

U.S. Office of Personnel Management

# Strategic Plan

Fiscal Years 2022-2026







## Message from The Director

The U.S. Office of Personnel Management (OPM) is uniquely positioned to help rebuild, empower, and support the Federal workforce over the next four years. OPM workforce development policies will be pivotal as agencies across the Government confront the biggest challenges the American people face.

As the largest employer in the country, a key OPM priority is to position the Federal Government as a model employer. We will promote a diverse, equitable, inclusive, and accessible Federal workforce based on merit; develop a strategic vision for the Federal Government to prepare for the future of work; support Federal agencies to attract early career talent; and equip current and future Federal workers with the ability to build new skills over time to adapt to a rapidly changing world. All the while, we will continue to champion Federal workers and reinvigorate relationships with Federal unions.


Moving forward, OPM will continue to serve as a strategic partner to other agencies, oriented toward collaboration, innovation, and solutions, embracing data and evidence-informed policies and practices. Our efforts will help advance the Administration's key priorities on climate change, racial equity, healthcare, COVID-19, immigration, and restoring America's global standing. Through our FY 2022 – FY 2026 Strategic Plan, OPM sets an ambitious path forward to elevate and honor service to America by leading Federal agencies and the workforce in people management policies and programs.

In satisfying our core mission, this work requires us to rethink and enhance our customers' experiences, from job seekers using USAJOBS® to annuitants accessing retirement services.

After thorough review of stakeholder feedback and NAPA report insights, we are transforming our organizational capacity and capability to better serve as the leader of workforce development policies for the Federal Government. We will strengthen our own team, better engage stakeholders outside the agency and Government, put the agency on a path to fiscal sustainability, and prioritize an enterprise-wide approach towards modernizing IT investments to maximize impact and efficiency.

More than two million people serve in the Federal civilian workforce every day — at OPM, we work just as hard for them as they do for the American people. We shape the experiences of millions of Federal job seekers, employees, and retirees, whether it is administering benefits that model progressive values or helping partner agencies recruit and retain the talent they need to meet their missions in service to the American people.

We are living through a historic moment for the country and for the Federal workforce that gives us a unique opportunity to make a lasting impact. By accomplishing the goals and objectives outlined in this strategic plan, OPM will do its part to help build America back better.

  
Kiran Ahuja  
Director

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By accomplishing the goals and objectives outlined in this strategic plan, OPM will do its part to help build America back better.

# Agency Overview

The U.S. Office of Personnel Management (OPM) serves as the chief human resources agency and personnel policy manager for the Federal Government. OPM provides human resources leadership and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. OPM directs human resources and employee management services, administers retirement benefits, manages health insurance and other insurance benefit programs, and oversees merit-based and inclusive hiring into the civil service. The agency also promotes the efficiency and integrity of Government services through personnel vetting policies and processes for a trusted workforce.

## Key Functions

OPM's divisions, offices, and their employees implement the programs and deliver the services that enable the agency to meet its strategic goals, and also enable other agencies to meet their strategic goals. OPM works in several broad categories to lead and serve the Federal Government in enterprise human resource management by delivering policies and services to achieve a trusted effective civilian workforce. These categories include Human Capital Management Leadership, Benefits, and Personnel Vetting.

# Key Functions

## Human Capital Management Leadership

Policy

Services

Oversight

## Benefits

Benefits for Federal Employees and Annuitants

Retirement

## Personnel Vetting



# 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 capital 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 capital 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, labor and employee relations, and the Administrative Law Judges Program. OPM's leadership in these areas enables the Federal Government to anticipate drivers that will influence and impact the Federal workforce. OPM also reviews 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.

## Services

OPM provides customized human capital services and training to Federal agencies to help 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 human resources 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 Presidential Management Fellows Program, the Federal HR Institute, the Process and Performance Improvement program, the Lab at OPM (human centered design), and USALearning.

OPM generates Government-wide benefits 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. In addition, 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 the legal obligations to provide public notice of Federal employment opportunities to Federal employees and American citizens. The USAJOBS® website is the portal for Federal recruitment for most Government positions, whether 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 consistent with 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

## Benefits for Federal Employees and Annuitants

OPM facilitates access to the high-caliber healthcare and insurance programs offered by the Federal Government. This includes health insurance, dental and vision insurance, flexible spending accounts, life insurance, and long-term care insurance. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, employees of tribes or tribal organizations, and other eligible persons.

In 2019, OPM also began offering dental and vision plans to 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.

These high-quality benefits make Federal employment more attractive, enabling agencies to compete for good candidates with other potential employers.

## Retirement

OPM is responsible for the administration of the Civil Service Retirement System and the Federal Employees Retirement System covering 2.8 million active employees, including the United States Postal Service, and nearly 2.7 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.

# Personnel Vetting

## Suitability and Credentialing

OPM is responsible for prescribing suitability, fitness, and credentialing standards for Government employees and contractors. It works closely with the Director of National Intelligence to determine investigative standards. 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,

including oversight of suitability and credentialing investigations. 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 civil service. The agency also provides Government-wide training for adjudicators that conforms to Government-wide training standards.

Moving forward, OPM will continue to serve as a **strategic partner** to other agencies, **oriented toward collaboration, innovation, and solutions, embracing data and evidence-informed policies and practices.**



# Key Terms and Definitions

## Strategic Goal

Strategic goals communicate OPM's efforts to address national problems, needs, challenges, and opportunities on behalf of the American people. This plan's four strategic goals articulate clear statements of what OPM aspires to achieve by executing its mission.

## Strategic Objective

This plan's 20 strategic objectives are the primary units for strategic analysis and decision making. Strategic objectives reflect the outcome OPM seeks to achieve, and they specifically outline the results or direction OPM will work toward to make progress on its mission.

## Strategies

Strategies guide the actions that OPM will take to advance the related strategic objectives. These may include, but are not limited to, actions such as analysis of outliers, implementation of promising practices, process improvements, regulatory initiatives, legislative proposals, or guidance revisions.

## Performance Measures

The measures are used to track progress toward achieving OPM's strategic objectives.



# Environmental Assessment

To help inform the identification and prioritization of strategic issues facing OPM in FY 2022-2026, the agency assessed its environment by conducting an environmental scan as well as internal and external stakeholder consultations.

## Environmental Scan

OPM reviewed and analyzed 132 publications, including reports, studies, and scholarly articles from sources such as the OPM Office of Inspector General (OIG), U.S. Government Accountability Office (GAO), National Academy of Public Administration (NAPA), Partnership for Public Service, Public Administration Review, and the Review of Public Personnel Administration.

## Stakeholder Consultations

The agency interviewed 30 internal stakeholders and 58 external stakeholders representing 36 organizations, including the Office of Management and Budget (OMB), GAO, the U.S. Merit Systems Protection Board, good government groups, employee resource groups, unions, and academia. These stakeholders provided their feedback on OPM's strengths, weaknesses, opportunities, and challenges, as well as potential areas of research focus for OPM. In addition, OPM conducted three focus groups – two with members of the Chief Human Capital Officers (CHCO) Council and one with representatives of OPM employee resource groups. For the full list of stakeholders interviewed, please refer to the [appendix](#).

OPM also administered an agency-wide survey to solicit employee feedback on the draft mission, vision, and values statements, and to obtain ideas for strategies that OPM could employ to achieve the draft goals and objectives. In total, 27.5 percent of OPM employees responded to the strategic planning survey. Their feedback was used to finalize the agency's new mission, vision, and values and inform strategy development for each objective.

- 132** Reports and Studies Reviewed
- 3** Focus Groups
- 37** Interviews
- 30** Internal Stakeholders Interviewed
- 58** External Stakeholders Interviewed
- 36** Organizations Represented
- 676** Employee Survey Respondents



# Cross-Agency Priority Goals

Per the Government Performance and Results Modernization Act of 2010 requirement to address cross-agency priority goals in the agency strategic plan, the Annual Performance Plan, and the Annual Performance Report, please refer to [Performance.gov](https://www.performance.gov) for OPM's contributions to those goals and progress where applicable.

# Agency Priority Goals

Agency Priority Goals (APGs) reflect the top performance improvement priorities of agency leadership and the Administration. APGs reflect measurable results that leadership wants to accomplish over a two-year period, advancing progress toward longer-term strategic goals and objectives in the agency's strategic plan.

The Federal Government uses a three-pronged approach to manage APGs: 1) public goal setting, 2) quarterly data-driven performance review meetings with agency leadership, and 3) quarterly public updates on [Performance.gov](https://www.performance.gov). For additional information on APGs, please refer to [Performance.gov](https://www.performance.gov).

## For the FY 2022-2023 period, OPM developed six APGs.

- 1. Drive a data-driven and leading practices approach to recruitment, assessment, and hiring strategies that strengthens and supports diversity, equity, inclusion, and accessibility across the Federal Government.** By September 30, 2023, increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by 5 points.  
*Related Strategic Objective: 1.1*
- 2. Capitalize on new workplace flexibilities to recruit and retain talent.** By September 30, 2023, increase the Government-wide number of on-board military spouses by 5 percent, employees with disabilities/targeted disabilities by 5 percent, and early career employees (to include interns, post-secondary, and recent graduates) by 10 percent, as compared to a September 2021 baseline, using existing and new workplace incentives and flexibilities put in place during the COVID-19 pandemic.  
*Related Strategic Objectives: 1.2 and 1.3*
- 3. Improve data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies that support improved equitable services through a more engaged workforce.** By September 30, 2023, create easy to use, insight-focused DEIA dashboards used by 75 percent of target agencies, and score an average 4/5 on a customer survey that tests decision-support effectiveness.  
*Related Strategic Objectives: 1.1 and 4.3*
- 4. Support critical and urgent recruitment and hiring throughout the Federal Government.** By September 30, 2023, help IJJA agencies fill 75 percent of surge hiring positions identified in the first quarter of FY 2022.  
*Related Strategic Objective: 1.1*
- 5. Close gender and racial pay gaps in the Federal Government.** By September 30, 2023, issue regulations that will address the use of salary history in the hiring and pay-setting processes for Federal employees.  
*Related Strategic Objectives: 1.1 and 1.2*
- 6. Improve customer experience by making it easier for Federal employees, annuitants, and other eligible persons to make more informed health insurance plan selection.** By September 30, 2023, complete user-centered design and develop a minimum viable product for a new, state-of-the-art FEHBP Decision Support Tool that will give eligible individuals the necessary information to compare plan benefits, provider networks, prescription costs, and other health information important to them and their families.  
*Related Strategic Objectives: 1.1 and 3.4*

# Mission, Vision, Values

## Mission

We are champions of talent for the Federal Government. We lead Federal agencies in workforce policies, programs, and benefits in service to the American people.

## Vision

We will create a new vision of work, together. We will position the Federal Government as a model employer for past and present employees through innovation, inclusivity, and leadership. We will build a rewarding culture that empowers the workforce to solve some of our nation's toughest challenges.

## Values

### Respect

OPM honors and respects our employees and customers through practices that promote diversity, equity, inclusion, and accessibility and uphold the principles of the Federal merit system. The Federal workforce should reflect the diversity of the American people.

### Innovation

OPM employs innovative solutions and strategies to address Government-wide talent management challenges and build the workforce of the future.

### Service

OPM fulfills its mission by delivering outstanding customer service to Federal agencies, the Federal workforce, Federal retirees, and Federal job seekers.

### Excellence

OPM achieves results by using our expertise, data, and best practices.

RISE



# Goals and Objectives Overview

## Goal 1

**Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points**

**Objective 1.1** — Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.

**Objective 1.2** — Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.

**Objective 1.3** — Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.

**Objective 1.4** — Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.

## Goal 2

**Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management**

**Objective 2.1** — Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.

**Objective 2.2** — Improve OPM's relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.

**Objective 2.3** — Improve OPM's program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.

**Objective 2.4** — Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.

**Objective 2.5** — Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.

**Objective 2.6** — Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM's Leaders Lead Score by 3 points.

## Goal 3

**Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5**

**Objective 3.1** — Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM's customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.

**Objective 3.2** — Create a personalized USAJOBS® experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.

**Objective 3.3** — Create a seamless customer and intermediary experience across OPM's policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.

**Objective 3.4** — Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.

## Goal 4

**Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points**

**Objective 4.1** — Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.

**Objective 4.2** — Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.

**Objective 4.3** — Expand the quality and use of OPM's Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.

**Objective 4.4** — Improve OPM's ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of leading practices across Government. By FY 2026, provide Federal agencies with 25 leading practices.

**Objective 4.5** — Revamp OPM's policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM's policy approach is responsive to agency needs by 8 percentage points.

**Objective 4.6** — Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.

# Goal 1

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**Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points**

## Overview

In its central role leading Federal agencies and the workforce in people management policies and programs, OPM serves more than 2.1 million civilian workers spanning the entire United States and beyond. OPM has an opportunity to position the Federal Government—the nation’s largest employer— as a model that sets an example for other private and public sector employers in America and around the world.

OPM strives for the Federal Government to be a model employer where every Federal job provides fair pay and benefits that reflect the diverse needs of the workforce. As a model employer, the Federal Government will recruit from all segments of society to attract a workforce that draws from the diversity of the American people.

Towards this effort, OPM will improve the Federal hiring process and develop innovative assessments so that Federal agencies can hire the talent needed to confront the challenges they face. OPM will also invest in developing and retaining talent so that the agency’s commitment to recruiting, assessing, and hiring top talent pays off for years to come. Likewise, OPM will adapt to emerging trends by advancing workplace flexibilities and developmental opportunities to help the Federal Government lead employers nationwide in leveraging lessons learned during the COVID-19 pandemic to make permanent improvements in the way employees work.

This is a historic moment for the nation and for the Federal workforce, with a rapidly modernizing world navigating the COVID-19 pandemic, and the nation grappling with the urgent call to advance equity, civil rights, racial justice, and equal opportunity across society. In this environment, OPM has a unique opportunity to make a lasting impact. No employer can match the Federal Government when it comes to public service and mission. OPM will continue to emphasize the unique opportunities that Federal service offers to the workforce to make an impact on most important issues facing the country.



# **Objective 1.1 — Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.**

## *Overview*

The Federal Government has an opportunity to set the standard for how an employer fosters a diverse, equitable, inclusive, and accessible workforce.

Many underserved communities remain under-represented in the Federal workforce, especially in positions of leadership. In June 2021, President Biden signed Executive Order 14035 Diversity, Equity, Inclusion and Accessibility in the Federal Workforce. The Order establishes a Government-wide initiative, led by OPM and OMB, to advance diversity, equity, inclusion, and accessibility in all parts of the Federal workforce.

## *Strategies*

- Review policies and practices to eliminate potential barriers to equity, and develop plans to eliminate those within OPM's authority, in each of the following workforce functions: recruitment; hiring; promotion; retention; professional evaluations and rewards; professional development programs; the availability of mentoring programs or sponsorship initiatives, employee resource group and affinity group programs; temporary employee details and assignments
- Track demographic data and leverage expertise to look deeply at diversity, equity, inclusion, and accessibility across grade/pay levels and the employee lifecycle to the extent permitted by law
- Improve outreach and recruitment from historically underserved communities by promoting partnerships, paid internships, fellowships, and apprenticeships
- Utilize diversity, equity, inclusion, and accessibility assessment tool to evaluate agency recruitment, hiring, promotion, retention, professional development, pay equity, reasonable accommodations access, and training policies and practices for fairness and impartiality across all pay levels
- Assess potential barriers to access and advance employment opportunities (to include SES) and equity for employees with disabilities and develop plans to eliminate those barriers
- Assess potential barriers to employment for LGBTQ+ employees, including non-binary gender marker options in Federal hiring, employment, personnel vetting, and benefits enrollment paperwork and develop plans to eliminate any barriers identified and advance equities across the employment lifecycle
- Review job classification pay-setting regulations and guidance and draft proposals to promote pay equity across all levels of Government

## *Performance Measures*

- Government-wide Diversity, Equity, Inclusion, and Accessibility index score

## *Contributing Organizations*

- ODEIA, ES, HCDMM, HI, OCFO, OPM HR, and SuitEA

## *Associated Learning Agenda Questions*

- Question 1. How can OPM effectively promote Diversity, Equity, Inclusion and Accessibility (DEIA) through workforce policies and programs?

# Objective 1.2 — Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.

## Overview

Since the onset of the COVID-19 pandemic, the Federal Government has had the opportunity to use lessons learned to determine how work will be performed moving forward and set the standard for how workplace flexibilities can be a strategic asset to help recruit, retain, and support employees in new ways, all while finding new and innovative ways for the Government to deliver on its mission. In its 2021 report to Congress, NAPA concluded that “meeting the needs of a 21st century workforce will require reinvigorated focus on strategic human capital management and performance”.<sup>1</sup> NAPA also suggested that OPM take the lead for Federal civilian human capital through its policies, guidance, and programs.

## Strategies

- Support agencies by providing human capital tools, guidance, and services as they transition to the post-reentry work environment
- Create a vision and strategy for how the Federal Government can be a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities in the years to come, in alignment with the President’s Management Agenda
- Develop and advance human capital policies to support the longer-term future of work
- Execute on the Government-wide vision and strategy through supporting agencies on human capital issues to prepare them for the future of work

## Performance Measures

- Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning
- Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful

## Contributing Organizations

- CHCOC, CLIA, ES, HCDMM, HRS, MSAC, OC, OCIO, and ODEIA

## Associated Learning Agenda Questions

- Question 2. What strategies and approaches are needed to position the Federal Government for the post-pandemic work environment and the future of work?
- Question 3. How do telework, remote work, and hybrid environments affect agencies, employees, and customers? What strategies are effective for optimizing telework, remote work, and hybrid environments?
- Question 4. What are the strengths and weaknesses of the current Federal classification and pay systems? How could classification and pay be improved?
- Question 5. How can OPM design employee benefits and compensation to better meet the needs of Federal employees?
- Question 6. Do Government-wide performance management regulations and guidance meet the needs of managers and employees? What strategies are effective in improving performance management?

<sup>1</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).



# Objective 1.3 — Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.

## Overview

In a rapidly modernizing world, OPM has an opportunity to rebuild and empower the Federal workforce for success. Since 2001, GAO has included strategic human capital management on its High-Risk List for the Federal Government. According to GAO, mission-critical skill gaps in the Federal Government pose a high risk to the nation because they impede the Government from cost effectively serving the public and achieving results.<sup>2</sup> Relatedly, NAPA recommended OPM strengthen the Federal human capital workforce by upgrading the human capital competency model, instituting a certificate program for credentialing staff and expanding trainings with a focus on customer service and problem solving.<sup>3</sup>

## Strategies

- Modernize the Federal workforce competency model
- Strengthen the Federal human resource, acquisitions, and cybersecurity workforce
- Facilitate recruiting and hiring of diverse, early career talent by implementing recently enacted statutory changes applicable to early career talent, modernizing the Pathways program, and designing innovative paid internship programs
- Launch a new initiative to promote innovation in Federal talent across Government by creating a new process to identify and develop, select, high-impact talent projects
- Implement improvements to the competitive hiring process, including adoption of new selection rules (for example, the “rule of many”)
- Expand training offerings for human capital professionals and leaders focused on customer service and problem solving
- Drive improvements to assessments used for Federal hiring by establishing Government-wide hiring assessment line of business and agency talent teams
- Leverage Competency Exploration for Development and Readiness tool to conduct Government-wide skill gaps analysis across multiple high-risk functions and develop resources to address identified skill gaps
- Create a talent surge playbook to support agencies to acquire the skillsets needed to achieve their missions
- Support agencies in advancing the implementation of skills-based hiring approaches to fill priority positions

## Performance Measures

- Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals
- Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job

- Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire

## Contributing Organizations

- ES, HRS, MSAC, and OPM HR

## Associated Learning Agenda Questions

- Question 7. What challenges or barriers exist in the hiring process? What are effective actions to address these challenges or barriers?
- Question 8. What strategies are effective in encouraging adoption of rigorous hiring assessments within all pay systems?
- Question 9. What strategies are effective for increasing and maintaining the capacity of the Federal workforce to meet critical agency needs?

<sup>2</sup> Government Accountability Office (2021). *HIGH-RISK SERIES: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas* (GAO-21-119SP). March 2021.

<sup>3</sup> National Academy of Public Administration. March 2021. *Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative*.

# Objective 1.4 — Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.

## Overview

As the Federal Government's response to recent challenges like the COVID-19 pandemic have shown, Federal workers across the country and world play a pivotal role in responding to the complex challenges facing the nation. As a part of their efforts, many Federal workers at agencies large and small have been met with increased challenges as a part of their daily work. According to the 2020 OPM Federal Employee Viewpoint Survey, 48 percent of Federal workers reported that work demands had increased somewhat or greatly as a result of the COVID-19 pandemic. At the same time, only 59 percent of Federal workers agreed that they were satisfied with the recognition they receive for doing a good job.<sup>4</sup>

Coupled with the impact of now-revoked Executive Orders and perceived attacks on the integrity of the civil service, some OPM stakeholders have

also expressed concerns in interviews about the potential long-term effects these trends have taken on Federal employees across Government. For these stakeholders, there exists a perception that such trends may negatively impact the morale and, in turn, the performance of segments of the Federal workforce. By virtue of its position as the leader in Federal human capital management, OPM has an opportunity to lead the effort to champion and tell the story of the Federal workforce to strengthen the morale of the Federal workforce and recognize their service to the public.

## Strategies

- Share leading practices related to engagement and recognition across Federal agencies through CHCOs, Federal Executive Boards, the White House, and other stakeholders with shared missions
- Increase attention to programs that regularly spotlight workers and union members at OPM and across the Federal Government throughout the year, culminating with Public Service Recognition Week
- Create an OPM-led interagency working group focused on recognizing and elevating the Federal workforce

## Performance Measure

- Number of social media engagements on recognition-focused content

## Contributing Organizations

- OC, ES, OPM HR, CHCOC, and OPM HR

According to the 2020 OPM Federal Employee Viewpoint Survey, **48 percent** of Federal workers **reported that work demands had increased** somewhat or greatly as a result of the COVID-19 pandemic.

<sup>4</sup> U.S. Office of Personnel Management. [Federal Employee Viewpoint Survey 2020 Governmentwide Management Report](#).



# Goal 2

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**Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management**

## Overview

OPM has identified major organizational capacity and capability challenges that it must address to accomplish the goals in this plan and better serve customers. While multiple stakeholders lauded OPM employees' subject matter expertise and commitment to the mission, many also noted the need to reskill and upskill staff, engage in strategic workforce planning, and secure sustainable funding and staffing that better enable OPM to meet its mission. Stakeholders also identified challenges related to legacy IT, silos, and relationships with third-parties like the Congress, good government groups, the media, and agency partners. Additionally, NAPA advised that the agency should embrace a more strategic, forward-looking, enterprise-minded approach that breaks down silos between OPM's different program and policy functions.<sup>5</sup>

<sup>5</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative](#).

OPM has **identified major** organizational capacity and capability **challenges that it must address to accomplish** the **goals** in this plan **and better serve customers.**

# Objective 2.1 — Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.

## Overview

In consultation with stakeholders, OPM has identified the need to build upon the skills of the OPM workforce by reskilling current employees and attracting talent with in-demand skills. While OPM employees possess subject matter expertise and are committed to the agency's mission, stakeholders stressed the need to provide OPM employees with training, upskilling, details, and other opportunities to keep them engaged and to expand their skills. Stakeholders noted that OPM should focus on workforce planning and identifying the skill gaps within the agency's workforce. To attract and retain highly skilled employees, stakeholders suggested that OPM should leverage special hiring authorities, work arrangements, and work-life flexibilities across the agency.

## Strategies

- Determine existing competency gaps between employees' current skills and those skills required to achieve workforce planning, recruitment, retention, and talent development goals
- Create and implement targeted cross-functional developmental opportunities that align with talent management (or reskilling and upskilling) needs
- Leverage compensation, flexible work arrangements, and strategic hiring initiatives on an enterprise-level to attract a highly skilled and diverse OPM workforce
- Equip HR professionals with new tools and capabilities to effectively support mission needs through the creation of a dedicated talent team
- Accelerate hiring in areas within OPM necessary to deliver on key objectives within strategic plan

## Performance Measure

- Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals

## Contributing Organizations

- OPM HR, OCFO, OPO, OC, and OD

## Associated Learning Agenda Questions

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?





## **Objective 2.2 — Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.**

### *Overview*

OPM is uniquely positioned as a central management agency with Government-wide reach — interacting with stakeholders across the Federal Government, the Congress, and nonprofits, and engaging with the media. OPM has the opportunity to improve its relationships with stakeholders by building a culture of engagement with Federal employees, agencies, and partners to better serve the American people as the human capital management thought leader. Some practices suggested by stakeholders included leveraging the experience from the leaders of other agencies through the CHCO Council, partnering with other agencies, academia, and/

or nonprofits for research opportunities, and taking a more prominent role in identifying best practices in human capital management across different industries and sectors. Additionally, NAPA recommended that OPM “establish a human capital advisory committee to connect OPM with figures from public, nonprofit, academic, and private sectors on human capital management best practices and innovation.”<sup>6</sup> The percentage of CHCOs who strongly agreed that OPM treats them as a strategic partner was 27.3 percent in FY 2022. The percentage of CHCOs who somewhat or strongly agreed was 94 percent in FY 2022.

### *Strategies*

- Re-affirm OPM’s role for the administration of human capital management for all Federal agencies by providing leadership, guidance, and oversight
- Increase engagement with the CHCO Council to improve OPM’s standing as the human capital thought leader across the Federal Government
- Proactively utilize the press to educate and inform the Federal workforce, agencies, stakeholders, and the public of OPM initiatives and policies

### *Performance Measure*

- Percent of CHCOs who agree that OPM treats them as strategic partners

### *Contributing Organizations*

- ES, CHCOC, and OD

### *Associated Learning Agenda Questions*

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?

OPM has the opportunity to improve its relationships with stakeholders by **building a culture of engagement with Federal employees, agencies, and partners to better serve the American people** as the human capital management thought leader.

<sup>6</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).

# Objective 2.3 — Improve OPM’s program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.

## Overview

In alignment with enterprise IT modernization efforts, OPM has an opportunity to capitalize on contract efficiencies and cost savings gained through implementation of category management principles. In consultation with stakeholders, the establishment of an enterprise-wide acquisition plan will better position the agency to identify common requirements ripe for consolidation across the enterprise, eliminate contractual and administrative redundancy, and drive down performance risk through utilization of Government-wide best-in-class contract vehicles. At the same time, OPM has the opportunity to drive down contract-related performance risk through increased compliance with contractor past performance requirements.

## Strategies

- Establish a disciplined enterprise acquisition planning process to drive cost efficiencies, reduce risk, and eliminate redundant procurements
- Improve OPM compliance with past performance reporting requirements by providing timely and meaningful feedback on contractor performance
- Improve OPM’s contract spend that is actively managed according to supply chain and category management principles

## Performance Measures

- Percent of OPM’s Spend Under Management
- Percent of contract actions in compliance with Government-wide past performance reporting requirements

## Contributing Organizations

- OPO, OD, OCFO, OCIO, and OESPIM

## Associated Learning Agenda Questions

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?





# Objective 2.4 — Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.

## Overview

Over the past several years, OPM has experienced major shifts that have impacted the agency's funding structure and staffing. The transfer of background investigation responsibilities to the Department of Defense resulted in mission support funding gaps. OPM's Office of the Inspector General identified the agency's funding shortfall as a top management challenge.<sup>7</sup> Additionally, NAPA noted that "OPM's structure prevents it from fully delivering its current mission; information and decision-making silos are compounded by its funding structure (trust funds, S&E, and revolving fund)..."<sup>8</sup> Stakeholders agreed that the agency's funding and staffing model is a major challenge, and in the wake of the transition of investigative services to the Department of Defense and the abandonment of the previous Administration's proposal to merge OPM into the General Services Administration, OPM has an opportunity to work with OMB and Congress to establish a sustainable model that better allows the agency to meet its mission.

## Strategies

- Implement a process and structure that enhances labor code management and reporting across the agency
- Leverage enhanced reporting and external studies to support future budget justifications
- Provide OPM supervisors and managers with educational materials about the budget formulation process, resource allocation, and execution
- Work with OMB and Congress to identify alternative funding sources

## Performance Measures

- Percent of OPM managers who indicate that they have sufficient resources to get their jobs done
- Percent of OPM staff who indicate that they require additional people to get their jobs done

## Contributing Organizations

- OCFO, OPM HR, OCIO, and OD

## Associated Learning Agenda Questions

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?

Stakeholders agreed that the **agency's funding and staffing model is a major challenge**

<sup>7</sup> U.S. Office of Personnel Management, Office of the Inspector General (2020). *The U.S. Office of Personnel Management's Top Management Challenges for Fiscal Year 2021*. 16 October 2020. Washington, DC.

<sup>8</sup> National Academy of Public Administration. March 2021. *Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative*.

# Objective 2.5 — Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.

## Overview

OPM stakeholders noted that outdated IT environment posed a risk for the agency, which could compromise strategic priorities. OPM's Office of Inspector General stated that modernization efforts could allow OPM organizations to improve internal processes by replacing legacy systems and paper-based processes.<sup>9</sup> Additionally, NAPA noted that “failures in the past to embrace a consistent enterprise approach to IT has led to OPM's current fragmented system” and recommends that that OPM use technology to drive “seamless customer experience for the Federal workforce across the employee lifecycle and improvements to internal service to OPM employees.”<sup>10</sup> OPM has an opportunity to leverage advancements in technology that will support innovation and improvement in products, services, information, and oversight.

## Strategies

- Complete transition of ongoing IT operational support to Defense Counterintelligence Security Agency
- Analyze OPM's spending patterns, through the effective implementation of OMB's mandated Technology Business Management, to leverage its purchasing power through development and execution of strategic sourcing procurement vehicles and policies
- Improve IT governance processes to better align with modernization strategy and governmental best practices
- Conduct discovery sessions with programs to build a mutual understanding of current systems' capabilities and program offices' needs
- Evaluate IT systems for risk, consolidation, and modernization potential, developing an enterprise roadmap, and modernization timeline
- Upskill the workforce through cloud training and activities
- Improve agile software development and operations through adoption of best practices and tools
- Expand and leverage cloud services to enhance employee productivity and cybersecurity protections

## Performance Measures

- Percent of software projects implementing adequate incremental development
- Score for utilization of the working capital fund to support IT modernization and security

## Contributing Organizations

- OCIO and OCFO

## Associated Learning Agenda Questions

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?

<sup>9</sup> U.S. Office of Personnel Management, Office of the Inspector General (2020). *The U.S. Office of Personnel Management's Top Management Challenges for Fiscal Year 2021*. 16 October 2020. Washington, DC.

<sup>10</sup> National Academy of Public Administration. March 2021. *Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative*.

# Objective 2.6 — Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM’s Leaders Lead Score by 3 points.

## Overview

According to NAPA, for OPM to transform itself to better meet the needs of the workforce of the future, the agency must adopt an internal enterprise mindset to break down organizational silos.<sup>11</sup> OPM OIG notes that it is essential to create an agency culture that has an enterprise-wide mindset that values each office as critical in reaching organizational goals.<sup>12</sup>

## Strategies

- Increase leadership awareness of corporate citizenship and an enterprise-wide mindset
- Develop a set of guiding principles for an enterprise-wide leadership mindset
- Increase communication to employees focusing on the strategic goals and objectives
- Strengthen customer engagement with OPM system users and stakeholders during design, requirements, and testing phases to improve system quality and adoption
- Strengthen Diversity Equity Inclusion and Accessibility (DEIA) within OPM, addressing all aspects of the employee lifecycle

## Performance Measure

- Leaders Lead Score

## Contributing Organizations

- OPM HR, OD, ODEIA, OCFO, HCDMM, OESPIM, OC, OCIO, ES, and SuitEA

## Associated Learning Agenda Questions

- Question 10. What OPM practices effectively promote internal coordination and improved service delivery across its functions?

OPM has an **opportunity to** leverage advancements in technology that will **support innovation** and improvement in products, services, information, and oversight.

<sup>11</sup> U.S. Office of Personnel Management, Office of the Inspector General (2020). [The U.S. Office of Personnel Management’s Top Management Challenges for Fiscal Year 2021](#). 16 October 2020. Washington, DC.

<sup>12</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).



# Goal 3

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Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5

## Overview

There is a growing understanding among stakeholders internal and external to the agency that OPM should reconceptualize the way in which it interacts with its customers. By nature of its diverse set of responsibilities in the Federal space, OPM serves many different customers, including Federal job applicants, Federal employees, and Federal retirees, across a wide number of touchpoints. In Circular A-11, OMB notes the importance of accounting for and actively seeking improvements to these touchpoints that shape the customer experience of those who interact with Federal agencies. According to OMB, these interactions are particularly important because they “drive the overall satisfaction and confidence/trust with the program, agency, and the Government at large.” For its part, OMB has identified OPM's USAJOBS® and Retirement Services as two of the Federal Government's 35 High-Impact Service Providers. By leveraging human-centered customer experience practices, OPM has the opportunity to improve the experiences of customers in their interactions with OPM's policies, programs, and services.

...**OPM serves** many different customers, including **Federal job applicants**, **Federal employees**, and **Federal retirees**, across a wide number of touchpoints.

# **Objective 3.1 — Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM’s customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.**

## *Overview*

OPM serves nearly 2.7 million annuitants, survivors, and family members, and OPM’s retirement function is one of 25 high impact service providers across the Federal Government. The agency processes more than 100,000 new claims each year while also managing any changes to Federal retirement accounts. Further, OPM’s Retirement Services answers approximately 1.8 million phone calls each year. GAO and independent third-party consultants have identified challenges with retirement services, including legacy contact center infrastructure and technology not equipped to handle the volume of calls and inquiries received, the need to fund and modernize legacy systems to move from paper-based applications and manual case processing to electronic systems, insufficient staff capacity, and incomplete retirement applications from agencies.<sup>13</sup> These factors have contributed to customers receiving busy signals, longer call

wait times, and delays in case processing. In FY 2020, OPM conducted six months of retirement customer and user experience research. Through interviews of Federal retirees, OPM employees, Federal agency HR officers, and Federal payroll providers, the research identified bright spots and confirmed pain points in the Federal retirement process, reinforced the need to modernize services, and provided recommendations for service-delivery enhancements and digital solutions to improve the customer experience. In 2021, OPM implemented a scalable, flexible, cloud-based call center solution that eliminates busy signals, communicates wait times, allows callers to request a return call, and provides meaningful analytics – enabling OPM to deliver higher levels of customer service. In Q4 FY 2021, the Retirement Services customer satisfaction score was 3.75 out of 5.

## *Strategies*

- Improve customer service delivery of Retirement Services personnel through training and continuous development
- Develop and upgrade user interfaces, modernize system components, and enhance data integration of Retirement Services systems to improve customer service
- Increase Agency Benefits Officers’ knowledge through training and collaboration for a seamless transition from their agency to OPM
- Strengthen customer engagement with annuitants to enhance the customer experience

## *Performance Measures*

- Average satisfaction score for services received from Retirement Services
- Average number of minutes to answer phone calls
- Average number of days to process retirement cases

## *Contributing Organizations*

- RS, OCIO, and OPO

## *Associated Learning Agenda Questions*

- Question 11. To what extent are OPM’s High Impact Service Providers meeting customer needs? What strategies are effective for improving customer service and satisfaction?

<sup>13</sup> Government Accountability Office. (2018). *Federal Retirement: OPM Actions Needed to Improve Application Processing Times (GAO-19-217)*. Washington, DC.

# Objective 3.2 — Create a personalized USAJOBS® experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.

## Overview

OPM's USAJOBS® – the Federal Government's official employment site and source for Federal job announcements – is one of 25 high impact service providers across the Federal Government and serves as the “front door” to the Federal hiring process for over 500 Federal organizations. Although USAJOBS® represents a slice of the overall hiring process, its reach is expansive: In FY 2019, agencies posted more than 300,000 job announcements and more than 17 million applicants used the USAJOBS® platform.

USAJOBS® conducts user research and agency engagement sessions, customer experience surveys, and routinely monitors help desk requests to analyze and synthesize feedback and generate insights to improve the USAJOBS® user experience. Through these feedback collection mechanisms, applicants have expressed frustration over the lack of transparency in the Federal hiring process as well as confusion over the jobs for which they are eligible and qualified. In Q4 FY 2021, applicant satisfaction was 3.88 out of 5 for the desktop platform and 4.19 out of 5 for the mobile platform. Likewise, agencies have expressed challenges in utilizing the system to identify the best candidates, especially when there are large applicant pools, and the lack of data to make informed hiring decisions. To address customer needs, USAJOBS® has committed to improving the customer experience for applicants and agency stakeholders.

## Strategies

- Conduct end-to-end user research on the applicant experience to drive development priorities and make USAJOBS® refinements to improve satisfaction
- Increase stakeholder access to USAJOBS® data to drive improvements to the Federal hiring process
- Collaborate with GSA's login.gov team to improve the USAJOBS® authentication experience
- Implement USAJOBS® IT modernization efforts to leverage technology and process advancements
- Improve USAJOBS® Voice of Customer sourcing and support mechanisms

## Performance Measures

- Average overall satisfaction score with USAJOBS®
- Average trust score
- Average effectiveness score
- Average ease score
- Average efficiency score
- Average transparency score
- Average website helpfulness score

## Contributing Organizations

- HRS, OCIO, and ES

## Associated Learning Agenda Questions

- Question 11. To what extent are OPM's High Impact Service Providers meeting customer needs? What strategies are effective for improving customer service and satisfaction?

# USAJOBS®



# Objective 3.3 — Create a seamless customer and intermediary experience across OPM’s policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.

## Overview

To meet the needs and expectations of OPM’s diverse set of customers, offices across the agency must often work together to provide aligned policy, services, and oversight functions. According to some stakeholders both internal and external to the agency, OPM is challenged by the siloed nature of some of its operations, which leads at times to a disjointed experience for many customers and intermediaries who must interact with disparate parts of the agency that are perceived to be not always in sync with one another. In the second half of FY 2021, the average score for helpfulness of OPM human capital services in achieving human capital objectives was 4.31 out of 5. To break down such silos and advance holistic cross-agency efforts to serve agency customers, NAPA recommends that OPM adopt an integrated management framework as well as an integrated, strategic systems thinking approach.<sup>14</sup>

## Strategies

- Establish a customer experience infrastructure with the organizational power to coordinate agency efforts to create consistent, shared language, goals, and measures around customer experience, with the influence to require adherence
- Promote collaboration across programs when developing and issuing policy and providing guidance and services to agencies in a timely fashion
- Review and modify oversight evaluation methodology to incorporate strategic, data-driven, and performance-oriented evaluations that focus on Government-wide, systemic issues
- Create blended interpretation, technical assistance, consulting, learning, and oversight product and service offerings to meet agency needs across the talent lifecycle
- Deliver strategic support and guidance to agencies that are part of an expected, comprehensive catalog of services OPM typically provides

## Performance Measure

- Average score for helpfulness of OPM human capital services in achieving human capital objectives

## Contributing Organizations

- ES, HRS, MSAC, HCDMM, and OCIO



<sup>14</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).

# Objective 3.4 — Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.

## Overview

In interviews, multiple external stakeholders cited the need for OPM to develop a more user-friendly website so that agency partners and other customers could better leverage the wealth of information that OPM houses online. Likewise, NAPA advises that OPM revamp its website with a customer-centric focus while the GAO (19-35) has encouraged OPM to update resources and guidance more regularly for its various stakeholders across Government.<sup>15</sup> In 2018, the Congress passed the 21st Century Integrated Digital Experience Act to improve the digital experience of those served by Federal agencies by outlining new requirements and reinforcing existing ones for Federal public websites.

OPM recognizes that its main website OPM.gov does not always meet the needs and expectations of many of the customers that the agency serves and has an opportunity to transform it to a user-centric and user-friendly site. In FY 2022, OPM will implement survey items to measure and track user perceptions of the website's effectiveness. The target score of 4 represents agreement that the website helped users achieve their needs.

## Strategies

- Strengthen customer engagement with OPM stakeholders during design, requirements development, and testing to improve system quality and adoption
- Create an OPM Digital Governance Board to advance the creation, maintenance, and update of digital tools across the agency
- Increase employee education on human-centered design principles, plain language, privacy, and accessibility to facilitate the creation of clear and consistent website program content and digital tools
- Use human-centered design principles to create a site that is designed for external customers (rather than for OPM program offices), helps customers efficiently obtain the information they need, and creates opportunities for feedback
- Migrate to a cloud hosted OPM.gov platform to allow for elasticity as demand increases or decreases, delivering a positive customer experience during peak usage
- Implement a modern content management platform to update and maintain the content on OPM.gov more easily
- Establish a unified approach to the development and maintenance of web content

## Performance Measures

- Average effectiveness score
- Average ease score

## Contributing Organizations

- OCIO, OESPIM, HI, OCFO, and OC

<sup>15</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative](#).

<sup>16</sup> Government Accountability Office. (2018). [Federal Workforce: Opportunities Exist for OPM to Further Innovation in Performance Management \(GAO-19-35\)](#). Washington, DC.

# Goal 4

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Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points

## Overview

NAPA's recent report emphasized the need to elevate and support human capital as a strategic priority across the Federal Government.<sup>17</sup> As part of this effort, NAPA recommended that OPM pivot and refresh its approach to Federal human capital management — shifting from a compliance-oriented and reactive agency to one that is strategic and forward-leaning, focused on innovation, pilots, and best practices, and increasing the quality of and access to human capital data for agencies. GAO also indicated that OPM has the opportunity to explore how Artificial Intelligence and new technologies can strengthen human capital management — moving away from regulatory approaches to more innovative ones.<sup>18</sup>

<sup>17</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative](#).

<sup>18</sup> Government Accountability Office. (2018). [Artificial Intelligence: Emerging Opportunities, Challenges, and Implications: Highlights of a Forum Convened by the Comptroller General of the United States, March 2018 \(GAO-18-142SP\)](#). Washington, DC.

NAPA's recent report emphasized the need to **elevate and support human capital** as a strategic priority **across the Federal Government**.



# Objective 4.1 — Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.

## Overview

Stakeholders noted that OPM’s workforce had strong institutional knowledge and expertise, but the agency often did not promote innovative solutions to long-standing Federal human capital problems. OPM has the opportunity to shift culture from one perceived as focused solely on compliance to one also grounded in creativity, performance, learning, and an enterprise-wide approach. The Partnership for Public Service emphasized the importance of breaking down the aversion to risk and fear of failure.<sup>19</sup>

## Strategies

- Build leader mindsets, skills, and behaviors that foster innovation in offices, including senior leaders’ abilities to model professional vulnerability, risks, failures, and lessons learned
- Design forums that encourage cross-organizational communication and collaboration where OPM employees can interact with others and learn from creative leaders
- Reward or recognize employees and teams for innovation and creativity in a manner that celebrates attempts and positive outcomes

## Performance Measures

- Percent of OPM employees who agree that innovation is valued
- Percent of OPM leaders trained in innovation techniques

## Contributing Organizations

- OD and HRS



<sup>19</sup> Partnership for Public Service (2020) *A Roadmap to the Future: Toward a More Connected Federal Government*. Washington, DC.

# Objective 4.2 — Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.

## Overview

OPM's policy and oversight roles includes conducting hundreds of transactional approval and adjudicative activities such as approving individual dual compensation waiver requests, approving individual requests for voluntary retirement early authority or voluntary separation incentive payments, approving veterans passover requests, and reviewing individual job grading appeals. Although these requests for approval and adjudication are important to deter noncompliance with merit system principles, consultations with stakeholders revealed that some agencies found the process to be a pain point and expressed they have the expertise to appropriately address a number of decisions that are currently reserved to OPM. In its 2021 report, NAPA recommended that OPM adopt a more decentralized and risk-based

approach to executing these transactional approval and oversight responsibilities.<sup>20</sup> Specifically, NAPA recommended that OPM delegate, to the maximum extent possible, decision-making authorities to agencies, and conduct cyclical reviews to verify that appropriate actions were taken. OPM has the opportunity to consider whether some decisions reserved to OPM could be delegated to agencies in a risk-managed approach.

## Strategies

- Identify maximum number of low-risk transactional activities for which OPM is responsible that are appropriate for delegation to agencies, and delegate those that can be done administratively
- Collaborate with OMB and Congress to enact legislation to authorize OPM to delegate to agencies low-risk transactions that Congress authorized only OPM to carry out and OPM identified as appropriate for agencies to do
- Provide agencies guidance and optimal training to use in exercising delegations
- Evaluate agency use and compliance with laws, regulations, policies/procedures, and merit system principles

## Performance Measure

- Percent of low-risk delegations granted to agencies
- Percent of CHCOs who agree that OPM provides appropriate delegations to agencies
- Percent of low-risk delegations with errors identified through OPM or agency led evaluations

## Contributing Organizations

- ES, MSAC, SuitEA, CLIA, and HRS

## Associated Learning Agenda Questions

- Question 12. What strategies are effective in improving oversight efficiency and agency adherence to HR laws and policy guidance?

<sup>20</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative](#).

# Objective 4.3 — Expand the quality and use of OPM’s Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.

## Overview

Stakeholders indicated that OPM’s human capital data is a strategic and critical asset that the Federal human capital community could better leverage to identify Government-wide human capital insights, inform policy, and drive decisions. Additionally, several experts within the public and private sectors emphasized the importance of OPM using data to drive innovation and decision making within the Federal Government. NAPA noted that the agency has the opportunity to use Artificial Intelligence and automation to improve processes and reduce administrative burden on OPM and other agencies.<sup>21</sup> Additionally, stakeholders noted that OPM has the opportunity to facilitate data-sharing across agencies and with outside stakeholders on cross-cutting issues. According to the Deloitte Center for Government Insights, sharing data and building specialized data portals for stakeholders could facilitate and streamline

customer experience of citizens and enables data authentication between Federal agencies.<sup>22</sup> GAO also advocates that OPM and other Federal agencies study the role Artificial Intelligence will play on employment, workforce development, training, and retention.<sup>23</sup> The percentage of CHCOs who agreed that OPM provides agencies with high quality workforce data and information to be used in decision-making was 55 percent in FY 2022.

## Strategies

- Develop and advance an OPM enterprise data strategy using the Federal Data Strategy framework
- Advance data quality, timeliness, and accessibility of key data assets to internal and external customers
- Upgrade user interfaces, two-way data integration, and other capabilities of priority systems
- Expand accessibility of HR analytics via reports, tools and services that support critical external customer decision making for talent needs
- Build and expand OPM’s capacity to use advanced analytical tools and methods like Artificial Intelligence and Machine Learning in support of customer goals
- Improve OPM-wide data governance, including data privacy considerations, across all critical data efforts

- Develop the Human Capital Federal Information Business Framework and Human Capital Information Model to provide standardized human capital lifecycle functional, operational, and data components to the extent possible

## Performance Measures

- Percent of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used for decision-making
- Number of users of OPM’s publicly available human capital data sets/files
- Number of users of OPM’s human capital dashboards

## Contributing Organizations

- HCDMM, OCIO, ES, OC, HRS, and OESPIM

<sup>21</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).

<sup>22</sup> Deloitte Center for Government Insights (2021) [Government Trends 2021: Global transformative trends in the public sector](#).

<sup>23</sup> Government Accountability Office. (2018). [Artificial Intelligence: Emerging Opportunities, Challenges, and Implications: Highlights of a Forum Convened by the Comptroller General of the United States, March 2018 \(GAO-18-142SP\)](#). Washington, DC.



# Objective 4.4 — Improve OPM’s ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of leading practices across Government. By FY 2026, provide Federal agencies with 25 leading practices.

## Overview

To strengthen the agency’s role in Federal human capital leadership, stakeholders advised that OPM conduct more demonstration projects and pilot innovative practices related to work-life flexibilities, compensation, classification, and other areas. Additionally, NAPA recommended that OPM strengthen its ability to steer efforts that encourage and sustain innovation in Federal human capital management and reframe the agency’s role in Federal policy making to focus on Government-wide strategy, innovation, best practices, and lessons learned.<sup>24</sup> The National Commission on Military, National, and Public Service recommends that OPM explore more personnel demonstration-project authorities and expand demonstrated successes across the Federal Government.<sup>25</sup>

## Strategies

- Identify key human capital strategies through research and successful practices that support improvements across the human capital management lifecycle, which may include creating or amending policy and developing or amending guidance
- Improve the visibility and highlight the value of research programs and demonstration projects to boost Federal agencies’ awareness of these options
- Identify leading practices across Government and create a repository of leading practices for agencies to access on a designated portal

## Performance Measure

- Number of leading practices shared with Federal agencies

## Contributing Organizations

- ES, HRS, MSAC, CHCOC, and HCDMM

## Associated Learning Agenda Questions

- Question 13. Are OPM’s human capital policies and guidance achieving their intended outcomes?



<sup>24</sup> National Academy of Public Administration. March 2021. [Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative](#).

<sup>25</sup> National Commission on Military, National, and Public Service (2020). [Inspired to Serve: The Final Report of the National Commission on Military, National, and Public Service](#). March 2020. Washington, DC.

# **Objective 4.5 — Revamp OPM’s policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs by 8 percentage points.**

## *Overview*

External stakeholders and NAPA recommended that OPM re-orient how it develops policy – shifting from a reactive to a more proactive, timely, systematic, and inclusive approach.<sup>26</sup> OPM’s current approach largely involves reacting to legislation or Executive Orders by issuing regulations and policy guidance to help agencies implement these laws or Executive Orders. Stakeholders have noted that OPM should take the lead in developing policy – setting the legislative or regulatory agenda rather than just reacting to it – and focus on emerging and future workforce issues. Further, stakeholders have noted that the issuance of policy guidance is not always timely, and the policy development approach overlooked the needs of smaller agencies. The percentage of CHCOs who agreed that OPM’s policy approach was responsive to agency needs was 55 percent in FY 2022.

## *Strategies*

- Engage agency partners and stakeholders to collect input for the development of policies in human capital areas
- Develop processes to streamline internal OPM clearance
- Expand the agency’s overall competencies in regulatory development and analysis
- Empower a team led by a senior official(s) to track and coordinate policy development across OPM
- Develop processes to coordinate OPM’s internal policy development process with plans to socialize the policy with internal and external key stakeholders
- Systematize OPM’s ability to collect input from stakeholders and use evidence to inform and evaluate policy prioritization, development, and implementation
- Build higher level relationships between OPM leadership and leadership of other agencies and the White House to understand core talent priorities and concerns
- Strengthen OPM’s capacity to increase awareness and understanding of OPM policies and programs among key stakeholders and customers

## *Performance Measures*

- Percent of priority policy guidance issued by the deadline
- Percent of CHCOs who agree that OPM’s policy-making approach is responsive to agency needs

## *Contributing Organizations*

- ES, OD, OESPIM, OPM HR, OCFO, OC, CLIA, CHCOC, HI, and HCDMM

## *Associated Learning Agenda Questions*

- Question 13. Are OPM’s human capital policies and guidance achieving their intended outcomes?

<sup>26</sup> National Academy of Public Administration. March 2021. *Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative*.

# Objective 4.6 — Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.

## Overview

During stakeholder interviews and focus groups, stakeholders noted that Federal HR statutes and regulations are copious, complex, and rigid – and often create burdensome and low value reporting requirements on agencies. NAPA’s report *No Time to Wait: Building a Public Service for the 21st Century* points out that Federal HR statutes and regulations “have not had a thorough housecleaning in more than two generations.”<sup>27</sup> Additionally, NAPA also recommends that OPM implement risk-based, data-driven processes that reduce burdensome reporting. Recognizing that while some areas of Federal human capital management are governed by prescriptive statutes, Executive Orders, and regulations that require legislative action, OPM has the flexibility to make changes to streamline the Federal human capital system on its own in many areas through administrative action.<sup>28</sup> OPM’s role and expertise in advancing merit system principles provide an opportunity for streamlining regulations and reducing administrative burden in a responsible manner.

## Strategies

- Review Federal human capital regulations and guidance usage by agencies to identify high level strategic changes to streamline and simplify human capital management
- Determine what current regulations or guidance needs to be modified to be effective in reducing the burden on agencies, while upholding merit system principles

## Performance Measure

- Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies
- Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs

## Contributing Organizations

- MSAC, ES, OCFO, OPM HR, HRS, HCDMM, and CHCOC



<sup>27</sup> National Academy of Public Administration. (2017). *No Time to Wait: Building a Public Service for the 21st Century*. Washington, DC: Kettl, Aberbach, Hausser, Raadschelders, Sanders, & Soloway.

<sup>28</sup> National Academy of Public Administration. March 2021. *Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative*.





## Major Management Challenges and Priorities

OPM's major management priorities and challenges are reflected in Goal 2 to transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management.

- **Objective 2.1:** Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.
- **Objective 2.2:** Improve OPM's relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.
- **Objective 2.3:** Improve OPM's program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.
- **Objective 2.4:** Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.
- **Objective 2.5:** Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.
- **Objective 2.6:** Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM's Leaders Lead Score by 3 points.



# Learning Agenda and Capacity Assessment

## Evidence-Building

The practice of evidence-informed decision-making involves using the best available data and scientific evidence to make empirically supported decisions. OPM continues to enhance and integrate its use of evidence in all agency processes in accordance with the Foundations for Evidence-Based Policymaking Act of 2018. OPM used evidence to develop the FY 2022-2026 strategic plan and will continue to use evidence to inform the strategic plan's program strategies, monitor program performance, and evaluate the outcomes of programs, policies, and services.

To promote collection and use of evidence, OPM created an organizational [Learning Agenda](#), which is a set of evidence-building questions that, if answered, would improve the agency's efficiency and effectiveness. OPM's Learning Agenda is aligned with its FY 2022-2026 strategic plan and reflects the priorities of the Administration and the agency. OPM's Learning Agenda includes 13 broad learning questions that reflect OPM's research and evaluation priority domains. Each of these domains includes a set of specific research and evaluation questions that will be reviewed and prioritized on an annual basis.

To identify OPM's capacity for generating and using evidence, OPM conducted a holistic review of the agency's current use of evidence and its capacity for research, analysis, evaluation, and statistics. The findings are summarized in the [OPM Capacity Assessment](#), which provides insight on OPM's strengths and areas for improvement in increasing its evidence practice.





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