In FY 2019, OPM provided technical assistance to FEHB carriers to foster their progress toward higher clinical quality, customer service, and resource use scores in the FEHB Plan Performance Assessment. The agency held quarterly meetings of the Plan Performance Assessment best practices workgroup, released the annual FEHB Call Letter in Q2, held educational sessions at the FEHB Carrier Conference in March, and provided carrier-specific performance feedback. FEHB carriers continued to make gains in overall quality; the average score for 2018, reported in FY 2019, increased from the 2017 average.

OPM also worked with FEHB carriers to expand the number of plan options available to Federal employees and annuitants. During FY 2019, OPM concluded a competitive application process and selected a carrier for the Indemnity Benefit Plan. As a result, plan options under the Indemnity Benefit Plan will be available in plan year 2020 for the first time in over 30 years. At the same time, OPM successfully negotiated rates and benefits for plan year 2020, achieving an average premium increase for non-Postal employees and annuitants of 4.0 percent. The increase is competitive with premium increases projected for or reported by other large private and public sector employers, which range from 4.5-6.5 percent. This year’s increase, while


higher than last year’s historically low increase, is comparable to average FEHB increases experienced in most of the last five years.

OPM also continued or initiated several efforts to improve the enrollment experience. The agency formed three workgroups with FEHB carriers to develop ideas and strategies for improving the FEHB enrollment process, the FEHB Plan Comparison Tool on [www.opm.gov](http://www.opm.gov), and the FEHB brochure. In addition, OPM made technical improvements to the Benefits Plus application to enhance the agency’s ability to collect benefit data and display key data in the Plan Comparison Tool.

In addition, OPM improved the operation of the FEHB Data Hub. Beginning in August 2019, the frequency of FEHB enrollment transactions processed by the Data Hub increased from weekly to daily. This change is expected to reduce the number of duplicate and manual transactions sent to FEHB carriers. OPM issued guidance to carriers and Federal agencies on implementation of this change. In addition, OPM improved data validation for enrollment transactions to enhance the quality and accuracy of enrollment data transmitted to FEHB carriers.

The agency also continued to identify, define, and obtain information about the business and technical capabilities required to establish the FEHB Central Enrollment Program—a comprehensive, end-to-end solution for FEHB enrollment processing, reconciliation, customer service, and decision support. OPM issued a Request for Information and hosted operational capability demonstrations by industry. During FY 2019, OPM completed a market research report on business capabilities that will be used as the basis for the Central Enrollment Program acquisition strategy.

**TABLE 1.4**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2018 Target	FY 2018 Target Met/ Not Met	FY 2019 Results	FY 2019 Target	FY 2015- FY 2019 Trend
Percent of FEHB enrollees in quality affordable plans	-*	74.3%	74.2%	70.9%	≥74.5%	Not Met	Expected March 2020	≥75%	

-\* No historical data available for this period.

**FY 2018 Analysis of Results:**

In FY 2018, 1,355,901 of 1,912,963 FEHB enrollees measured were enrolled in quality affordable plans. FY 2019 results are not expected until March 2020.

OPM’s FY 2018 performance results are based on 2018 premiums and 2018 carrier scores for clinical quality, customer service, and resource use. Overall, the average score for 2018 of 70.9 percent, reported in FY 2019, decreased from the 2017 average of 74.2 percent.

OPM’s results were lower than the previous year’s due to challenges faced by some plans in meeting the quality threshold that is incorporated in OPM’s performance measure, and also because a lower proportion of FEHB enrollees had premiums considered affordable, due to a decrease in the health insurance affordability threshold paired with an increase in 2018 premiums, especially by some larger plans, that outpaced salary growth.

In FY 2020, OPM will continue its ongoing work on Plan Performance Assessment, including updates to clinical quality, customer service, and resource use measures and priority weights. In addition, the agency selected a carrier for the Indemnity Benefit Plan. Two plan options will be available under the Indemnity Benefit Plan effective January 1, 2020.

OPM will also continue its efforts to improve the FEHB enrollment experience. Specifically, the agency will set forth regulatory changes and sub-regulatory guidance needed to centralize enrollment, clarify eligibility requirements, and otherwise enhance the enrollment process. OPM implemented changes to the 2020 FEHB brochure to reduce its length and improve its readability, as well as develop improvements to the Healthcare and Insurance section of the OPM website. In addition, OPM will implement improvements to the FEHB Data-Hub’s data validations and enhance the capability of the Data-Hub and Employee Express to receive and process information on enrollees’ eligible family members.

The agency will also develop strategies to address additional enrollment process improvements identified by FEHB carriers and HR personnel throughout the Federal Government. In FY 2020, OPM will aim to improve enrollment data collection from FEHB carriers for the FEHB master enrollment index. In addition, in FY 2020, OPM will administer the Federal Employee Benefits Survey to gather information on benefit features that are of particular value to the Federal workforce. The agency plans to use this information to inform future program planning activities.

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

### FY 2019 Progress Update

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

In FY 2019, the National Background Investigations Bureau (NBIB) identified various technologies that would enable investigators to conduct background investigations more efficiently. These technologies include the use of video teleconferencing to conduct interviews as well as report of investigation software for mobile computing devices to improve the timeliness of completing investigative reports.

NBIB completed phase one of its investigative workload application. The application will include tools that use data and analytics to (1) assign cases to investigative units based on geography, capacity, quality, and cost, (2) assist supervisors in assigning cases/items to investigators based on geography, complexity, skill sets, and availability, and (3) optimize investigator schedules and routes through a mobile solution with real-time updates based on changing conditions.

NBIB developed dashboards for external customers and internal stakeholders to improve transparency and provide near real time data on the background investigation case inventory, as well as allow for stronger oversight of internal business process reengineering efforts. NBIB also formed a transition office, a change management team, and a communications team to improve transparency and communication among NBIB employees and customers.

NBIB continued to develop its predictive business model which uses advanced data analytics and simulations to quantify and predict how changes to the investigative process may impact the investigative inventory, costs (level of resources), and performance (quality or effectiveness of investigations). These predictive analytics will inform policy development and process recommendations. NBIB also established a predictive business model working group that integrates contractor and NBIB personnel to enable enterprise understanding and support.


In FY 2019, NBIB shifted over 9,000 FTE hours from lower value work to higher value work through the implementation of a secure automated records check capability. This allows NBIB to use a secure process to automatically query criminal history data from the National Law Enforcement Telecommunications System and retrieve search results without human intervention. This capability replaces a heavily manual process and facilitates the automatic completion of search requests where results indicate that no record of criminal history data is found.

NBIB leveraged robotic process automation to improve the background investigation workflow while maximizing resource utilization. Robotic process automation bots are intended to reduce the burden of repetitive, simple tasks on employees and facilitate a shift to higher value work. NBIB developed nine bots in FY 2019.

This objective was discontinued in FY 2020, pursuant to the FY 2018 National Defense Authorization Act, section 925, Executive Order 13869, and certain OPM delegations, which transitioned background investigative functions to the Department of Defense.




**TABLE 1.5 A**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of investigations determined to be quality complete	99.9%	99.8%	99.9%	99.9%	99.9%	≥99%	Met	

**FY 2019 Analysis of Results:**

In FY 2019, NBIB determined 2,983,732 of 2,985,336 investigations to be quality complete. This objective was discontinued in FY 2020, as NBIB moved the Department of Defense.

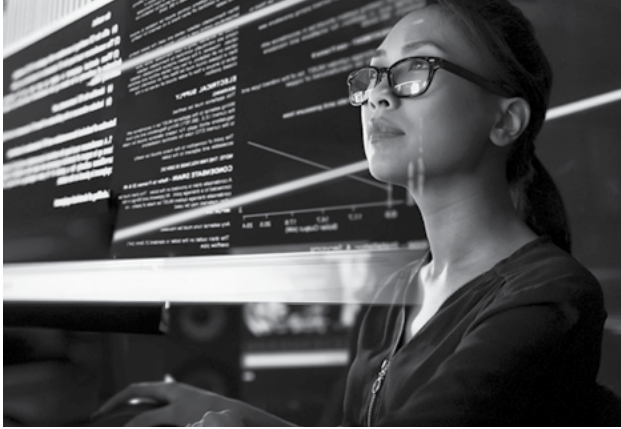
**TABLE 1.5 B**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Number of cases in the inventory	330,000 <sup>†</sup>	573,000 <sup>†</sup>	708,000 <sup>†</sup>	650,000 <sup>†</sup>	303,000 <sup>†</sup>	≤585000	Met	

<sup>†</sup> Rounded

**FY 2019 Analysis of Results:**

At the end of FY 2019, NBIB had 303,000 cases in inventory. This objective was discontinued in FY 2020, as NBIB moved the Department of Defense.



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

**Strategic Objective 2.1: Improve collection and analysis of data to better inform human capital management decisions**

### **FY 2019 Progress Update**

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


To better inform human capital policy, in FY 2019, OPM established the Strategic Workforce Foresight Team. The purpose of this team is to promote a practical application of strategic foresight within the Federal workforce. The team identifies future trends and drivers impacting the human capital landscape, while communicating insights to decision makers for timely and informed policy planning. This team also facilitates foresight efforts with key stakeholders, and equips them with the tools and skills needed for strategic anticipation. Through these efforts, stakeholders are able to build strategic networks and partnerships across public, private, and academic institutions. To further this work and related research, OPM's Strategic Workforce Planning Center hosted a Future of Federal Work series for Chief Human Capital Officers and their staff on workforce emerging trends. The series included workshops and summits on human capital analytics for emerging priorities, reshaping agility, and forecasting and methods.

OPM also developed the Competency Exploration Development & Readiness (CEDAR) competency

assessment tool, which will be a new data source to understand Government-wide and agency-specific skills gaps. The tool supports agencies as they: (1) conduct a competency assessment of project/program managers across the Federal Government, as required by the Program Management Improvement and Accountability Act; (2) align training and development strategy to skills gap mitigation; and (3) identify opportunities for reskilling and upskilling employees.

To advance efforts at the agency level, OPM completed the National Institute of Cybersecurity Education framework coding effort and root cause analysis across 24 departments and agencies, as required by the Federal Cybersecurity Workforce Assessment Act. OPM was responsible for working with agencies to identify their work roles and critical needs and develop action plans with metrics. OPM also developed and beta tested the HRStat Maturity Model Assessment Tool to help agencies improve their human capital analytical capabilities. Finally, OPM developed 24 human capital workforce dashboards, one for each CHCO agency, updating the data in 6-month intervals. The dashboards provide common human capital metrics to assist agencies with benchmarking efforts and developing strategies for improvement.

**TABLE 2.1 A**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
Percent of OPM policies that embed data analysis and research	-*	-*	-*	72.7%	100%	≥70%	Met	

-\* No historical data available for this period.

**FY 2019 Analysis of Results:**

In FY 2019, 12 of 12 OPM policies embedded data analysis or research. OPM placed an increased emphasis on using data to make more effective decision making. By making a shift towards data in policy making, OPM is able to make better decisions based on evidence.

**TABLE 2.1 B**

FY 2019 Milestone	Met/Not Met
Finalize OPM's Research Agenda	Not Met*

\*Due to changes in circumstances related to leadership, staff, and the future direction of analytics teams at the agency, OPM made the recommendation to issue the Research/Learning Agenda in FY 2020.

**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**

engaged contractors to assist with the business analysis, business case, and change management recommendations for the end-to-end human capital management strategy that aims to move this initiative forward from FY 2020 through FY 2022, as planned.

**FY 2019 Progress Update**

While OPM experienced delays in implementing this objective in FY 2019 due to a lapse in appropriations and the Government reorganization activities with GSA, the agency integrated end-to-end human capital management services and technology into the Quality Services Management Office planning and marketplace strategy. OPM also hosted a summit of agency human capital and human resources IT leaders as well as agency one-on-one strategic discussions to gain feedback and buy-in on the end-to-end human capital management strategy. The agency

OPM collaborated with the Multi-Agency Executive Strategy Committee and GSA's Office of Shared Solutions and Performance Improvement to refresh the Human Capital Federal Integrated Business Framework standards for talent acquisition, talent development, employee performance management, compensation/benefits, and separation/retirement processes. OPM also updated the service definitions, functional lexicon, service outcomes, service requirements, use cases, and key performance outcomes for each service. OPM published a Talent Management Service Capability Map and issued the Human Capital Information Model v1.1, v1.2, and v2.0 over the

course of FY 2019. The agency also established communities of practice on OMB MAX for the work products for the Human Capital Federal Integrated Business Framework and the Human Capital Information Model, with a formal change request process for agencies and contributors.

The OPM data center in Macon, GA achieved a FedRAMP high-equivalent operating posture for all USA Suite solutions managed there, including USAJOBS, USA Staffing, and USA Performance.

OPM also made significant progress with its providers toward a FedRAMP high environment for the USALearning solution.

OPM worked closely with GSA to advance the NewPay (payroll modernization) initiative through the refreshed human capital management service maps, Human Capital Federal Integrated Business Framework content, and the Human Capital Information Model releases.

**TABLE 2.2 A**

FY 2019 Milestone	Met/Not Met
Make the USAService SaaS solutions available on a FedRamp “high” cloud available to agencies for the complete talent management lifecycle	Met

**TABLE 2.2 B**

FY 2019 Milestone	Met/Not Met
Make one-two additional SaaS solutions available on a FedRamp “high” cloud to agencies for the complete talent management lifecycle	Met

**TABLE 2.2 C**

FY 2019 Milestone	Met/Not Met
Complete and approve the Agency HC Strategy, Policies, and Operation Human Capital-Federal Integrated Business Framework	Not Met*

\* Due to the furlough, the target completion of this milestone is delayed to FY 2020.

**TABLE 2.2 D**

FY 2019 Milestone	Met/Not Met
Complete and approve the Workforce Analytics and Employee Records Human Capital-Federal Integrated Business Framework	Not Met*

\* Due to the furlough, the target completion of this milestone is delayed to FY 2020.

**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 2019 Progress Update**

OPM priorities have shifted from development of the Employee Digital Record (EDR). Although the EDR is not an active project, the Human Resources Line of Business (HRLOB) at OPM has engaged in foundational activities that support the Federal Integrated Business Framework and Human Capital Information Model (HCIM), which could accelerate development of an EDR if revived at a future point in time.

Through Integrated Process Teams, OPM's HRLOB continues to develop and mature the Human Capital Information Model in regular collaboration sessions with agencies, shared service providers, OPM policy offices, and other data stakeholders prior to submission to the Data Review Board for approval. The Data Review Board continues to meet monthly to address, govern, and advise on Human Capital Information Model development, changes, governance, and outreach.

Through FY 2019, OPM approved and released more than 1,630 data standards, approved by a Data Review Board, related to payroll, time and attendance, transfer, separations, and retirement.

HRLOB released version 1.1 and version 1.2 of the Federal Human Capital Data Standard, as well as related schemas and domain values. OPM also worked to create the Federal Human Capital Data Standard to automate and streamline human capital management services, support self-service, support retirement processing and health benefits, and advance data analytics. The first example of implementation of the standard is the Government-wide NewPay initiative to outsource the payroll calculation to private vendor(s). OPM developed these standards in regular collaboration with agencies, shared service providers, OPM policy offices, and other data stakeholders prior to submission.

While it is not currently prioritized, the OPM Data Review Board will continue to formulate the business case for the request to create a cross-Governmental Alternate Employee ID. This ID would be used in lieu of an employee's social security number and would be part of the Federal Human Capital Data Standard. Over the course of FY 2019, the Federal Human Capital Data Standard team collaborated with GSA's Business Standards Council. The team compared data standards across different Lines of Business, such as Travel and Financial Management, to determine ownership and promote consistency.

**TABLE 2.3 A**

FY 2019 Milestone	Met
Integrate initial privacy content into Human Capital Information Model so that data can be smartly designed and securely shared	N/A*

\*OPM priorities have shifted from development of the Employee Digital Record.

**TABLE 2.3 B**

FY 2019 Milestone	Met
Stand up initial data repository so that other agencies and industry can interoperate and use the data standard	N/A*

\*OPM priorities have shifted from development of the Employee Digital Record.

**TABLE 2.3 C**

FY 2019 Milestone	Met
Build and provide a state of the art data exchange platform	N/A*

\*OPM priorities have shifted from development of the Employee Digital Record.

**TABLE 2.3 D**

FY 2019 Milestone	Met
Socialize initial data integration with providers	Met



### FY 2019 Progress Update

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

In FY 2019, OPM initiated Human Capital Reviews with all 24 agency Chief Human Capital Officers and other agency officials at the executive level and above. At the end of FY 2019, OPM issued a summary report of findings from these reviews, which included potential Government-wide initiatives as to which OPM can collaborate with agencies and best practices in the area of strategic human capital management. The reviews identified best practices in the areas of data analytics, upskilling and reskilling the workforce, use of robotic process automation, and areas critical to creating a workforce for the 21st century. As a result of the robust discussions with agency human capital leaders, OPM will continue to partner with agencies to address and improve areas where all can better serve Government-wide needs.

To inform and prepare for the reviews, OPM's policy, oversight, and products/services organizations collaborated extensively. OPM began with developing guidance and a framework for the review process. OPM, in association with agency representatives, established a process that was grounded in the mutual interests of agencies and OPM. OPM issued guidance both externally to agencies to prepare their leadership, and internally throughout OPM's policy, oversight, and products/services organizations.

Early in FY 2019, OPM conducted an assessment of all 24 Chief Human Capital Officer agencies'

## 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**

evaluation systems. Each assessment was a comprehensive review of all components of the Evaluation System Framework, including HRStat reviews, Human Capital Operating Plans, and Independent Audit Programs. OPM collaborated with 12 agency representatives to establish five evaluation system standards against which OPM conducted the assessment: (1) leadership involvement, (2) formal and documented, (3) communication, (4) data, and (5) assessment. Results from this assessment focus on these areas, which form a foundation for the Government-wide priority areas addressed in the reviews. The assessments were informative to OPM and agency Chief Human Capital Officers in preparing for the reviews, providing insights to agency human capital accountability practices across Government, and linking evaluation systems directly to strategic goals. OPM is conducting follow-ups with agencies to develop action plans to enable them to progressively strengthen their evaluation programs in each standard for future review discussions.

OPM also created "mini agency personas" to inform the development of the review agendas. The personas represent the first iteration of the combined knowledge base of OPM's human capital policy, oversight, and products/services organizations. They provide a "one-stop-shop" style of information that presents a customer-centric view of all engagements OPM holds with each agency. OPM also used personas to prepare review briefing documents for OPM executives and highlighted issues of importance specific to each of the 24 agencies.


In order to facilitate this level of information sharing between policy/services/oversight, OPM continued efforts to institutionalize the Human Capital Collaboration Library. The agency issued a corporate policy on use to all employees of OPM’s human capital policy, oversight, and products/ services organizations, with plans to expand usage. OPM used the Library to prepare for the Human Capital Reviews; and it is fast becoming an instrumental tool in furthering collaboration efforts beyond that effort.

OPM also launched monthly collaboration meetings among OPM group and program managers in the policy, oversight, and products/ services organizations. Collaboration meetings provide a forum to update all participants on OPM’s corporate interests, such as Human Capital Reviews and upskilling/reskilling toolkits. In addition, OPM shared a directory of all

group and program managers across the three organizations to improve these line managers’ ability to network.

OPM continued to use two survey instruments to measure employee perceptions of internal collaboration among OPM’s human capital policy, oversight, and products/services organizations, and customer views on whether OPM human capital services are helpful in achieving human capital objectives. OPM established baselines for an agency-specific Federal Employee Viewpoint Survey (FEVS) item to determine the extent to which managers support collaboration across offices to accomplish work objectives (69.2 percent positive response rate) and a customer satisfaction survey to determine the extent to which users agree that OPM human capital services are helpful in achieving human capital objectives (86.8 percent positive response rate).

**TABLE 3.1**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015-FY 2019 Trend
Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	_*	_*	_*	86.5%^	83.1%	≥89%	Not Met	

\_\* No historical data available for this period.

^ Result revised from 88.0 percent in June 2019.

**FY 2019 Analysis of Results:**

Of 1,799 responses to the three survey questions included in this measure, 1,495 agreed that OPM human capital services were helpful in achieving human capital outcomes. OPM conducted the survey throughout FY 2019, at any engagement with an external stakeholder or agency. With 606 returned surveys, the response rate was 51.5 percent. A high number of responses indicated “Neither agree nor disagree.” Comments indicated respondents did not identify the engagements with the survey questions. OPM has slightly reworded FY 2020 questions for clarity.



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

**FY 2019 Progress Update**

In FY 2019, OPM collaborated across program offices to define the value and reasons for the

work they do at the agency. Further, the agency began to conduct qualitative research to define and understand OPM’s audiences and define a strategic framework for communications. OPM also utilized non-traditional vehicles to engage with its audiences.

**TABLE 3.2**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of the Federal human capital management community satisfied with OPM’s services and guidance	_*	_*	_*	No Survey	No Survey	Establish Baseline	Establish Baseline	

\_\* No historical data available for this period

**FY 2019 Analysis of Results:**

OPM will conduct a survey in FY 2020. In FY 2019, OPM completed qualitative research with the CHCOs at a Fall Forum. Results suggest that CHCOs understand and appreciate the work OPM is doing with regards to re-organization, considering resource constraints, and feel that OPM should continue to pursue and enhance reforms and provide and enhance guidance to agencies.



### FY 2019 Progress Update

In FY 2019, OPM began to deploy an amended schedule of collaboration tools. The agency completed a pilot of the tools with 123 OPM employees in order to prepare for an agency-wide phased implementation beginning in FY 2020.

OPM continued to lead efforts to build out and deploy the Enterprise Risk Management program as a mechanism for enhanced communication, understanding, and management of corporate risk. Although the agency was unable to create a prioritized schedule and begin deployment across OPM programs due to enterprise risk management staff work on transition-related priorities, that is, priorities relating to the movement of investigative functions to DOD, and other reorganization proposals, it was instrumental in monitoring enterprise risks and potential impacts related to the discussions of Government-wide reorganization and OPM transition. In October 2018, the Risk Management Council recommended an enterprise-wide risk assessment. During the first and second quarters of FY 2019, the agency conducted an enterprise wide risk survey. In March 2019, OPM finalized the re-baselined enterprise risk register which incorporated several key transition-related risks. The agency continually updated the transition and enterprise risk registers throughout FY 2019 for use by the Council to inform OPM senior leaders of risk conversations and the Council's efforts to align risk response plans to overall agency priorities and objectives.

OPM continued to establish mechanisms to hold leaders accountable for corporate performance. In November 2018, OPM's Performance Review

## 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**

Board assessed the effectiveness of the corporate citizenship element of OPM senior leaders' performance standards, put in place in FY 2018, and recommended continued inclusion of the element for the FY 2019 senior leader performance standards. In addition, in March 2019, the agency initiated a pilot on the use of a corporate performance score for SES 2019 performance appraisals. The agency will define recommendations based on the FY 2018/FY 2019 pilot. Also in FY 2019, OPM administered an assessment of the leadership culture and provided the results to senior leaders to strengthen their understanding of their own leadership style and that of their colleagues.

OPM also identified and executed mechanisms to make the workforce aware of OPM's senior leaders' efforts to improve communication, collaboration, and transparency. OPM designed and introduced an Intranet home page for all OPM employees to demonstrate commitment to, and provide an avenue for, increased dialogue between OPM leadership and employees. The page provides news features and updates on important happenings at OPM, transition updates, and job opportunities. In April 2019, OPM administered a pulse survey to provide leadership with timely employee feedback on the agency reorganization. The agency posted the survey results to the Intranet in May 2019. OPM senior leaders held dedicated listening sessions with their employee groups regarding the viewpoints and concerns indicated by the results of the survey. In September 2019, the agency launched the "Strategic Lens" for communications to improve strategic decision-making and promote effective communications.

Further, OPM strengthened mechanisms for senior leaders to share objectives, challenges, and recommendations related to the OPM reorganization by creating a cross-functional transition program management office and establishing weekly transition meetings. Collaboration across OPM offices resulted in the successful transition of the investigations previously performed by the National Background Investigations Bureau, and related staff, to the Defense Counterintelligence and Security Agency at the end of FY 2019.

**TABLE 4.1 A**


Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
Collaborative Management Score	58.4%	60.5%	61.5%	61.6%	65.1%	≥62.5%	Met	

\*FY 2017 result, previously reported as 61.5 percent, revised in December 2019.

**FY 2019 Analysis of Results:**

OPM conducted the FEVS between May 23 and July 5, 2019. With 3,049 respondents, the response rate was 58.2 percent. The FY 2019 result is the highest achieved during the past five years of data collection.

**TABLE 4.1 B**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
Collaborative Management Score - Managers and Supervisors	73.2%	72.4%	84.9%	80.7%	75.9%	New Measure*	New Measure*	

\*Because OPM added this measure while FY 2019 was in progress, the agency delayed setting a target until FY 2020.

**FY 2019 Analysis of Results:**

OPM added this measure in FY 2019 to provide additional insight into the perceptions of managers and supervisors within the agency.

**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 2019 Progress Update**

OPM increased communications between HR and customer organizations by delivering quarterly Employee Relations points of contact listings to all supervisors. To receive feedback on Employee Relations accessibility and satisfaction, OPM administered an Employee Relations survey twice, in October 2018 and March 2019, and analyzed results that included open-ended feedback.

OPM also compiled data on Employee Relations actions, briefed OPM senior leadership on these

data, and submitted a required report on adverse actions in response to *Executive Order 13839, Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles*.

Further, OPM conducted focus groups that assessed supervisory performance standards. Drawing on insights from these focus groups, the agency issued new supervisory performance standards agency-wide for the current performance year.

From a learning and development perspective, OPM posted a *Basic Employee Relations* course on the Learning Management System and required that supervisors complete this course in April 2019, resulting in a 99.6 percent completion rate. OPM also conducted its Supervisory Bootcamp for new supervisors in July.

**TABLE 4.2**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of employees satisfied with steps taken to address poor performance	43.8%	43.8%	43.9%	45.4%	46.5%	≥45.8%	Met	

Note: OPM aims to increase the agency’s score by four percentage points, from a 2017 baseline of 43.9 percent, by FY 2022.

**FY 2019 Analysis of Results:**

OPM conducted the FEVS between May 23 and July 5, 2019. With 3,049 respondents, the response rate was 58.2 percent. Of the respondents, 2,488 employees chose to answer this FEVS item (number 23): “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.” Of those 2,488 responses, 1,180 were categorized as “Strongly Agree” or “Agree.” 721 selected “Neither Agree nor Disagree,” and 587 selected “Disagree” or “Strongly Disagree.” 516 selected “Do Not Know/No Basis to Judge.” This 46.5-percent positive (weighted) score is a 1.1 percentage point improvement over FY 2018 results, and 0.7 percentage points higher than the FY 2019 target.

The FY 2019 result is the highest achieved during the past five years of data collection. This is likely due to the initiatives OPM implemented to maximize employee performance, a focus continuing from FY 2018. These initiatives include more performance management courses for supervisors; increased messaging and communications on servicing Employee Relations points of contact, tools, and guidance; and the assessment of supervisors’ perspective on the accessibility and satisfaction of Employee Relations staff within OPM HR. Modifying the supervisory performance standards may also have positively impacted supervisory behaviors, in turn increasing employees’ positive perceptions on supervisors addressing poor performance in a work unit. In order to clarify this FEVS item, OPM added an item in the 2019 survey, which provides more actionable information for leadership. Of the respondents, 1,880 employees chose to answer this FEVS item (number 72): “Currently, in my work unit poor performers usually:” Of those 1,880 responses, 28.7 percent selected “Remain in the work unit and improve their performance over time,” 41.1 percent selected “Remain in the work unit and continue to underperform,” 9.1 percent selected “Leave the work unit – removed or transferred,” 3.9 percent selected “Leave the work unit – quit,” and 17.1 percent selected “There are no poor performers in my work unit.” An additional 1,050 employees selected “Do not know.”

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

#### **FY 2019 Progress Update**

To improve information technology services, OPM focused on the stability of the agency's mission critical systems, in light of the transfer of the background investigation function to DOD, including the OPM mainframe and agency disaster recovery posture. Specifically, OPM began the process to refresh all employee laptops and started a four-year refresh cycle to provide more modern tools to every OPM employee. This strategic investment allows agency employees to better meet the needs of customers within OPM and across the Government. In addition, OPM assessed the tools that the agency utilizes to support business operations and productivity. OPM signed an interagency agreement with the General Services Administration (GSA) to purchase and deploy new mainframe devices and disaster recovery capacity to improve technology platforms for OPM applications that support the entire Federal enterprise. Further, during FY 2019, OPM piloted a migration to cloud email delivery, bringing 200 users into this solution. OPM expects to finalize implementation of this pilot in Q2 FY 2020. Further, OPM performed a discovery sprint and gap analysis on the agency's Document Management System and signed an interagency agreement with GSA to implement a transformational update to this critical coordination system in FY 2020.

To improve financial management, OPM made a decision to complete phase two of a migration plan to transition the agency's financial system to a new solution under a Federal Shared Service Provider hosted by the Federal Aviation Administration. Prior to the decision, OPM conducted a fit/gap analysis on OPM's financial system, the Consolidated Business Information System, which included a proposal for scope, cost, and timeline. In the long-term, this migration will allow OPM to share annual operating costs with other Federal Shared Service Provider customers and also benefit from moving to updated system

platforms. The transition engagement began in September 2019 and is planned to be complete by March 2021. OPM also signed an interagency agreement and embarked on a multi-year engagement with the Department of the Treasury's Administrative Resource Center to modernize trust funds business processes and replace trust fund core financial and reporting systems. The agency also adopted a new module in the Budget Management System that allows program offices to perform position level budgeting using actual employee data from the personnel compensation model. This enhancement reduces time spent performing manual calculations and standardizes how program offices formulate personnel compensation. OPM further improved the Budget Management System by adding screens for both operating plan and budget formulation models to allow resource management officials to identify the fund, object class, and strategic objective for each budgeted line item by using a drop down selection feature. In addition, OPM used the Enterprise Cost Accounting System to produce information that customer program offices used to help inform decisions related to the OPM reorganizations. Further, the agency completed critical milestones to move the Enterprise Cost Accounting System from a vendor hosted platform to OPM's environment in FY 2020, allowing OPM users to access cost and performance dashboards and perform interactive analysis on cost data.

To improve human capital services and OPM's efficiency in performing its missions, OPM opened is currently renegotiating six articles of the existing collective bargaining agreement with the local DC bargaining unit for OPM's District of Columbia employees. OPM's approach in these negotiations is designed to enhance the structure of the labor/management program, thus reducing resources currently spent bargaining over management-initiated changes such as internal reorganization and new agency policies. In addition, OPM supported the reorganization of NBIB investigations and personnel to the Department of Defense, as well as other proposed transitions by providing data analytics, transition plans, and supporting documents to internal and external audiences, and by conducting deep

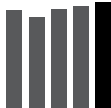
dives with gaining agencies. OPM processed the actions necessary to transition this workforce and resolved any issues. In FY 2019, OPM HR faced significant turnover and did not fill a number of key positions. It also shifted from performing regular and reoccurring agency work to fully supporting reorganization-related activities. To improve satisfaction with real property services, OPM continued its efforts to deploy two, computer-aided facility management system modules, which will allow the agency to better manage its facilities, maintenance, and space. The system will automate building maintenance tracking, assist with room scheduling, and allow customers to request services via a work ticket.

To improve contracting services, OPM held its annual Acquisition Planning Conference focused on developing program procurement requirements packages and refreshing OPM staff on the pre-award acquisition process and procedures needed for successful contract award. For the first time, the agency held two pre-conference workshops in the months leading up to the main conference. Also in FY 2019, OPM held monthly meetings of the Critical Procurement Priorities Executive Steering

Group to review critical procurement plans, program requirements, and progress to award.

OPM’s challenge in improving customer satisfaction with contracting continues to be the development of program offices’ procurement requirements. In FY 2019, OPM began two major initiatives to address this challenge: the Requirements Design Studio and the Contracting Officer’s Representative Development Project. The Requirements Design Studio, conducted in partnership with the Innovation Lab, combines the expertise of an intra-agency project team and the principles of human-centered design to facilitate the creation of a replicable process for engaging stakeholders to assist with the development of procurement requirements at OPM. This effort is expected to improve the timeliness and quality of requirements documents. The Contracting Officer’s Representative Development Project involves a survey that will deepen understanding of the experience of being a Contracting Officer’s Representative at OPM. It is expected to improve representative efficiency and effectiveness throughout the acquisition lifecycle.

**TABLE 4.3 A**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/Not Met	FY 2015-FY 2019 Trend
Average satisfaction score for financial management quality from OPM senior supervisory employees	4.62	4.33	4.70	4.88	5.01	≥4.9	Met	

**FY 2019 Analysis of Results:**

GSA administered the mission support customer satisfaction survey in June 2019. The response rate for this item was 26 percent. There were 134 respondents. The FY 2019 result is the highest satisfaction score received during the past five years of data collection. In FY 2019, the agency increased its focus on providing customers with information to help them in meeting their financial management responsibilities by issuing financial management Frequently Asked Questions (FAQs) related to the transition or other emerging topics.

**TABLE 4.3 B**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Average satisfaction score for human capital services quality from OPM senior supervisory employees	4.62	5.09	5.09	4.67	4.83	≥4.5	Met	

**FY 2019 Analysis of Results:**

GSA administered the mission support customer satisfaction survey in June 2019. The response rate for this item was 39 percent. There were 207 responses. OPM HR exceeded its target despite experiencing an approximate 25 percent turnover rate within the organization. In response to this turnover, existing staff adapted to take on additional assignments so that the agency received the operational human capital services it required.

OPM successfully transferred the NBIB workforce from OPM to the Department of Defense. The transition of NBIB consisted of significant action planning, communications, and data requests and transmission between OPM, GSA, a service provider, and Department of Defense’s Defense Security Service and Defense Logistics Agency. The agency worked with internal stakeholders so that the NBIB workforce received appropriate communications on the process, expectations, and the smooth transfer of their benefits and leave. The agency transmitted all employee HR data and records to the Department of Defense, assisted with testing, and processed the transfer personnel actions on the NBIB workforce. OPM also worked with a service provider to resolve issues and implement the mass transfer with minimal impact to NBIB employees and the agency.

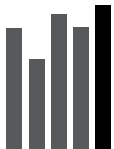
**TABLE 4.3 C**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Average satisfaction score for information technology services quality from OPM employees	3.98	4.63	3.99	4.44	4.65	≥4.4	Met	

**FY 2019 Analysis of Results:**

GSA administered the mission support customer satisfaction survey in June 2019. The response rate to this item was 42 percent. There were 2,332 respondents. The FY 2019 result is the highest satisfaction score received during the past five years of data collection. In FY 2019, OPM focused on the stability and security of the agency’s mission critical systems.


**TABLE 4.3 D**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Average satisfaction score for contracting services quality from OPM senior supervisory employees	3.89	2.89	4.35	3.94	4.64	≥4.9	Not Met	

**FY 2019 Analysis of Results:**

GSA administered the mission support customer satisfaction survey in June 2019. The response rate for this item was 30 percent. There were 153 responses. The FY 2019 result is the highest satisfaction score received during the past five years of data collection. Although OPM did not meet the FY 2019 target, senior supervisory employees’ average satisfaction for contracting services increased 18 percent from FY 2018. Compared with FY 2018, senior supervisory employees reported a 16 percent increase in satisfaction with contract administration, a 24 percent increase in satisfaction with pre-award activity, and a 19 percent increase in their perception of seeing contracting as a strategic partner. Moreover, the agency improved its customer satisfaction scores from one of its largest customers, Human Resources Solutions. Human Resources Solutions’ overall satisfaction score with the contracting function increased 97 percent from 2.27 in FY 2018 to 4.48 in FY 2019. OPM anticipates that contributions of the Requirements Design Studio and the Contracting Officer’s Representative Development Project will positively impact customer satisfaction in FY 2020.

**TABLE 4.3 E**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015- FY 2019 Trend
Percent of employees satisfied with real property services at OPM’s largest nine buildings	_*	_*	49.6%	53.4%	60.9%	≥52%	Met	

\_ \* No historical data available for this period.

**FY 2019 Analysis of Results:**

GSA administered the survey from July to August 2019. With 1146 respondents, the response rate was 15 percent. In FY 2019, OPM 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. An ongoing 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. OPM will achieve additional space reduction upon completion of a Retirement Services consolidation project. These three efforts will improve efficiencies and yield more seating. OPM is also in the commissioning phase of 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. OPM also 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.



**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**

**FY 2019 Progress Update**

To improve retirement services in FY 2019, and in accordance with 5 U.S.C. 8350, OPM conducted Federal benefits training events in San Diego, CA and Jacksonville, FL to help Federal Human Resources professionals increase their knowledge of Federal benefits programs and improve benefits counseling skills. OPM also held pre-retirement

seminars at the U.S. House of Representatives to help answer retirement and benefit questions for transitioning members. OPM hosted a webcast for HR professionals Government-wide that focused on counseling and retirement planning topics, common causes of delays, and retirement resources. OPM continued to make progress on the online retirement application, and has completed 13 of the currently scheduled 17 sprints (phases of work), to develop a prototype. OPM also updated the Services Online website user satisfaction survey with seven additional questions to align with OMB customer experience guidance. Further, OPM implemented a new e-mail system for its call center to provide better management information and functionality.

**TABLE 4.4 A**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015-FY 2019 Trend
Average number of minutes to answer phone calls	15.8	24.2	17.7	8.60	6.60	≤5	Not Met	

**FY 2019 Analysis of Results:**

In FY 2019, OPM handled 1,431,943 calls. Although OPM missed its target to answer calls within 5 minutes or less, on average, the average hold time decreased by two minutes from 8.6 minutes in FY 2018 to 6.6 minutes in FY 2019. Further, OPM’s call handling rate increased by 3.6 percentage points, from 79.8 percent in FY 2018 to 83.4 percent in FY 2019. In FY 2019, OPM experienced (1) a higher call volume and (2) telephony infrastructure issues during the transition to updated systems, which impacted some OPM call agents and the average number of minutes to answer calls. Specifically, in FY 2019, OPM handled 87,857 more calls (a seven percent increase) from FY 2018. In Q4 of FY 2019, OPM updated its telephony infrastructure, which resolved the technical issues.

OPM continues to train customer service specialists on a regular basis, which also helps improve the hold time and call handling rate.

**TABLE 4.4 B**

Performance Measure	FY 2015 Results	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2015-FY 2019 Trend
Average number of days to process retirement cases	56.2	54.1	67.0	58.6	55.7	≤60	Met	

**FY 2019 Analysis of Results:**

OPM processed 104,065 claims in FY 2019. The average number of days to process claims improved by three days, from 58.6 in FY 2018 to 55.7 in FY 2019. This improvement can be attributed to more strategic allocation of staff. Although OPM processed 433 fewer claims in FY 2019 than in FY 2018, the number of cases that were processed in under 60 days increased by seven percent from the previous year.

# 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 "Improve collection and analysis of data to better inform human capital management decisions," 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	<b>Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job</b>
Definition	<p>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:</p> <ul style="list-style-type: none"> <li>17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent).</li> <li>18. The applicants who were referred had the skills to perform the job (weighted 40 percent).</li> <li>23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent).</li> <li>24. The overall hiring process occurred in a timely manner (weighted 15 percent).</li> </ul>
Data Source	Chief Human Capital Officers (CHCO) Hiring Manager Satisfaction Survey
Frequency	Annually
Verification and Validation	<p>The vendor that 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.</p> <p>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.</p>
Data Limitations	<p>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 while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process.</p> <p>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.</p>

<b>Performance Measure</b>	<b>Percent of staffing specialist course participants who demonstrate knowledge improvement</b>
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.

<b>Performance Measure</b>	<b>Number of participants in the HR Policy Center of Excellence</b>
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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>For this calculation, OPM uses only the last processed enrollment transaction for every unique pseudo ID.</p>

## 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) worked 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).

<b>Performance Measure</b>	<b>Number of cases in the inventory</b>
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 transcribed 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 verify 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**

<b>Performance Measure</b>	<b>Percent of OPM policies that embed data analysis and research</b>
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 ( <a href="https://www.chcoc.gov/transmittals">https://www.chcoc.gov/transmittals</a> )
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: <ul style="list-style-type: none"> <li>• OPM was helpful in achieving your human capital objectives.</li> <li>• OPM offered innovative solutions while providing services and/or guidance.</li> <li>• OPM offered flexible solutions in meeting your human capital needs.</li> </ul>
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	<p>The number of OPM employees who responded positively (strongly agree or agree) 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:</p> <ul style="list-style-type: none"> <li>• Managers promote communication among different work units (for example, about projects, goals, and needed resources). (Q 58)</li> <li>• Managers support collaboration across work units to accomplish work objectives. (Q 59)</li> </ul>
Data Source	Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	<p>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.</p> <p>Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at <a href="https://www.fedview.opm.gov/">https://www.fedview.opm.gov/</a>.</p>
Data Limitations	<p>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.</p>

## 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 <i>Satisfied or Very Satisfied</i> 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 <a href="https://www.fedview.opm.gov/">https://www.fedview.opm.gov/</a> .
Data Limitations	<p>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.</p> <p>This FEVS item measures the employee's perceptions that steps are taken by the supervisor to improve performance in the work unit; however, there are several limitations to this item. First, performance actions are not (and, under the Privacy Act, may not be) broadcast to the workforce. Therefore, responses may be uninformed perceptions, which may or may not be accurate. Second, there is no time bounding for the item; the respondent may not be talking about a current management situation, or even a situation in their current workgroup. Third, there is no way for respondents to indicate there are no poor performers in their group, leading to missing data.</p> <p>In order to clarify this item, OPM added another item (#72) to the FEVS in 2019, which provides more actionable information for leadership.</p> <p>72. Currently, in my work unit poor performers usually:</p> <ul style="list-style-type: none"> <li>• Remain in the work unit and improve their performance over time</li> <li>• Remain in the work unit and continue to underperform</li> <li>• Leave the work unit - removed or transferred</li> <li>• Leave the work unit - quit</li> <li>• There are no poor performers in my work unit</li> <li>• Do not know</li> </ul>

### Strategic Objective 4.3

<b>Performance Measure</b>	<b>Average satisfaction score for financial management quality from OPM senior supervisory employees</b>
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.

<b>Performance Measure</b>	<b>Average satisfaction score for human capital services quality from OPM senior supervisory employees</b>
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.

<b>Performance Measure</b>	<b>Average satisfaction score for information technology services quality from OPM employees</b>
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.

<b>Performance Measure</b>	<b>Average satisfaction score for contracting services quality from OPM senior supervisory employees</b>
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.

<b>Performance Measure</b>	<b>Percent of OPM employees satisfied with real property services at OPM's largest nine buildings</b>
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

<b>Performance Measure</b>	<b>Average number of minutes to answer phone calls</b>
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, 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 verify accuracy and reliability.
Data Limitations	There are no significant data limitations.

<b>Performance Measure</b>	<b>Average number of days to process retirement cases</b>
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, 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	Processing time is based on retirement cases that are in pending status (that is, a case in the adjudication process) only. Initial disability retirement cases are not included until OPM has approved the medical determination.

# Acronyms

Acronym	Definition
ALJ	Administrative Law Judges
APG	Agency Priority Goal
API	Application Program Interfaces
APR	Agency Performance Report
CAP	Cross-Agency Priority
CEDAR	Competency Exploration Development & Readiness
CFC	Combined Federal Campaign
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CLIA	Congressional, Legislative, and Intergovernmental Affairs
CSRS	Civil Service Retirement System
DE	Delegated Examining
DOD	Department of Defense
DOJ	Department of Justice
EDR	Electronic Digital Record
EEO	Equal Employment Opportunity
ES	Employee Services
ExecSec	Executive Secretariat
FedRAMP	Federal Risk and Authorization Management Program
FEDVIP	Federal Employee Dental Vision Insurance Plan
FEGLI	Federal Employees' Group Life Insurance
FEHB	Federal Employees Health Benefits

Acronym	Definition
FEHBP	Federal Employees Health Benefits Program
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FOIA	Freedom of Information Act
FSAFEDS	Federal Flexible Spending Account
FLTCIP	Federal Long-Term Care Insurance Program
FPRAC	Federal Prevailing Rate Advisory Committee
FSEM	Facilities, Security & Emergency Management
GSA	General Services Administration
HI	Healthcare & Insurance
HR	Human Resources
HRLOB	Human Resources Line of Business
HRS	Human Resources Solutions
IT	Information Technology
LMS	Learning Management System
MSAC	Merit System Accountability & Compliance
NBIB	National Background Investigations Bureau
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OD	Office of the Director
OGC	Office of the General Counsel

<b>Acronym</b>	<b>Definition</b>
OGE	Office of Government Ethics
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPIM	Office of Privacy and Information Management
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	Performance Accountability Council
PIPS	Personnel Investigations Processing System
PMO	Program Management Office
RS	Retirement Services
SES	Senior Executive Service
SSCLOB	Security, Suitability, and Credentialing Line of Business
STEM	Science, Technology, Engineering, and Mathematics
SuitEA	Suitability Executive Agent



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