Annual Performance Report

Fiscal Year 2015

Contents

Message from the Director

Since I became Acting Director of OPM in July 2015, it has been my privilege to work with the agency's talented and dedicated workforce. It is an honor to serve at this agency, which is dedicated to recruiting, retaining and honoring a world-class workforce to serve the American people. This year we have placed significant focus on cybersecurity enhancements and responding to the malicious cyber intrusions of our systems. At the same time, OPM's workforce has remained committed to our other critical goals, and this report reflects the progress that we have made.

In FY 2015, OPM continued to lead many of the efforts that make up the People and Culture pillar of the President's Management Agenda. As part of our focus on improving employee engagement, we worked to increase use and access to *UnlockTalent.gov*, an online dashboard created to help agencies make data-driven decisions to increase engagement and satisfaction. OPM also helped to lead the charge on strengthening the Senior Executive Service, and will work over the course of FY 2016 to implement the President's Executive Order on this important issue released in late 2015.

We have made progress on several other strategic goals, including expanding access to important tools that are helping agencies to advance Government-wide diversity and inclusion efforts. Because of OPM's work, agencies can now use applicant flow data from past hiring actions to optimize recruitment efforts for future hiring in a way that draws from all segments of society. OPM also partnered with states to successfully administer the Multi-State Plan program established under the Affordable Care Act, thereby ensuring access to healthcare for many Americans. OPM has also continued to work to improve the quality and timeliness of background investigations of Federal employees and contractors. There is still work to be done in this area, and we are committed to making progress.

As we move forward, we will continue to take a data-driven approach to identify areas which require additional attention. As an agency, we are committed to continuous improvement in our service to the Federal workforce. I am proud of the impact we have had so far, and look forward to continuing to serve the Federal workforce and the American people with excellence in 2016.

PERFORMANCE HIGHLIGHTS

In FY 2015, we made progress on key priorities.

- *Leadership.* As part of the employee engagement index from the Federal Employee Viewpoint Survey (FEVS), 57.3 percent of Chief Human Capital Officer (CHCO) Act agencies increased their "Leaders Lead" scores, which reflect employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.

- *Engagement.* All CHCO Act agencies accessed the FEVS online reporting and analysis tool, which we developed to help agency leaders make data-driven decisions to improve engagement and satisfaction.

- *Diversity and Inclusion.* OPM made applicant flow data available to managers or human resource professionals Government-wide, who reviewed such data for 76.6 percent of USAJOBS hiring actions, an increase from 53 percent in FY 2014. Also, according to our latest data, in FY 2014, nearly 13 percent of the Federal workforce consisted of employees with disabilities, a larger percentage than at any time since we started record-keeping 34 years ago.

- *Healthier Americans.* In FY 2015, Federal Employees Health Benefits (FEHB) premiums increased 6.4 percent, less than private sector premium increases for comparable benefits. During the 2015 Open Season, the first opportunity to enroll in Self Plus One, more than 700,000 active employees and annuitants made a change, an increase of 63 percent over the previous year. For the Multi-State Plan program 2015 plan year, OPM contracted with plans to offer 179 individual plan options that consumers could purchase from the marketplace, as well as 33 options available through the Small Business Health Options Program. More than 400,000 Americans are served through the program.

- *Background Investigations.* Of 2.36 million investigations that OPM conducted in FY 2015, we determined that 99.9 percent met Federal investigation standards, exceeding our target of 99 percent.

OPPORTUNITIES FOR CONTINUED IMPROVEMENT

We are also working to improve our progress in a few key areas:

- *Background Investigations.* The time to complete initial national security investigations increased throughout FY 2015, with the fastest 90 percent taking 67 days, on average. OPM and its contractors increased field staff and backfilled vacant Federal positions, and we aim to meet the timeliness standards for background investigations set by the *Intelligence Reform and Terrorism Prevention Act of 2004*, while maintaining investigative quality.

- *Retirement Claims Processing.* While we fell short of our goal to process 90 percent of retirement cases within 60 days in FY 2015, processing 70.1 percent within the target time frame, we're focused on both internal process improvements and external outreach to other Federal agencies to meet the target. The agency has also embarked on major IT initiatives, which will result in improved operations in the long-term.

- *Cybersecurity.* OPM faced significant cybersecurity challenges in 2015. However, we have worked to implement significant improvements. In FY 2015, we implemented two-factor authentication (through the use of smart card technology) for all privileged users (system administrators, developers, and database administrators) and nearly all remote-access users. We will continue to expand the use of two-factor authentication for all users of OPM systems, including access to our business systems. In July 2015, OPM conducted a review to inventory all agency databases and identify high-value assets. We

are using this inventory to audit the databases for proper levels of encryption and to develop a plan of action and milestones to increase encryption where appropriate. In September 2015, the Infrastructure as a Service (also known as Shell) received authorization for initial operating capacity. This modern network was designed with enhanced security controls. OPM will continue enhancing the security of our information systems, with the implementation of Continuous Diagnostic and Mitigation tools, through a partnership with the Department of Homeland Security.

COMPLETENESS AND RELIABILITY OF PERFORMANCE INFORMATION

The performance information used by OPM in this report is complete and reliable, as defined by the *Government Performance and Results Modernization Act of 2010*. If there are instances where full and complete data for a measure are not available, these instances are noted, and final data will be provided in the next year's APR.

CONCLUSION

As the Federal Government's chief human resources agency and personnel policy manager, OPM plays an essential role in delivering high-quality services to the American people. We'll continue to focus on our performance results so that we may continuously improve while holding ourselves accountable for achieving the goals that we've set.

Beth F. Cobert
Acting Director
February 9, 2016

OPM OVERVIEW

As the Federal Government's chief human resources agency and personnel policy manager, OPM aspires to *Recruit, Retain and Honor a World-Class Workforce to Serve the American People* by directing human resources policy; promoting best practice in human resource management; administering retirement, healthcare, and insurance programs; overseeing merit-based and inclusive hiring practices within the civil service; and providing a secure employment process.

HISTORY

OPM's history began on January 16, 1883. On this date, 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 based on political affiliation or personal connections, a system known as the "spoils system," rather than one's knowledge, skills, and abilities. The newly established merit system ushered in a new era and created a competitive civil service, which emphasized an applicant's relative qualifications for the position being sought, after fair and open competition. Future President Theodore Roosevelt served as Civil Service Commissioner from 1889-95. His energetic and reform-minded outlook made him a strong proponent of the merit system as both Commissioner and later as U.S. President.

The next watershed date 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, including an office within the Board 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 personnel management of the civil service of the Government.

PROFILE

Ranked as one of the best places to work in the Federal Government, OPM operates from its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C., 20415, field offices in 16 locations across the country, and operating centers in Pennsylvania, Maryland, and Georgia. OPM's FY 2015 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled $1,927,195,220. In FY 2015, the agency had 4,937 full-time equivalent employees. OPM's discretionary budget authority, excluding the Office of the Inspector General, was $214,464,000.

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

PURPOSE AND SCOPE

The FY 2015 APR provides an overview of OPM's progress in implementing the strategies and achieving the goals in its FY 2014-FY 2018 Strategic Plan. The APR is issued concurrent with OPM's FY 2017 Congressional Budget Justification, 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 2015. The FY 2015 APR meets reporting requirements in the *Government Performance and Results Modernization Act of 2010*, which focuses on improving performance and accountability among Federal agencies, and guidance described in Office of Management and Budget (OMB) Circular A-11.

The report does not include performance information for additional Government-wide mandated or compliance functions supported by OPM or enabling structural capacity functions of OPM. These functions, which include executive direction and leadership, legal advice and representation, public affairs, and administrative operations, support the accomplishment of OPM's goals, but are not included in the strategic plan.

The strategies in OPM's Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency develops performance measures and targets aligned to these strategies. The targets indicate the agency's planned levels of performance, and were set based on the amount of resources requested for each strategy. 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, and a Summary of Performance and Financial Information (SPFI), an executive summary highlighting both financial and performance results. The SPFI is in a brief, user-friendly format that is easily understood by the public. All reports are available on the OPM website at ***https://www.opm.gov/about-us/budget-performance/performance/***.

Suggestions for improving this document can be sent to the following address:

U.S. Office of Personnel Management
Budget and Performance
Room 5416
1900 E Street NW
Washington, D.C. 20415
CFOPerformance@opm.gov

OPM'S STRATEGIC FRAMEWORK

In its pursuit of the nine strategic goals outlined in the agency's Strategic Plan for FY 2014-FY 2018, OPM will achieve its mission: *Recruit, Retain and Honor a World-Class Workforce to Serve the American People.*

The agency divides its strategic goals into two categories: management and program outcome goals. Management goals are focused on OPM's internal systems and processes, while the program outcome goals are focused on OPM's external responsibilities. Each goal is supported by implementation strategies, and the agency monitors the results of performance measures aligned to each strategy to track its progress towards achieving the goals in the Strategic Plan. OPM's Strategic Plan is available at ***https://www.opm.gov/about-us/budget-performance/strategic-plans/2014-2018-strategic-plan.pdf***. Performance and accountability at OPM begins with this plan.

VISION

The Federal Government will Become America's Model Employer for the 21st Century

MISSION

Recruit, Retain and Honor a World-Class Workforce to Serve the American People

VALUES

- **SERVICE** We pledge through our oath to encourage and support those who serve the wider public or community through their work as Federal employees.

- **RESPECT** We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.

- **INTEGRITY** We uphold a standard of transparency, accountability, and reliability. We conscientiously perform our operations to promote a Federal workforce that is worthy of the public trust.

- **DIVERSITY** We honor our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workforce.

- **ENTHUSIASM** We embrace our work and the challenges of the future with excitement, energy, and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of "yes we can."

- **EXCELLENCE** We fulfill our mission by providing relevant and timely products and superior customer service that reflect our commitment to collaboration and the highest standards of quality.

- **INNOVATION** We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

TABLE 1   Strategic Goals

Strategic Goal	Goal Statement
GOAL 1 **Diverse and Effective** **OPM Workforce**	Attract and engage a diverse and effective workforce.
GOAL 2 **Timely, Accurate, and** **Responsive Customer Service**	Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.
GOAL 3 **Evidence-Based Policy** **and Practices**	Serve as the thought leader in research and data-driven human resource management and policy decision-making.
GOAL 4 **Efficient and Effective** **Information Systems**	Manage information technology systems efficiently and effectively in support of OPM's mission.
GOAL 5 **Transparent and** **Responsive Budgets**	Establish responsive, transparent budgeting and costing processes.
GOAL 6 **Engaged Federal Workforce**	Provide leadership in helping agencies create inclusive work environments where a diverse federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.
GOAL 7 **Improved Retirement** **Benefit Service**	Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate retirement benefits.
GOAL 8 **Enhanced Federal** **Workforce Integrity**	Enhance the integrity of the Federal workforce.
GOAL 9 **Healthier Americans**	Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.

FY 2015 ORGANIZATIONAL STRUCTURE

OPM's divisions and offices and their 4,937 full-time equivalent employees implement the programs and deliver the services that enable the agency to meet its strategic goals. The agency's organizational structure consists of program divisions and offices that both directly and indirectly support agency mission. This section contains descriptions of each organization and the key roles and responsibilities it plays in contributing to the achievement of OPM's overall mission.

Office of the Director

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

- Office of the General Counsel
- Congressional, Legislative & Intergovernmental Affairs
- Office of Communications
- Executive Secretariat
- Planning & Policy Analysis
- Federal Prevailing Rate Advisory Committee
- Executive Director, Chief Human Capital Officer Council

Office of the Inspector General

Employee Services
- Pay & Leave
- Senior Executive Service and Performance Management
- Partnership & Labor Relations
- Veteran Services
- OPM Human Resources
- Recruitment & Hiring
- Strategic Workforce Planning

Retirement Services
- Retirement Operations
- Administrative Operations

Healthcare & Insurance
- National Healthcare Operations
- Federal Employee Insurance Operations
- Healthcare Program Development & Implementation

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

Federal Investigative Services
- Management Services
- External Affairs
- Quality
- Operations

Human Resources Solutions
- Center for Leadership Development
- Federal Staffing Center
- HR Strategy and Evaluation Solutions
- Administrative Law Judges Program
- Training and Management Assistance Program

OPM's organizations are categorized into five different types of offices: 1) executive offices, 2) mission support services, 3) program offices, 4) other offices, and 5) the Office of the Inspector General. These offices are detailed below:

EXECUTIVE OFFICES

- **The Office of the Director (OD)** provides guidance, leadership and direction necessary to make the Federal Government the model employer in the United States, and OPM its model agency. OD is the leadership of the U.S. Office of Personnel Management (OPM), the agency responsible for attracting and retaining an innovative, diverse and talented workforce to make the Federal Government a model employer for the 21st century. The Suitability and Security Clearance Reform Performance and Accountability Council's Program Management Office (PAC PMO) is also housed within the OD.

- **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 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 administration litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and thus benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for the Government-wide Hatch Act regulations, administers the internal agency Hatch Act and ethics programs and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review.

- **Congressional, Legislative and Intergovernmental Affairs (CLIA)** is the OPM component that fosters and maintains relationships with Members of Congress and their staff. CLIA accomplishes its mission by keeping informed of issues related to programs and policies administered by OPM. CLIA staff attends meetings, briefings, markups and hearings in order to interact, educate and advise agency, Congressional, State, Local and Tribal Governments.

- **Office of Communications (OC)** The 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 OC develops briefing materials for the Director, OPM officials and Congress for various activities and events. The OC also plans events that amplify the Administration's and OPM's key initiatives within the agency and Government-wide.

- **Office of the Executive Secretariat (OES)** is responsible for the administrative management and support for the Office of the Director, and other executive offices including coordination and review of agency correspondence, policy and program proposals, regulations and legislation. OES also manages the agency's international affairs program coordinating meetings and the transfer of information between OPM officials and foreign delegations.

- **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).

- **Office of Diversity and Inclusion (ODI)** examines policy options, Government-wide data trends, and employee survey findings that affect OPM's management of HR policy, as it relates to diversity and inclusion throughout the Federal Government. ODI develops comprehensive strategies to drive diversity and inclusion practices throughout the Federal Government and build a diverse and inclusive workforce, respecting individual and organizational cultures, while complying with merit principles and applicable Federal laws. ODI also designs and implements all required internal OPM diversity and inclusion efforts, to promote diversity management.

- **Office of Procurement Operations (OPO)** awards and administers several thousand contract actions and interagency agreements annually, with an estimated value of $1 billion. OPO provides acquisition support to OPM programs and also provides assisted acquisition services in support of other Federal agencies that require support under OPM contracts. OPO manages the agency suspension and debarment program, and supports the Small Business efforts for OPM in conjunction with public law, Federal regulations, and OPM contracting policies. The Acquisition Policy and Innovation function within OPO provides acquisition policy development and guidance agency-wide, and provides compliance and oversight over OPM's procurement program. OPO provides acquisition career management support and oversight for all Contracting Officers and Contracting Officer Representatives, and also manages and provides oversight of the Procurement 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** 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.

PROGRAM OFFICES

- **Employee Services (ES)** provides policy direction and leadership in designing, developing and promulgating Government-wide recruitment, pay, leave, performance management and recognition, leadership and employee development, work/life/wellness programs, strategic workforce planning and labor and employee relations systems and programs. OPM continued to support agencies' recruiting and hiring programs with tools, education and direct support. ES provides technical support to agencies regarding the full range of human resources management policies and practices, to include veterans' employment as well as the evaluation of their human resource programs. ES also manages the operation of OPM's internal human resources program.

- **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 their accounts, sending out 1099-Rs, surveying certain annuitants to ensure their continued eligibility to receive benefits, and other post adjudication activities.

- **Healthcare & Insurance (HI)** consolidates OPM's healthcare and insurance responsibilities into a single organization. This includes functions such as the Affordable Care Act's Multi-State Plan Option, OPM's

responsibilities to perform External Review of consumer complaints plus existing responsibilities for the Federal Employees Health Benefits Program (FEHBP), Federal Employee Group Life Insurance (FEGLI), Federal Long Term Care Insurance Program (FLTCIP), the Federal Employee Dental Vision Insurance Plan (FEDVIP), and Flexible Spending Accounts for Federal Employees (FSAFEDS). HI comprises National Healthcare Operations and Federal Employee Insurance Operations.

- **Merit System Accountability & Compliance (MSAC)** ensures through rigorous oversight that Federal agency human resources programs are effective and meet merit system principles and related civil service requirements. MSAC carries out this responsibility with a staff of employees in five field offices across the nation and in Washington, D.C. The three key components of the oversight and compliance programs are (1) Delegated Examining Unit Evaluations, (2) Large Agency Human Resources (HR) Evaluations, and (3) Small Agency HR Evaluations. MSAC also manages the classification appeals program, which provides Federal employees with an independent third-party review of their classification decisions and provides evidence as to whether agencies are technically accurate in the use of delegated classification and job grading authority. MSAC has Government-wide oversight of the Combined Federal Campaign and the Voting Rights programs. The mission of the Combined Federal Campaign is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees the opportunity to improve the quality of life for all. The Voting Rights Program provides observers to cover political subdivisions (counties, cities, etc., as determined by the Attorney General) to monitor and report on those elections designated by the Attorney General. Finally, MSAC manages OPM's Office of Internal Oversight and Compliance. The Office of Internal Oversight

and Compliance drives the resolution of audit recommendations, conducts program evaluations, and oversees the review of capital investments to strengthen OPM's risk management and operational performance.

- **Human Resources Solutions (HRS)** is a reimbursable organization offering a complete range of tailored and standardized human resources products and services designed to meet the unique and dynamic needs of the Federal Government. As such, HRS provides customer agencies with innovative, high quality Government-to-Government solutions to help them develop leaders, attract and build a high quality public sector workforce, and achieve long-lasting results. This includes recruiting and examining candidates for Administrative Law Judge positions for employment by Federal agencies nationwide, managing the Leadership for a Democratic Society program, automating the full range of Federal rules and procedures for external hires, developing specialized assessments and performance management strategies, and offering Federal customers an expedited procurement process to acquire mission-critical training.

- **Federal Investigative Services (FIS)'** mission is to ensure the Federal Government has a suitable workforce that protects national security and is worthy of the public trust. FIS is responsible for providing investigative products and services for over 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 Executive Orders and other rules and regulations. Over 95 percent of the Government's background investigations are provided by OPM.

MISSION SUPPORT SERVICES

- **Chief Financial Officer (CFO)** manages and oversees OPM accounting, billing, vendor payments, budgeting, strategic planning, performance, financial systems, travel, financial risk management, internal control and financial

policy functions which enable the agency to achieve its mission. CFO also ensures the completion of timely and accurate financial reports that improve decision making comply with Federal requirements and demonstrate effective management of taxpayer dollars.

- **Chief Information Officer (CIO)** develops the Information Resource Management Plan and defines the information technology vision and strategy to include information technology policy and security for OPM. CIO shapes the application of technology in support of the agency's strategic plan including the information technology that outlines the long term strategic architecture and systems plans for agency information technology capital planning. CIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as, project tracking at critical review points. CIO provides oversight of major information technology acquisitions to ensure they are consistent with the agency's architecture and the information technology budget, and is responsible for the development of the agency's information technology security policies. CIO directs the realization of the agency's information technology architecture to further architecture integration, design consistency, and compliance with Federal standards. CIO also works with other agencies on Government-wide projects such as E-Government, and develops long range planning 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, realty, safety, physical security and occupational health programs. FSEM provides personnel security and suitability and national security clearance determinations for OPM personnel and directs the operations and oversight of OPM's preparedness and emergency response programs. The organization also oversees publishing and printing management for

internal and external design and reproduction, including graphics design work.

OTHER OFFICES

- **Planning and Policy Analysis (PPA)** provides planning and analytical support to the Director and the agency. PPA assesses issues that affect OPM across the full array of human resources programs and benefits. A particular area of responsibility is the analysis of policy options, legislative changes and trends that affect OPM's management of health and retirement benefits for Federal employees. To assure benefits provide maximum value and are secure, the office conducts actuarial analyses, as well as statistical analyses using large databases such as the Enterprise Human Resources Integration – Statistical Data Mart (EHRI-SDM) (containing Federal employee data) and the Health Claims Data Warehouse. PPA develops and standardizes data analysis policies related to evidence-based decisions and practices. The Director of PPA also serves as OPM's Performance Improvement Officer.

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

OFFICE OF THE INSPECTOR GENERAL

- **Office of the Inspector General (OIG)** conducts comprehensive and independent audits, investigations, and evaluations relating to OPM programs and operations. It is responsible for administrative actions against healthcare providers that commit sanction able 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 corrective action.

FY 2015 MAJOR MANAGEMENT PRIORITIES, CHALLENGES AND RISKS

OPM faced a number of management issues and risks critical to the agency's mission delivery, and made progress on key priorities and challenges in FY 2015. The opportunities and risks presented by these issues informed agency decision-making, and will continue to require continuous monitoring and focus. OPM's Office of Inspector General (OIG) identified several challenges in FY 2014 that required senior leadership's ongoing attention in FY 2015. The OIG divided the challenges into two key types: environmental challenges that result mainly from factors external to OPM and may be long term or even permanent; and internal challenges, which OPM has more control over and which are likely short-term, temporary challenges.

The top environmental challenges identified by the OIG are:
- strategic human capital;
- Federal health insurance initiatives; and
- background investigations.

The internal challenges are:
- information system development;
- information security governance;
- security assessment and authorization;
- stopping the flow of improper payments;
- retirement claims processing; and
- procurement process for benefit programs.

In FY 2015, the OIG added the following challenges:
- data security,
- the Information Technology Infrastructure Improvement Project, and
- procurement process oversight.

This section describes key actions OPM took in FY 2015 to address these challenges.

STRATEGIC HUMAN CAPITAL

Veterans Employment Initiative

OPM advanced a number of actions to improve employment opportunities, including the establishment of the new Veteran Employment Performance Model for FY 2015-2017 and the Feds Hire Vets website. In FY 2014, the Executive Branch increased the percentage of veteran new hires to 33.2 percent. As a result of continued successes in hiring veterans, the OIG removed this initiative from its list of top challenges for FY 2015.

Closing Skills Gaps

The only aspect of strategic human capital management currently on the Government Accountability Office (GAO) high-risk list is regarding mission-critical skills gaps. In its FY 2015 report, GAO notes that, over the last few years, OPM has taken important steps that will better position the Government to close current and emerging critical skills gaps. Further, GAO notes that OPM partially met four of the five high-risk criteria by demonstrating a leadership commitment to address the issue, developing capacity and action plans outlining appropriate strategies, as well as taking the initial steps to monitor their progress. However, GAO suggests that OPM, the Chief Human Capital Officers (CHCO) Council, and agencies will need to implement specific strategies and evaluate their results to demonstrate progress on addressing critical skills gaps. As detailed below, OPM has engaged in many significant activities to address mission-critical skills gaps, which has enabled the agency to successfully address most of the high-risk criteria, and has put OPM on path toward fully addressing the skills gap challenge.

Throughout FY 2015, OPM has led and supported the CHCO Council's formal Executive Steering Committee for Skills Gaps. The group has worked collaboratively to reassess the Government-wide occupations that should be the focus for ongoing skills gaps efforts, which led to a multi-factor model. Each member of the CHCO Council provided a representative to serve as OPM's point of contact for the closing skills gaps initiative, and each contact worked with OPM to understand how the multi-factor model would be implemented. The contacts were responsible for working with their agency to apply the data into the factor model. OPM's data-driven approach to identifying the Government-wide skill gap areas is also based on the use of environmental scanning, and in FY 2015, Environmental Scan Execution Teams comprised of inter-agency representatives accomplished the scan.

OPM has also worked collaboratively with occupational leaders representing the current group of Government-wide Mission Critical Occupations, leading a community of practice. To proactively address growing skills gap in mission critical areas, OPM has sought to pursue strategic partnerships with higher education institutions to provide self-funded educational opportunities to Federal employees.

In an effort to close skills gaps and professionalize the Government-wide HR workforce, OPM and the HR Skills Gaps Executive Steering Committee have continued working towards implementing a comprehensive HR credentialing program through HR University (*.gov*). The Committee, with OPM staff support, has designed a two-pronged approach to enhance agency participation in HRU, while assuring the curriculum provides valuable learning resources and developmental opportunities.

OPM focused on the challenge to closing skill gaps by implementing its Agency Priority Goal for FY 2014-2015, which aimed to have more than 95 percent of HR professionals register in HR University. As of the end of FY 2015, 98.8 percent of the HR workforce was enrolled, exceeding the target. OPM contributed to increased HRU registration rates through new training opportunities and resources on HRU, enhancements to the HRU user experience, collaboration with HRU Ambassadors across the Federal Government, and meetings with internal OPM program offices to encourage sharing of successful practices and fresh content on *HRU.gov*.

Mentoring is a critical ingredient of workforce development, and OPM is partnering with Federal agency mentoring program leads to create a Government-wide Mentoring Hub. The Hub

partnered with Federal Executive Boards and other Federal agencies in FY 2014 and FY 2015 to host flash/situational mentoring events. Also in FY 2015, the interagency work group piloted three components of the Hub: mentor pool database, mentoring toolkit, and training components.

Phased Retirement

Following OPM's publication of final regulations implementing phased retirement in August 2014, the agency began accepting applications in November 2014. As part of the rollout, OPM designed and issued a variety of instructional materials, FAQs, and comprehensive implementation/operational guidance, and provided training to agencies to support them in understanding how this tool can be used as part of their workforce planning, retention, and knowledge transfer strategy.

FEDERAL HEALTH INSURANCE INITIATIVES

Federal Employees Health Benefits Program (FEHBP)

Program-wide Claims Analysis / Health Claims Data Warehouse

OPM has made a significant investment in the effort to build an analytical and research Health Claims Data Warehouse, which will help to fulfill the agency's administrative responsibility of ensuring the FEHBP participants receive quality healthcare services while controlling the costs of premium increases. OPM's Planning and Policy Analysis has developed the internal expertise necessary to develop the warehouse by hiring health economists and program analysts with experience in the healthcare industry to develop the requirements and aid in the design of the warehouse. The agency has also contracted with an experienced contractor to perform the technical development.

Prescription Drug Benefits and Costs

OPM continuously strives to ensure its prescription drug benefit is competitive and cost effective. As another vehicle to affect potential cost savings and quality oversight, OPM has supported legislation that would allow OPM to

have the statutory authority to conduct further analysis on direct contracting with Pharmacy Benefit Managers. Meanwhile, OPM has partnered with carriers to ensure the effective use of prescription drugs while managing drug costs, and continues to work with health plans to expand the population covered in plans that offer effective cost saving programs.

Medical Loss Ratio Implementation and Oversight

OPM's Office of the Actuaries closely monitors the FEHB Medical Loss Ratio methodology, and documents each year's ratio for each FEHBP plan and the associated penalties or credits in a formal letter. The Office works closely with OPM's Office of the Chief Financial Officer to confirm that proper accounting for Medical Loss Ratio credits and penalties is established to ensure both disbursement and receipts of Ratio transactions are appropriately and accounted for and documented.

Health Benefit Carriers' Fraud and Abuse Programs

In response to recent OIG audits, OPM examined its practices and procedures and made several changes to strengthen its existing Fraud, Waste, and Abuse (FWA) monitoring and enforcement. In FY 2015, among other actions, OPM partnered with the OIG to resolve open fraud-related audit recommendations; issued consolidated FWA guidance for FEHB Carriers and amended the FEHB contracts to include new requirements; worked with the OIG, representatives from Audit Resolution, and the Health Insurance Groups to conduct a Healthcare and Insurance FWA Education Session on the FWA requirements; and worked with the OIG, staff from Audit Resolution, and Program Analysis and System Support to create checklists for the Contract Specialists to use as they reviewed the annual FWA reports.

Affordable Care Act

OPM remains committed to addressing the management challenges to the Multi-State Plan (MSP) Program, a relatively new line of business for the agency. It has developed

a better understanding of complex laws and regulations governing the Affordable Care Act, as well as State healthcare; published a final rule on the MSP Program (available at *http://www.gpo.gov/fdsys/pkg/FR-2015-02-24/pdf/2015-03421.pdf*); worked closely with the OMB and Department of Health and Human Services on implementation; conducted outreach to stakeholders; re-organized National Healthcare Operations' structure in June 2015 to organize workflow and align the teams to the specific functions they are to perform based on changing responsibilities; assessed internal controls and risks to achieving the mission of the MSP Program; and created an oversight program, which included hosting its first meeting of the MSP Program Advisory Board in July 2015 to exchange information, ideas, and recommendations regarding OPM's administration of the MSP Program.

BACKGROUND INVESTIGATIONS

Since September 2014, when OPM informed one of its contractors of its decision not to exercise options to renew its contracts for background investigation and support services work, OPM has taken multiple actions to increase its capacity to meet its background investigative workload. The agency hired approximately 120 new field investigators, hired approximately 30 retired annuitants to execute fieldwork training and other investigative support work, and executed a contract to support the Federal investigative staff in the caseload-rich Washington, DC area. In addition, OPM has worked closely with its remaining contractor as they increased their resources and improve their processes and productivity to improve their capacity. Since FY 2015, OPM has been making plans to hire additional Federal investigative staff and execute a contract for additional 'surge' investigative contractor support. Further, OPM will continue to work closely with its current background investigation and support services contractors as they increase their resources and improve their processes and productivity.

In October 2014, in accordance with the Government-wide phased implementation plan, OPM implemented the Tiers 1 and 2 investigation products that improve the quality of investigations by providing more information to decision-makers for suitability and credentialing determinations. The new products are based on the 2012 Federal Investigative Standards that OPM and the Director of National Intelligence jointly issued in December 2012. To further support quality vetting, in FY 2015, OPM implemented the national training standards for background investigators and suitability adjudicators.

In January 2015, the OPM Director and Director of National Intelligence, in their roles as the Suitability and Security Executive Agents, signed the new Government-wide quality standards to facilitate improved delivery of consistent, high quality background investigations by all Federal providers as well improve the reporting of quality assessments Government-wide. In June 2015, OPM and the Office of the Director of National Intelligence jointly published a rule that provides clarifying guidance to agencies regarding the designation of national security positions so that individuals are investigated at the appropriate level. Also in FY 2015, OPM collaborated with the Office of the Director of National Intelligence Assessment Program to conduct oversight audits on seven agencies that have been delegated authority to conduct their own investigations and developed recommendations for improvement.

Performance results related to background investigations are addressed in detail in the Strategy 8.01 section of this report.

INFORMATION SYSTEM DEVELOPMENT

OPM recognizes the challenges posed by decentralized oversight over system development activities at the agency and the need for strong governance and project management skills. OPM is addressing this issue holistically through the IT leadership and governance component outlined in the Strategic IT Plan. IT leadership will support the governance of IT investments through engaged oversight.

Further, OPM will conduct In-Process Reviews quarterly for all major programs and non-major programs that exceed $1 million. In addition, the Chief Information Officer will conduct annual reviews on a sample of non-major programs on a five year cycle so that every non-major program under $1 million will be reviewed at least once every five years. This approach strikes a balance between the need for proper oversight and controls with the cost associated with expending scarce technical resources.

INFORMATION SECURITY GOVERNANCE AND SECURITY ASSESSMENT AND AUTHORIZATION

In FY 2015, OPM implemented improvements related to information security governance. These changes include the hiring of eight additional Information System Security Officers to support the centralization of the security management structure under Office of the Chief Information Officer (OCIO), bringing the total to 12. With these positions filled, the Officers' security responsibility now covers 100 percent of OPM's information systems. The OCIO has begun an effort to aggressively close audit findings.

Between FY 2007 and FY 2014, the OIG identified a total of 191 findings. Of those 191 findings, 80 findings were repeated in subsequent years from an originally identified finding and 111 were unique. Prior to October 1, 2014, OPM closed 130 (68 percent) of the 191 total findings and 81 (73 percent) of the 111 unique findings. As of October 1, 2014, OPM had 61 total open findings, of which, 30 were unique. As of October 1, 2015, OPM remediated and the OIG closed 17 (28 percent) of the total findings and 9 (30 percent) of the unique findings that were open at the beginning of the fiscal year, or 77 percent of total findings and 81 percent of unique findings since FY 2007.

Also in FY 2015, the OCIO expanded the Security Operations Center that provides continuous centralized support for OPM's security incident prevention / management program. The Center deployed multiple tools to strengthen the security of the overall environment.

Among other actions, OPM:

- enforced the use of the Personal Identity Verification card for authentication to the network for 100 percent of Privileged Users and 97 percent of Unprivileged Users;

- improved endpoint protection to detect and prevent malicious and unauthorized software from installing and running on endpoints and servers;

- implemented Network Access Control to detect and limit unauthorized access from devices that do not meet OPM's policy;

- initiated inspection of inbound and outbound network traffic to audit and monitor encrypted malicious traffic; and

- implemented anti-phishing and anti-malware inspection and prevention of email traffic.

Further, OPM has updated the continuous monitoring strategy document that provides a high-level strategy for the implementation of information security continuous monitoring, and continues to work towards full implementation.

STOPPING THE FLOW OF IMPROPER PAYMENTS

OPM continues to make progress in efforts to reduce the extent and rate of improper payments and to recover an increasing percentage of improper payments. In FY 2015, the improper payment rates for Retirement and the FEHBP were well below the 1.5 percent threshold prescribed by OMB. OPM will continue to strive for further reductions based on cost-effective improvements, and planned and ongoing improvements are described in detail in OPM's FY 2015 Agency Financial Report.

RETIREMENT CLAIMS PROCESSING

OPM is responsible for processing more than 100,000 retirement applications a year for Federal employees, and continues to implement the core components in the Retirement Services strategic plan, including people; productivity and process

improvements; partnering with agencies; and partial, progressive information technology improvements. When the strategic plan was released in January 2012, the inventory was 61,108 claims, and has been reduced to 14,706, as of the end of FY 2015.

OPM typically receives a surge of retirement claims at the beginning of the calendar year. In FY 2015, the surge included approximately 30,000 new claims, exceeding projections and stretching from January into February. In previous years, OPM has hired additional staff at the beginning of the fiscal year to offset the increased workload. Due to resource constraints, OPM was not able to use this approach in FY 2015. Still, OPM remains committed to providing accurate and timely processing of retirement claims by making internal and external process improvements.

Performance results related to the retirement processing system are addressed in detail in the Strategy 7.03 section of this report.

PROCUREMENT PROCESS FOR BENEFIT PROGRAMS

OPM takes its stewardship responsibilities seriously and Healthcare & Insurance administers the FEHB and Individual Benefits and Life insurance programs in collaboration with the agency's program office, policy, contracting, and actuarial and legal stakeholders, obtaining consensus from agency leadership when making key changes and decisions.

DATA SECURITY

In July 2015, OPM conducted a review to inventory all agency databases and identified high value assets. The agency is using this inventory to audit the databases for proper levels of encryption and develop a plan of action and milestones to increase encryption where appropriate. In September 2015, the Infrastructure as a Service (also known as Shell) received authorization for initial operating capacity. This modern network was designed with enhanced security controls. OPM will continue enhancing the security of its information systems, with the implementation

of Continuous Diagnostic and Mitigations tools, through a partnership with the Department of Homeland Security.

INFORMATION TECHNOLOGY INFRASTRUCTURE IMPROVEMENT PROJECT

OPM's Infrastructure Improvement Project represents an aggressive effort by the agency to modernize IT infrastructure and further strengthen security capabilities. OPM will continue to work with the OIG to execute this project efficiently, effectively and in compliance with applicable law, guidance and best practices, as appropriate. OPM is planning to complete its assessment of the scope of the migration process within the next several months. Further, OPM will assess the level of effort to complete the migration process and the estimated costs of the migration process. These two assessments are essential to the migration process, and all phases of the information technology protocol assessment. OPM is also engaged in implementing the project management processes required by OMB.

PROCUREMENT PROCESS OVERSIGHT

The OIG added this challenge in FY 2015 due to recent events, such as the procurement oversight for the contract awarded to mitigate the impact of the data breaches on affected individuals. The OIG identified lack of proper management oversight and supervision, and contracting files not in compliance with the Federal Acquisition Regulation as two of the key areas in need of improvement.

OPM's Office of Procurement Operations has taken significant steps to address this challenge, including awarding a contract to an outside firm to conduct an independent assessment of OPM's procurement operations; requesting and receiving approval for additional hires; establishing a new office in Philadelphia to address turnover experienced in Washington, DC; reviewing OMB benchmarking results for similarly situated contracting offices to assess performance and staffing; creating and filling new senior positions to support procurement

policy development and compliance/oversight functions; developing and issuing new policy and internal guidance; implementing a re-organization removing contracting from Facilities, Security, and Contracting to elevate the office; developing updated draft IT security clauses, in conjunction with the OPM Office of the Chief Information Officer; developing and leveraging partnerships with the General Services Administration; conducting a training and certification assessment of all acquisition professionals in OPM; submitting and receiving approval to fund contract system training to Office of Procurement Operations staff; and awarding a contract to provide surge contracting support in support of critical areas.

CROSS-AGENCY PRIORITY GOALS

Cross-Agency Priority (CAP) Goals address the longstanding challenge of tackling horizontal problems across vertical organizational silos. These goals are a tool used by senior leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies. These goals are established or revised every four years based upon nominations solicited by OMB from Federal agencies and several Congressional committees.

OPM is a co-leader of two CAP Goals:

(1.) People and Culture   (2.) Insider Threat and Security Clearance Reform

CAP Goal	Related OPM Strategies
People and Culture	1.01, 1.02, 1.03, 2.04, 3.03, 3.04, 6.01, 6.02, 6.03, 6.04, 8.02, 8.04
Insider Threat and Security Clearance	1.02, 4.04, 5.02, 8.01

People and Culture

OPM is a co-leader of the Cross-Agency Priority Goal for People and Culture, and agency staff is directly involved in activities to achieve it. OPM is leading efforts to drive greater employee engagement, build a world-class Federal management team, and enable agencies to recruit and hire the best talent. OPM will continue to direct resources to support this work, in developing USA Hire assessments, and as the Federal Government leader of human capital category management. The agency is also seeking Government-wide partners and funding to develop an intelligent hiring planning tool.

To increase employee engagement, Federal Government leaders are setting clear goals and conducting regular data-driven reviews to identify agency components and offices where improvements in employee engagement are required. Senior executives are being held accountable for improvement; data is disseminated to managers and organized for action; and agencies are motivated to increasingly adopt evidence-based practices. Each agency has named a Senior Accountable Officer (SAO) to lead efforts to improve employee engagement. Senior representatives from OPM, OMB and the Presidential Personnel Office are engaging with each SAO to learn more about individual agency efforts and to share best practice from other agencies.

The Federal Employee Viewpoint Survey (FEVS), administered by OPM each year, provides the employee feedback from which the employee engagement index is derived. OPM has worked diligently over the last several years to broaden the impacts of the FEVS by: 1) expanding the reach of the survey by ensuring agencies provide lower-level organizational breakouts; 2) greatly increasing the number of component and office level reports available to agencies; 3) improving the functionality of the FEVS Online Reporting and Analysis tool which enables agencies to analyze their results at various levels; 4) creating *UnlockTalent.gov*, a data visualization tool that displays FEVS results in ways that facilitates senior leaders' understanding; and 5) increasing the number of special reports and analysis focusing on the experiences of specific sub-populations such as veterans, millennials, women, and Lesbian, Gay, Bisexual and Transgender (LGBT) populations. The increased availability of FEVS results and the expanded number of reports and analysis provide agency managers and leaders with the information they need to develop targeted strategies to address conditions that lead to improved employee engagement and performance.

OPM will continue to lead efforts to implement reforms to modernize executive recruitment, hiring, development, and accountability mechanisms to benefit the management of most federal programs. This includes strengthening executive ownership of strategic recruitment for Senior Executive Service (SES) and ensuring agencies are integrating executive recruitment and leadership into a cohesive talent and development plan; streamlining the career SES hiring process to help reduce time to hire, reduce any unnecessary burden on applicants, and enhance the Qualifications Review Board process; establishing agency talent and succession management processes to provide organizational visibility into current and emerging talent across the enterprise; enhancing SES development by supporting effective onboarding, continual learning, strategic rotational experiences, and assessment approaches; and improving SES accountability and recognition for high performance.

To support agencies' efforts to recruit and hire highly-qualified talent, OPM will continue to lead efforts to ensure HR professionals have requisite training and skills to effectively support agency human capital programs. OPM will also support a Government-wide hiring excellence campaign designed to provide robust guidance and tools to agency hiring managers and HR staff, training and education to help "untie the knots" in the hiring process, and support flexible, but merit-based hiring approaches and reforms to improve agencies ability to recruit and hire top talent.

Insider Threat and Security Clearance Reform

OPM is also a co-leader of the Cross-Agency Priority Goal concerning prevention of Insider Threats and Security Clearance reform.

The Federal Government works to mitigate the inherent risks posed by personnel with access to cleared facilities, systems, and other personnel. To achieve this objective, agencies work through the Performance Accountability Council to achieve the following:

- *Develop Insider Threat Programs*: Ensure compliance with national insider threat policies, to include establishing an insider threat program that meets the established minimum standards.

- *Improve Oversight and Quality of Background Investigations*: Improve oversight to ensure investigations and adjudications meet Government-wide quality standards.

- *Eliminate Backlog of Reinvestigations*: Drive adherence to existing security and suitability reinvestigation timeliness guidelines,

prioritizing submissions based on risk, and increasing the frequency of reinvestigations for high risk populations.

- *Improve Automation*: Increase the availability and usage of automation to access information relevant to suitability and security background investigations.

- *Share Adverse Information*: Ensure internal and external processes exist for sharing reported adverse information.

- *Enhance Security Culture*: Ensure awareness training and reporting mechanisms exist for early detection of actions and behaviors of concern, and establish performance accountability for security for all personnel.

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

OPM also currently contributes to the following CAP Goals: Customer Service, Smarter IT Delivery, Open Data, Benchmarking and Improve Mission-Support Operations, and Strategic Sourcing. Per the *Government Performance and Results Modernization Act* 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* for the agency's contributions to these goals and progress where applicable.

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 2014-FY 2015 are as follows:

APG	Related OPM Strategies	Measures
1. Retirement claims processing improvements	Strategy 7.02	• Claims inventory • Percent of retirement claims processed within 60 days • Relative ratio of complete retirement submissions versus incomplete cases
2. Improve the Oversight and Quality of Background Investigation Processing	Strategy 8.01	• Percent of investigations determined to be quality complete • Average number of days to complete the fastest 90 percent of all initial national security investigations • Average number of days to complete the fastest 90 percent of initial Secret national security investigations • Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations
3. FEHB Accountability	Strategy 9.02	• Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits • Percent of FEHBP enrollees satisfied vs. health industry standard • Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits • Percent of adults receiving flu shots based on CAHPS Effective Care
4. Closing the Skills Gap for the HR Workforce	Strategy 8.03	• Percent of HR University workforce (GS-201s/203s) registered for HR University
5. Promote Diversity and Inclusion	Strategy 1.01	• Percent of OPM managers trained on the use of the New IQ learning techniques • Percent of managers that have employed techniques from the New IQ • Percent of USA Staffing® hiring actions for which OPM managers reviewed applicant flow data • Percent of USAJOBS hiring actions for which managers and/or Human Resources Government-wide reviewed applicant flow data

The APGs are areas where OPM wants to achieve near-term performance acceleration through focused senior leadership attention. For the APG goal statements, performance indicators, including targets and actual results, and progress updates that explain FY 2014-2015 achievements, as well as significant challenges that OPM encountered, please refer to the section of this report detailing performance for the related strategies, described above. For more information on APGs across the Federal Government, including the newly published goals for FY 2016-FY 2017, please refer to *Performance.gov*.

SUMMARY OF PERFORMANCE RESULTS

In this section, OPM summarizes the performance results for each strategy in its FY 2014-2018 Strategic Plan. OPM gauges its progress towards implementing each strategy using one or more performance measures or, in instances where the agency cannot express a performance goal in a quantifiable form, with milestones.

The agency compares actual performance to targets. *Contextual* measures are highly influenced by external factors and, therefore, OPM has not set targets. In other instances, noted with the phrase *Establish Baseline*, measures are new and there is no baseline data, so OPM has deferred setting firm targets until enough data can be collected to be confident of setting a plausible target that is both ambitious and achievable. Further, OPM selected some of the included measures after the beginning of FY 2015, so the agency did not set FY 2015 targets, but has set FY 2016 targets, noted with the phrase *Target Set for FY 2016*.

While the agency aims for reasonable consistency in its performance measures over time so that it can examine performance trends and determine whether actions are having the desired impacts, some measures are being discontinued in FY 2016 as part of OPM's efforts to continuously improve its performance measurement. These instances are noted in the FY 2016 target fields. For replacement measures, please refer to OPM's FY 2017 Congressional Budget Justification on the OPM website at *https://www.opm.gov/about-us/budget-performance/budgets/#url=Congressional-Budget-Justification*.

The tables that follow display performance results, ordered by strategic goal, for FY 2011-FY 2015. FY 2011-FY 2013 results precede the current strategic plan, but are included to show long-term trends. Trends are displayed in small charts that show the FY 2011-FY 2015 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 dramatic, and 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 targets were not met, describes plans for improvement.

SUMMARY OF AGENCY PRIORITY GOAL PERFORMANCE RESULTS

OPM's key performance results for FY 2015 are summarized in the table below. The key results reflect OPM's progress towards achieving the Agency Priority Goals, which are priority areas where OPM aimed to achieve performance acceleration in FYs 2014 and 2015 through focused senior leadership attention. Please refer to the specific table numbers referenced below for additional details, including explanations of the results.

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
1.01A	Percent of OPM managers trained on the use of the New IQ learning techniques	N/A*	N/A*	N/A*	82%	86.7%	≥ 98%	Not Met	Discontinued	
1.01B	Percent of managers that have employed techniques from the New IQ	N/A*	N/A*	N/A*	N/A*	76.9%	≥ 80%	Not Met	Discontinued	
1.01C	Percent of USA Staffing® hiring actions for which OPM managers reviewed applicant flow data	N/A*	N/A*	N/A*	82.1%^	66.1%	≥ 95%	Not Met	≥ 75%	
1.01D	Percent of USAJOBS hiring actions for which managers and/ or Human Resources Government-wide reviewed applicant flow data	N/A*	N/A*	N/A*	53%	76.6%	≥ 25%	Met	≥ 75%	
7.02F	Claims Inventory	N/A*	41,176^	17,719^	12,767	14,706	≤ 13,142	Not Met	Discontinued	
7.02G	Percent of retirement claims processed within 60 days	N/A*	N/A*	N/A*	79%	70.1%	≥ 90%	Not Met	≥ 90%	
7.02H	Relative ratio of complete retirement submissions versus incomplete cases	82%	85%	92%	84%	87.7%	≥ 85%	Met	≥ 90%	
8.01A	Percent of investigations determined to be quality complete	99.9%	99.9%	99.8%	99.9%	99.9%	≥ 99%	Met	≥ 99%	
8.01B	Average number of days to complete the fastest 90 percent of all initial national security investigations	40	36	35	35	67	≤ 40	Not Met	≤ 40%	

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
8.01C	Average number of days to complete the fastest 90 percent of initial Secret national security investigations	N/A*	N/A*	N/A*	30	58	≤ 40	Not Met	≤ 40%	
8.01D	Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations	N/A*	N/A*	N/A*	75	147	≤ 80	Not Met	≤ 80%	
8.03C	Percent of HR University workforce (GS-201s/203s) registered for HR University	N/A	N/A	N/A	80%	98.8%	≥ 95%	Met	Discontinued	
9.01	Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits	3.8%	3.4%	3.7%	3.7%	6.4%	≤ Industry Standard	Met	≤ Industry Trend	
9.02B	Percent of FEHBP enrollees satisfied vs. health industry standard	76%	78%	79.2%	82%	72.9%	≥ Industry Standard	Met	≥ Industry Trend	
9.02D	Percent of adults receiving flu shots based on CAHPS Effective Care	N/A*	52%	53%	50%	49%	Contextual	Contextual	Contextual	
9.02E	Percent of plans with timely prenatal care above the national commercial 50th percentile	N/A*	N/A*	43.4%	39.8%	41%	Target Set for FY 2016	Target Set for FY 2016	>39.8%	

*N/A – Not Available – no data available for this period.
^FY 2012 and FY 2013 results revised in FY 2016.

SUMMARY OF ALL PERFORMANCE RESULTS BY STRATEGIC GOAL

OPM's complete performance results for FY 2015 are summarized in the tables below. In addition to the key performance results highlighted above, these tables include the results for all other measures that OPM used to gauge its progress towards implementing the strategies in its FY 2014-FY 2018 Strategic Plan. Please refer to the specific table numbers referenced below for additional details, including explanations of the results.

Strategic Goal 1: Attract and engage a diverse and effective OPM workforce

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
1.01A	Percent of OPM managers trained on the use of the New IQ learning techniques	N/A*	N/A*	N/A*	82%	86.7%	≥ 98%	Not Met	Discontinued	
1.01B	Percent of managers that have employed techniques from the New IQ	N/A*	N/A*	N/A*	N/A*	76.9%	≥ 80%	Not Met	Discontinued	
1.01C	Percent of USA Staffing® hiring actions for which OPM managers reviewed applicant flow data	N/A*	N/A*	N/A*	82.1%^	66.1%	≥ 95%	Not Met	≥ 75%	
1.01D	Percent of USAJOBS hiring actions for which managers and/ or Human Resources Government-wide reviewed applicant flow data	N/A*	N/A*	N/A*	53%	76.6%	≥ 25%	Met	≥ 75%	
1.02B	OPM's Federal Employee Viewpoint Survey Engagement Index score	72%	71%	72%	72%	71.1%	Target Set for FY 2016	Target Set for FY 2016	73%	
1.02C	Overall New IQ score	63%	63%	64%	64%	64.0%	Target Set for FY 2016	Target Set for FY 2016	66%	
1.03A	Percent of employees participating in corporate training opportunities	N/A*	N/A*	N/A*	28%	94.9%	≥ 50%	Met	30%	
1.03B	Percent of employees satisfied with the opportunity to improve their skills as reported in the Employee Viewpoint Survey	66%	63%	65%	62%	64.0%	Target Set for FY 2016	Target Set for FY 2016	65%	

*N/A – Not Available – no data available for this period.

Strategic Goal 2: Provide timely, accurate and responsive service that addresses the diverse needs of our customers

| Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
2.01A	Percent of OPM employees and contractors who took the online customer service training	N/A*	N/A*	N/A*	N/A*	22.0%	Establish Baseline	Establish Baseline	Establish Baseline	
2.01B	Percent of external-facing program offices meeting their customer satisfaction score targets	N/A*	N/A*	N/A*	N/A*	43.8%	Establish Baseline	Establish Baseline	Establish Baseline	
2.02A	Percent of external-facing program offices measuring their customer service accuracy	N/A*	N/A*	N/A*	N/A*	25.0%	Establish Baseline	Establish Baseline	Establish Baseline	
2.02B	Percent of external-facing program offices measuring their customer service responsiveness	N/A*	N/A*	N/A*	N/A*	31.3%	Establish Baseline	Establish Baseline	Establish Baseline	
2.02C	Percent of external-facing program offices measuring their customer service timeliness	N/A*	N/A*	N/A*	N/A*	37.5%	Establish Baseline	Establish Baseline	Establish Baseline	
2.03	Percent of Strategy 2.03 milestones from the Customer Experience Strategic Plan completed	N/A*	N/A*	N/A*	N/A*	37.5%	Target Set for FY 2016	Target Set for FY 2016	≥ 10%	
2.04	Percent of Strategy 2.04 milestones from the Customer Experience Strategic Plan completed	N/A*	N/A*	N/A*	N/A*	50.0%	Target Set for FY 2016	Target Set for FY 2016	≥ 10%	

*N/A – Not Available – no data available for this period.

Strategic Goal 3: Serve as the thought leader in research and data-driven human resource management and policy decision-making

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
3.02A	Number of user accounts on the Federal Viewpoint Survey Online Reporting and Analysis Tool	N/A*	567	1,233	1,458	2,156	Target Set for FY 2016	Target Set for FY 2016	≥1,700	
3.02B	Number of users on the Federal Talent Dashboard	N/A*	N/A*	N/A*	540	10,428	Target Set for FY 2016	Target Set for FY 2016	≥3,700	
3.03	Number of signed research agreements with academic institutions, professional associations, think tanks, or industry	N/A*	N/A*	N/A*	N/A*	2	Target Set for FY 2016	Target Set for FY 2016	≥5	
3.04	Number of employees (students) who completed a data analytics course	N/A*	N/A*	N/A*	N/A*	6	Target Set for FY 2016	Target Set for FY 2016	≥150	

*N/A – Not Available – no data available for this period.

Strategic Goal 4: Manage information technology systems efficiently and effectively in support of OPM's mission

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
4.01A	Percent of HR life cycle for which NIEM data standards are published	N/A*	N/A*	N/A*	0%	1.37%	≥ 5%	Not Met	≥ 15%	
4.01B	Percent of HR life cycle examined for automation opportunities	N/A*	N/A*	N/A*	N/A*	60.0%	≥ 5%	Met	≥ 60%	
4.02	Percent of major investments with IT program managers certified in Federal Acquisition Institute Training Application System	N/A*	N/A*	N/A*	N/A*	63.6%	Target Set for FY 2016	Target Set for FY 2016	≥ 80%	
4.03A	Customer satisfaction with OPM infrastructure services	N/A*	N/A*	N/A*	N/A*	3 (Satisfied)	≥ 3 (Satisfied)	Met	≥ 4 (Highly-Satisfied)	
4.03B	IT security compliance rating for OPM infrastructure services	N/A*	N/A*	N/A*	N/A*	1 (Un-secure)	≥ 3 (Secure)	Not Met	≥ 4 (Highly-Secure)	
4.03C	Number of public-facing OPM systems using single sign on capability	N/A*	N/A*	N/A*	N/A*	44 (74%)	Establish Baseline	Establish Baseline	≥80%	
4.04A	Aggregate customer satisfaction rating with OPM IT business systems	N/A*	N/A*	N/A*	N/A*	2.5 (Below Standards)	≥ 3 (Satisfied)	Not Met	≥ 4 (Highly-Satisfied)	
4.04B	IT security compliance rating for OPM business systems	N/A*	N/A*	N/A*	N/A*	1 (Unsecure)	≥ 3 (Secure)	Not Met	≥ 4 (Highly-Secure)	

*N/A – Not Available – no data available for this period.

Strategic Goal 5: Establish and maintain responsive, transparent budgeting and costing processes

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
5.01	Actual resource variance from plan	N/A*	1.23%	0.98%	0.76%	0.57%	-	-	Discontinued	
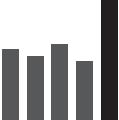
*N/A – Not Available – no data available for this period.

Strategic Goal 6: Provide leadership in helping agencies create inclusive work environments where a diverse Federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
6.01A	Percent of components of CHCO organizations that increased "leaders lead" scores	N/A*	N/A*	N/A*	N/A*	57.3%	≥ 41%	Met	≥ 50%	
6.03B	Percent of CHCO Act agencies that access the Employee Viewpoint Survey Online Reporting and Analysis Tool	N/A*	N/A*	N/A*	N/A*	100%	Target Set for FY 2016	Target Set for FY 2016	100%	
6.03C	Percent of CHCO Act Agency component-level reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool	N/A*	N/A*	N/A*	N/A*	72.6%	Target Set for FY 2016	Target Set for FY 2016	≥ 95%	
6.03D	Percent of CHCO Act agency lower-level components reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool	N/A*	N/A*	N/A*	N/A*	44.8%	Target Set for FY 2016	Target Set for FY 2016	≥ 75%	
6.05B	Percent of component of CHCO organizations that increased employee inclusion scores	N/A*	N/A*	N/A*	N/A*	57.6%	-	-	Discontinued	
6.05C	Percent of non-seasonal, full-time permanent employees onboard in the Federal Government with targeted disabilities	N/A*	0.96%	0.99%	1.07%	N/A* until Q3 FY 2016	≥ 1.50%	N/A* until Q3 FY 2016	≥ 1.1%	

*N/A – Not Available – no data available for this period.

Strategic Goal 7: Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate retirement benefits

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Me	FY 2016 Target	FY 2011 FY 2015 Trend
7.02A	Average unit cost (direct labor only) for processing retirement claims	$107.62	$101.89	$91.32	$129.83	$124.48	≤ $129.01	Met	≤ $128.47	
7.02B	Percent of retirement and survivor claims processed accurately	94%	92%	93%	94%	94.1%	≥ 95%	Not Met	≥ 95%	
7.02C	Percent of customers satisfied with overall retirement services	76%	73%	76%	78%	76.5%	≥ 75%	Met	≥ 75%	
7.02D	Rate of improper payments in the retirement program	0.34%	0.36%	0.36%	0.38%	0.38%	≤ 0.37%	Not Met	≤ 0.36%	
7.02E	Percent of retirement program customer calls handled	83%	81%	82%	76%	72%	≥ 75%	Not Met	≥ 78%	
7.02F	Claims Inventory	N/A*	41,176^	17,719^	12,767	14,706	≤ 13,142	Not Met	Discontinued	
7.02G	Percent of retirement claims processed within 60 days	N/A*	N/A*	N/A*	79%	70.1%	≥ 90%	Not Met	≥ 90%	
7.02H	Relative ratio of complete retirement submissions versus incomplete cases	82%	85%	92%	84%	87.7%	≥ 85%	Met	≥ 90%	
7.03A	Percent of benefits officers trained per year	60%	55%	63%^	65%	93.0%	≥ 52%	N/A* until 12/2015	≥ 52%	
7.03B	Overall customer satisfaction with guidance material, webinars, virtual conference, live conference and training	N/A*	N/A*	N/A*	N/A*	N/A* until FY 2016	Establish Baseline	Establish Baseline	Establish Baseline	N/A*

*N/A – Not Available – no data available for this period.
^FY 2012 and FY 2013 results revised in FY 2016.

Strategic Goal 8: Enhance the integrity of the Federal Workforce
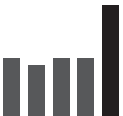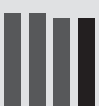
Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
8.01A	Percent of investigations determined to be quality complete	99.9%	99.9%	99.8%	99.9%	99.9%	≥ 99%	Met	≥ 99%	
8.01B	Average number of days to complete the fastest 90 percent of all initial national security investigations	40	36	35	35	67	≤ 40	Not Met	≤ 40%	
8.01C	Average number of days to complete the fastest 90 percent of initial Secret national security investigations	N/A*	N/A*	N/A*	30	58	≤ 40	Not Met	≤ 40%	
8.01D	Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations	N/A*	N/A*	N/A*	75	147	≤ 80	Not Met	≤ 80%	
8.02A	Percent of agency human capital or human resources offices evaluated by OPM that demonstrate progress in improving their human capital programs	N/A*	N/A*	75%	89%	82.8%	≥ 70%	Met	≥ 75%	
8.02B	Percent of required actions cited in reports that are addressed by agencies within prescribed timeframes	N/A*	N/A*	91%	88%	85%	≥ 80%	Met	≥ 85%	
8.02C	Percent of Delegated Examining Units found to have severe problems that demonstrate satisfactory level of competence or cease to independently operate within one year following completion of an audit	N/A*	91%	85%	93%	100%	≥ 80%	Met	≥ 85%	
8.03A	Index score of customer satisfaction with quality of delegated examining and evaluator training	N/A*	92	98	97.3	97.8%	≥ 90	Met	≥ 90%	
8.03B	Index score of customer satisfaction with HR Solutions products and services (ACSI-Equivalent Index)	72^	77^	82^	79	76	≥ 80	Not Met	≥ 80%	

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
8.03C	Percent of HR University workforce (GS 201s/203s) registered for HR University	N/A*	N/A*	N/A*	80%	98.2%	≥ 95%	Met	Discontinued	
8.04	Percent of Senior Executive Service and Senior Level/Scientific or Professional performance appraisal systems that have met the certification criteria	78%	84%	83%	78%	81.6%	New Measure	New Measure	≥ 83%	

^FYs 2011-2013 results revised in FY 2016.
*N/A – Not Available – no data available for this period.

Strategic Goal 9: Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products

Table	Performance Measure	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/Not Met	FY 2016 Target	FY 2011 FY 2015 Trend
9.01	Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits	3.8%	3.4%	3.7%	3.2%	6.4%	≤ Industry Trend	Met	≤ Industry Trend	
9.02A	Growth of FEHBP prescription drug costs as a percentage of the private sector industry average	N/A*	5.6%	4.4%	8%	12%	≤ Industry Trend	Not Met	≤ Industry Average	
9.02B	Percent of FEHBP enrollees satisfied vs. health industry standard	76%	78%	79.2%	82%	72.9%	≥ Industry Standard	Met	≥ Industry Trend	
9.02D	Percent of adults receiving flu shots based on CAHPS Effective Care	N/A*	52%	53%	50%	49%	Contextual	Contextual	Contextual	
9.02E	Percent of plans with timely prenatal care above the national commercial 50th percentile	N/A*	N/A*	43.4%	39.8%	41%	Target Set for FY 2016	Target Set for FY 2016	>39.8%	

*N/A – Not Available – no data available for this period.

PERFORMANCE DETAILS

STRATEGIC GOAL 1: ATTRACT AND ENGAGE A DIVERSE AND EFFECTIVE OPM WORKFORCE

Strategy 1.01: Deploy Agile Recruitment and Outreach Tactics to Attract a Diverse and Talented Workforce

FY 2015 Progress Update

In FY 2015, OPM expanded its approach to recruiting and outreach. All hiring managers received one-on-one support for their recruiting efforts. Additionally, OPM provided web-based training on recruitment to hiring managers. In focusing on internal recruitment, OPM began providing employee resource groups with weekly lists of all job opportunities to distribute to their members and partners. Job opportunities were also added to the weekly all-agency email, "*Around OPM,*" to ensure that all employees are aware of internal growth opportunities. Finally, OPM

HR participated in job fairs with diverse student populations in an effort to enhance the diversity of the applicant pool.

OPM continued its efforts to identify and address any barriers to diversity through its ongoing analysis of applicant flow data. In FY 2015, the agency's senior leadership focused on those occupations with the highest hiring volume and reviewed applicant flow data by occupation to determine whether recruitment efforts have been successful in drawing from all segments of society and to aid in developing future recruitment strategy.

OPM experienced certain challenges leveraging social media for the agency's recruiting efforts. Factors that limited the agency's ability to use OPM employees (and their personal social media accounts) as "ambassadors" and recruiters for positions in the agency included limitations on use of private social media accounts for this purpose, and compensation challenges related to employees performing recruiting work on behalf of the agency during non-duty hours.

AGENCY PRIORITY GOAL

5

Promote Diversity and Inclusion

Goal Statement: OPM will support diversity and inclusion by aligning OPM business intelligence tools to help decision makers, like hiring managers and supervisors, analyze key workforce data including applicant flow, attrition/retention, and inclusion indicators. In so doing, decision makers can develop better outreach and recruitment methods; determine what factors contribute to the retention of a talented workforce; experience cost savings through decreased attrition; and create an inclusive work environment that empowers employees to contribute to their full potential. By September 30, 2015, 95 percent of OPM and 25 percent of Government-wide hiring actions will occur following human resource and/or hiring manager's use of a tool that reveals applicant flow data from prior recruitment efforts. This tool will assist human resource and/or hiring managers in planning their strategic recruitment efforts, resulting in measurable improvements in the recruitment and outreach to underrepresented communities and manager satisfaction with the quality of new hires.

FY 2014-2015 Progress Update

Agencies can use applicant flow data from past hiring actions to help optimize recruitment for future actions. While the agency did not meet its internal target for OPM hiring managers to review applicant flow data for 95 percent of USA Staffing® hiring actions, it did meet its Government-wide target, with managers and/or Human Resources reviewing applicant flow data for 76.6 percent of USAJOBS hiring actions, exceeding the target of 25 percent. This was due to increased efforts in FY 2015 to make applicant flow data available to more USA Staffing® customers.

In FY 2015, OPM refined its approach to applicant flow data, resulting in more targeted and actionable analyses. FY 2014 was the first year that the agency systematically reviewed the data, and looked at it overall – across all positions together. In FY 2015, OPM began to look at the data by occupation, focusing on three occupations with the greatest hiring volume. Towards the end of the year, OPM added three additional occupations. For the year overall, OPM hiring managers reviewed applicant flow data for 60.7 percent of USA Staffing® hiring actions. While OPM did not meet the target of 95 percent, applicant flow data is now part of the new OPM HR dashboard and more accessible to associate directors and office heads.

Government-wide, managers and/or Human Resources reviewed applicant flow data for 76.6 percent of USAJOBS hiring actions, exceeding the target of 25 percent due to increased efforts in FY 2015 to make applicant flow data available to more USA Staffing® customers.

In 2014, minorities constituted 35.3 percent of the Federal workforce, compared to 34.1 percent in FY 2011; and people with disabilities, including 30 percent or more disabled veterans, represented 12.8 percent of the Federal workforce, reflecting the highest percentage of people with disabilities in Federal service in the past 33 years. Diversity within the Senior Executive Service (SES) also improved, with, for example, women comprising 33.7 percent of the SES, compared to 32.2 percent in FY 2011. With respect to inclusion, data shows that departments and agencies made progress with respect to one facet of OPM's *New Inclusion Quotient (New IQ)* (a data-driven strategy that teaches first-line supervisors techniques and behaviors that foster inclusion): the 2015 Federal Employee Viewpoint Survey data reflects that employees' positive perceptions of supervisors have increased, with 81 percent reporting that their supervisors treat them with respect, 76 percent feeling that their supervisors listen to what they have to say, and 61 percent agreeing that their supervisors provide constructive suggestions to improve their performance. OPM will continue to focus internal and Government-wide diversity and inclusion efforts on employing data-driven

strategies through tools like applicant flow data and the New IQ techniques and through collaboration among agencies on implementation of agency-specific Diversity and Inclusion Strategic Plans.

- New IQ training is ongoing for OPM managers and employees. As of September 30, 2015, 87 percent of OPM managers have been trained in the New IQ. OPM employees are strongly encouraged to take this training.

- More than 10,250 human resource and hiring managers have taken the new online course entitled, "*A Roadmap to Success: Hiring, Retaining and Including People with Disabilities.*" Training is ongoing.

- OPM has launched recruitment and outreach training for SES, managers, and supervisors.

- The agency has launched pilot social media recruiting via LinkedIn with OPM HR staff.

- OPM developed a Habit Scan, a survey where managers are asked how many inclusive habits or activities they have engaged in.

- The agency developed a Simple Pledge in which our senior leaders identify two to four commitments related to diversity, inclusion, engagement, and employee development.

- Chief Human Capitol Officers and Deputy Chief Human Capitol Officers were trained on the New IQ. Additionally, 57 agencies have been briefed on their New IQ scores, and OPM is providing technical assistance on administering the New IQ training in their departments and agencies if they're not already doing so. Also, 39 of the 57 agencies have received specific technical assistance on the New IQ to create Game Changer experts.

- OPM established a Government-wide Diversity and Inclusion Council in March 2015. Through the Council, OPM will develop guidance to cultivate an organizational workplace culture that supports inclusion, employee engagement, transparency, information sharing, cognitive diversity, and equity for all Federal employees, consistent with applicable law.

- The Recruitment, Engagement, Diversity and Inclusion (REDI) Roadmap was rolled out in March 2015. The REDI Roadmap is a comprehensive data-driven, forward-looking human capital management strategy to transform the way the Federal Government attracts, recruits, hires, engages and develops its workforce for the 21st century, and purposely infuses diversity and inclusion throughout the strategies.

FY 2015 Results

TABLE 1.01A

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of OPM managers trained on the use of the New IQ learning techniques								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	82%	86.7%	≥ 98%	Not Met	Discontinued	

FY 2015 Analysis of Results:

In FY 2015, OPM trained 429 of 495 managers. OPM experienced some managerial turnover in FY 2015. As managers retire or leave the agency, new managers are hired who need to be trained on the New IQ. Additional training opportunities are scheduled and OPM will target new managers for New IQ training.

*N/A – Not Available – no data available for this period.

TABLE 1.01B

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of managers that have employed techniques from the New IQ							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	76.9%	≥ 80%	Not Met	Discontinued	

FY 2015 Analysis of Results:

OPM conducted the survey on September 30, 2015. The response rate was 30 percent. Of the 147 respondents, 113 reported that they had employed techniques from the New IQ. OPM missed the target because a larger than anticipated number of new OPM managers needed to be trained.

*N/A – Not Available – no data available for this period.

TABLE 1.01C

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of USA Staffing® hiring actions for which OPM managers reviewed applicant flow data							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	82.1%^	66.1%	≥ 95%	Not Met	75%	

FY 2015 Analysis of Results:

In FY 2015, OPM managers reviewed applicant flow data for 187 of 283 hiring actions. In FY 2015, OPM refined its approach to applicant flow data, resulting in more targeted and actionable analyses. FY 2014 was the first year that the agency systematically reviewed the data, and looked at it across all positions together. In FY 2015, the agency began to look at the data by occupation, focusing on those three occupations with the greatest hiring volume. Towards the end of the year, the agency added three additional occupations. OPM anticipates continuing to refine its analytics to focus on those that are most value-added to hiring managers in developing effective recruiting strategies.

^ FY 2014 result revised in FY 2015.
*N/A – Not Available – no data available for this period.

TABLE 1.01D

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of USAJOBS hiring actions for which managers and/or Human Resources Government wide reviewed applicant flow data							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	53%	76.6%	≥ 25%	Met	≥ 75%	

FY 2015 Analysis of Results:

Managers and/or Human Resources reviewed data for 263,624 of 344,040 hiring actions. OPM exceeded the target due to increased efforts by the agency in FY 2015 to make applicant flow data available to more USA Staffing® customers.

*N/A – Not Available – no data available for this period.

Strategy 1.02: Create a work environment where OPM employees are fully engaged and energized to put forth their best efforts and achieve OPM's mission

FY 2015 Progress Update

OPM's overall engagement approach includes elements designed to invite and equip all employees to actively engage in collaborative problem solving and to celebrate individual and collective successes. In FY 2015, all OPM subcomponents designated leads for FEVS action planning. For the most part, these leads were volunteer captains for component teams made up of a diverse group of employees. The leads were provided with 2014 FEVS data specific to their organizations and trained on a corporate approach to action planning. The group leads were brought together on a periodic basis to inform each other of the strategies they are pursuing and to provide input for corporate messaging.

All OPM supervisors who have a FEVS report specific to their organization were provided with the report, and the agency made online training available to all supervisors. The largest and most geographically dispersed components (Federal Investigative Services, Human Resources Solutions, Retirement Services) conducted significant "lower level" action planning. For example, Federal Investigative Services has teams at the local level who are selected by peer voting to represent the voice of the employee, the voice of the first line supervisor and the voice of the second line supervisor. Each group is working on an improvement plan that is tailored to local concerns and addresses local issues related to employee development, employee recognition and leadership training. Human Resources Solutions is pursuing a model that focuses on leaders and moving from transactional to transformational behaviors. Retirement Services has a team pursuing a Compassionate, Accurate, Responsive, and Empowered (CARE) model that has shown positive results within Retirement Services and has informed OPM's corporate approach to customer service.

All OPM supervisors have performance standards that speak to specific expectations concerning diversity, inclusion and engagement. Supervisors who are in challenging situations, based on FEVS and other data, have been included in a new Supervisor Support Program.

To increase collaborative problem solving, OPM continues to provide introductory training on Human Centered Design and Lean Six-Sigma to most employees and advanced training to some to build internal capacity. In FY 2015, OPM initiated the first in a series of corporate Rapid Improvement Exercises; where employees were asked for ideas to improve OPM and selected employees were given dedicated time and training to further pursue their ideas in an intensive two-day program. The initial exercise focused on energy savings and corporate sustainability issues.

After establishing employee resource groups in previous years to promote the views of employees with similar characteristics (for example, women, LGBT, and Hispanic), in FY 2015, OPM convened an Employee Resource Group Summit to develop leadership skills of OPM group members. OPM leaders also reviewed and approved group proposals that include group leaders and members assisting the agency in strategic outreach, recruitment and employee development initiatives.

To further a corporate culture of inclusion, OPM executives, managers, and supervisors have been trained on the New IQ method. As of FY 2015, 87 percent, or 429 out of 495 OPM managers have received New IQ training. OPM has experienced some managerial turnover this year. As managers are trained in the New IQ and retire or leave the agency, new managers are hired whom need to be trained on the New IQ. Additional training opportunities are scheduled and OPM will target new managers for New IQ training. OPM also began training for all employees in FY 2015. In addition, the agency developed a web-based training regarding the inclusion of LGBT employees in the workplace.

OPM also deployed other key strategies to improve employee inclusion. They include developing:

- the 20 Small Acts of Inclusion, which are 20 actions, based on neuroscience, that increase behaviors that lead to the perception of inclusion;

- a Habit Scan, a survey where managers are asked how many inclusive habits or activities they have engaged in;

- the Simple Pledge, in which senior leaders identify two to four commitments related to diversity, inclusion, engagement, and employee development to increase accountability and transparency across organizations. Simple Pledges are posted on the OPM Intranet for all to see, and senior leaders provide periodic updates on their implementation of the pledges; and

- Diversity and Inclusion Dialogues to promote open and honest conversations on prescient topics to improve communication, understanding, and teamwork among employees from different offices, backgrounds and groups.

Finally, to better recognize the accomplishments of OPM employees, the agency conducted a full slate of activities at multiple OPM locations during Public Service Recognition Week in May. The culmination of the celebration was the Director's Awards for Excellence ceremony where OPM employees were recognized in individual and group award categories based on peer nominations that were reviewed by volunteer employee panels and coordinated through OPM's Labor-Management Transformation Forum. To build upon the successful awards process, the Labor Management Transformation Forum formed a working group to review current recognition programs and processes across OPM components to develop non-monetary recognition programs on a rolling basis, rather than only during Public Service Recognition Week.

The primary challenge associated with Strategy 1.02 involves supervisors and employees making time for training, recognition and regular communications activities to improve employee engagement. Through all employee town hall meetings and special sessions with all OPM senior executives, OPM leaders have highlighted the importance of these activities as enhancing mission accomplishment rather than somehow being separate from daily work. Component leaders have also impressed upon their supervisors the importance of regular communication, training designed to improve core skills and competencies and employee recognition. In addition, OPM's employee development programs (featured in Strategy 1.03) and employee recognition programs should be coordinated with stakeholders, including local labor unions. The Labor Management Transformation Forum has chosen to focus on these issues and the corporate learning programs and Director's Awards process are success stories of that collaboration that can inform future partnership activities.

TABLE 1.02A

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of USA Staffing® hiring actions for which OPM managers reviewed applicant flow data

Refer to Table 1.01C.

TABLE 1.02B

PERFORMANCE MEASURE: OPM's Federal Employee Viewpoint Survey Engagement Index score								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
72%	71%	72%	72%	71.1%	Target set for FY 2016	New Measure	73%	

FY 2015 Analysis of Results:

OPM conducted the survey between May 5 and June 12, 2015. 3,378 employees responded to the FEVS, resulting in a response rate of 72 percent. OPM's overall result on the Employee Engagement Index, which comprised 15 survey items, has remained steady since 2011. Through new, locally-driven action plans that began in FY 2015, OPM expects to improve from its baseline score of 71 percent positive.

TABLE 1.02C

PERFORMANCE MEASURE: Overall New IQ score								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
63%	63%	64%	64%	64%	Target set for FY 2016	New Measure	66%	

FY 2015 Analysis of Results:

OPM's overall result on the New IQ, which comprised 20 survey items, has remained steady since 2011. By continuing to provide New IQ training to supervisors and employees, support of Employee Resource Groups and Diversity and Inclusion Dialogues, the agency expect to improve from its baseline score of 64 percent positive.

Strategy 1.03: Provide targeted learning and developmental opportunities for OPM's employees

FY 2015 Progress Update

In FY 2015, OPM integrated a career mapping tool into the Learning Management System, which allows employees to understand the competencies and requirements for entry or advancement within various occupations and supports their career planning; supported employees by creating an OPM Mentoring program, providing mentoring orientation sessions and ultimately pairing 27 mentor and mentees; developed and delivered instructor-led courses in OPM's crosscutting core competencies (problem solving, customer service, data analytics, and oral and written communications) to help ensure all employees are proficient in these core areas; developed a Lean Six Sigma process improvement certification framework that supports the dissemination of Lean Six Sigma techniques across functional operations; and launched the pilot of

OPM Connect, a workforce agility project that allows employees to contribute to projects that may be outside of their normal duties, but which support agency mission and embrace innovation.

Over the past few years, OPM has shifted its approach to learning and development from entirely decentralized to a more corporate approach. The agency continues to reevaluate and rebalance this function and the associated funding to ensure the workforce has the skills needed to accomplish the agency's mission. Certain functions, such as internal training and development policy and management of the learning management system, are consistently centralized. With limited funds for training delivery, however, there is tension between the need for specific, technical skills in each organization, and the need for broader competencies, like customer service, that support agency-wide success. OPM's senior leadership team will continue to work together to identify corporate learning priorities and determine the appropriate balance between corporate and decentralized learning priorities.

FY 2015 Results

TABLE 1.03A

PERFORMANCE MEASURE: Percent of employees participating in corporate training opportunities								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	28%	94.9%	≥ 50%	Met	30%	

FY 2015 Analysis of Results:

In FY 2015, 4,849 of 5,113 employees enrolled in one or more corporate learning opportunities through the agency's Learning Management System. OPM Learning provided a broad range of opportunities in FY 2015, from online skills training to career development and soft skill courses. Several specific courses resulted in particularly high participation rates. For example, a large number of employees completed the *ART of Customer Satisfaction*, which was provided by OPM Learning through the Learning Management System in support of Goal 2.

*N/A – Not Available – no data available for this period.

TABLE 1.03B

PERFORMANCE MEASURE: Percent of employees satisfied with the opportunity to improve their skills as reported in the FEVS								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
66%	63%	65%	62%	64%	Target Set for FY 2016	Target Set for FY 2016	65%	

FY 2015 Analysis of Results:

OPM conducted the survey between May 5 and June 12, 2015. 3,375 employees responded to the FEVS, resulting in a response rate of 72 percent. Of the respondents, 2,161 of 3,375 employees reported that they were satisfied with the opportunity to improve their skills. While OPM saw a small positive improvement from 2014, the agency aims to continue to improve in 2016 by delivering training based on the core competencies identified by OPM managers, in addition to mentoring and development opportunities.

STRATEGIC GOAL 2: PROVIDE TIMELY, ACCURATE AND RESPONSIVE SERVICE THAT ADDRESSES THE DIVERSE NEEDS OF OUR CUSTOMERS

Strategy 2.01: Develop and implement a strategic plan for customer service that addresses each of our major program goals

FY 2015 Progress Update

OPM's Customer Experience Strategic Plan establishes a framework that allows each office within the agency to tailor their efforts to the unique experiences of their customers and scale select efforts, as applicable, across OPM. The Customer Experience Strategic Plan was approved by the Director in FY 2015 and the agency began communicating the rollout to all OPM employees.

The agency also delivered OPM wide customer service training, titled the *ART of Customer Service*, which had a participation rate of 22 percent in FY 2015. After Customer Service Week, the first week of October, the participation rate increased to 25.3 percent.

OPM also established a Chief Experience Officer role, as well as established the foundation for implementation of a "Find and Fix" performance improvement approach, a method of identifying areas of improvements and opportunities, analyzing options for solutions, developing action plans, implementing and tracking action plans, measuring effectiveness of action items, and communicating improvements to improve customer experiences.

The agency also invested in, and rewarded employees through the FY 2015 Director's Awards for Excellence in Customer Service.

By implementing the Customer Experience Strategic Plan, OPM can shift its customer service focus, where appropriate, from a program-centered model to a customer-centered model that is supported by various program offices. The coordination of services can lead to long-term cost savings by identifying warning signs of escalating customer issues and reducing the number of customer inquiries.

One challenge in implementing this strategy arises from a potential lack of funds to give the acting Chief Experience Officer and internal customer service community of practice the flexibility to hire a full-time Chief Experience Officer in FY 2017 to lead the execution of the Customer Experience Strategic Plan.

FY 2015 Results

TABLE 2.01A

PERFORMANCE MEASURE: Percent of OPM employees and contractors who took the online customer service training								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	22.0%	Establish Baseline	Establish Baseline	Establish Baseline	▮

FY 2015 Analysis of Results:
In FY 2015, 1,083 of 4,933 OPM employees took the training.

*N/A – Not Available – no data available for this period.

TABLE 2.01B

PERFORMANCE MEASURE: Percent of external facing program offices meeting their customer satisfaction score targets								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	43.8%	Establish Baseline	Establish Baseline	Establish Baseline	▮

FY 2015 Analysis of Results:
In FY 2015, seven of 16 external-facing program offices met their customer satisfaction score targets.

*N/A – Not Available – no data available for this period.

Strategy 2.02: Promote shared accountability for the customer service strategy

In June 2015, OPM released the first Customer Experience Training, focusing on Accuracy, Responsiveness, and Timeliness (ART). As of the end of FY 2015, 22 percent of OPM's employees had taken the training. After the Customer Service Week, the first week of October, the participation rate increased to 25.3 percent. The training helps create a shared sense of accountability by highlighting the recommended best practices and skill development to create a positive customer experience. It also reinforces the idea that an excellent customer experience is the responsibility of every employee, regardless of whether the employee is on the front-line dealing with external customers. The Customer Service training will be updated annually and delivered online to all OPM employees.

OPM also created an internal customer service community of practice to promote shared accountability and jointly implement the Customer Experience Strategic Plan. This group initiated a performance improvement strategy, using ART and overall satisfaction data to identify areas of improvement and make adjustments to challenge areas to enhance customer service. OPM will phase in the performance improvement strategy because some offices already have baseline scores, while others do not have surveys in place. Program offices that do not have any customer service measures in place are working on developing surveys and measures in order to establish baselines for ART and overall satisfaction. In the summer of 2015, OPM began Phase 1, which composed offices with overall satisfaction scores and at least one component of ART.

OPM is also part of the Customer Service Cross-Agency Priority Goal Community of Practice; one of 15 Cross-Agency Priority Goals identified by OMB in support the President's Management Agenda. This group provides a forum for agencies to share best practices, discuss challenges, and showcase new initiatives.

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

FY 2015 Results

TABLE 2.02A

PERFORMANCE MEASURE: Percent of external facing program offices measuring their customer service accuracy								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011-FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	25.0%	Establish Baseline	Establish Baseline	Establish Baseline	▪

FY 2015 Analysis of Results:
Of 16 external-facing program offices, four measured their customer service accuracy in FY 2015.

*N/A – Not Available – no data available for this period.

TABLE 2.02B

PERFORMANCE MEASURE: Percent of external facing program offices measuring their customer service responsiveness								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	31.3%	Establish Baseline	Establish Baseline	Establish Baseline	

FY 2015 Analysis of Results:

Of 16 external-facing program offices, five measured their customer service responsiveness in FY 2015.

*N/A – Not Available – no data available for this period.

TABLE 2.02C

PERFORMANCE MEASURE: Percent of external facing program offices measuring their customer service timeliness								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	37.5%	Establish Baseline	Establish Baseline	Establish Baseline	

FY 2015 Analysis of Results:

Of 16 external-facing program offices, six measured their customer service timeliness in FY 2015.

*N/A – Not Available – no data available for this period.

Strategy 2.03: Improve IT capabilities to interface with customers

FY 2015 Progress Update

OPM's commitment to excellent customer service extends to electronic platforms such as websites and other online resources. In FY 2015, OPM launched the Retirement Studio on the Human Resources University (HRU) website, a public-facing website with extra features for Federal Government employees. The HRU Retirement Studio provides access to retirement training, webcasts, videos, and other retirement resources for agency benefit officers and other Federal employees. OPM also hosted three virtual seminars—two seminars related to Federal employee and retiree benefits and one on a variety of Federal HR and human capital issues. These virtual seminars provided important information to HR specialists across Government on policies and procedures that apply to throughout the employee and retiree life cycle while reducing costs compared to in-person seminars.

In addition, OPM updated the USAJOBS Contact Us page. The updated page provides users with on-screen help text, based on the topic selected, thus reducing the need to generate support tickets. OPM's Retirement Services also created a web-based moving toolkit to help annuitants think through decisions related to their OPM benefits prior to a move and conduct any relevant transactions after their move.

FY 2015 Results

TABLE 2.03

PERFORMANCE MEASURE: Percent of Strategy 2.03 milestones from the Customer Experience Strategic Plan completed								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	37.5%	Target Set for FY 2016	Target Set for FY 2016	≥ 10%	

FY 2015 Analysis of Results:

In FY 2015, OPM completed 9 of 24 Strategy 2.03 milestones from the Customer Experience Strategic Plan.

*N/A – Not Available – no data available for this period.

Strategy 2.04: Improve customers understanding of the policies and procedures that apply throughout the employee's life cycle

FY 2015 Progress Update

To support Strategy 2.04, OPM provided a complement of webinar trainings that it recorded and made available for the HR Community on OPM's YouTube channel, the HRU website, and the OPM website. The webcasts included titles such as *Processing Phased Retirement, TSP Transfers and Rollovers: How, When, and Why (or Why Not!), and Overview of Federal Employees Insurance Benefits.* The webinars are available at **http://www.opm.gov/retirement-services/ benefits-officers-center**. Participation in the webcasts has been high. Webinars delivered in FY 2015 received more than 20,000 views. As they are hosted online, they continue to provide training to benefits officers on key topics related to retirement and insurance. OPM also provided an in-person training class to the Department of Energy on Federal Erroneous Retirement Coverage Corrections.

The three virtual seminars referenced in Strategy 2.03 also support Strategy 2.04. The Virtual Benefits Officers seminars covered benefits initiatives, shared best practices, and discussed crosscutting issues in retirement, insurance, and Thrift Savings Plan administration. The event also featured information on OPM's Retirement Audit initiative and how to provide a healthy retirement case to OPM. The Virtual HR Training Conference covered a wide variety of Federal HR and human capital issues, strategies and promising practices including recruitment, engagement, diversity and inclusion, and many more topics. This conference offered tracks for "Back-to-Basics," "Hiring Process," "Strategic HC Management," "HR Innovations," and "Hiring Managers."

OPM also participated in a Customer Experience Summit with OMB, Social Security Administration, and other Federal organizations to share best practices on *Raising the Management Bar and The Transformative Power of Technology.*

A challenge to the implementation of this strategy will be the ability to communicate policy and procedure information in language understandable by HR specialists, Federal employees and retirees, the public, and OPM's other customers.

TABLE 2.04

PERFORMANCE MEASURE: Percent of Strategy 2.04 milestones from the Customer Experience Strategic Plan completed								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	50.0%	Target Set for FY 2016	Target Set for FY 2016	≥ 10%	

FY 2015 Analysis of Results:

In FY 2015, OPM completed 11 of 22 Strategy 2.04 milestones from the Customer Experience Strategic Plan.

*N/A – Not Available – no data available for this period.

STRATEGIC GOAL 3: SERVE AS THE THOUGHT LEADER IN RESEARCH AND DATA-DRIVEN HUMAN RESOURCE MANAGEMENT AND POLICY DECISION-MAKING

Strategy 3.01: Create an owner to drive focused attention to data analysis

FY 2015 Progress Update

In FY 2015, OPM defined the structure and developed the strategy for the Research Governance Board. In support of the governance structure, the agency hired a Senior Advisor on Research and Evaluation, created and established a network of analytic ambassadors, and drafted the charter. The next steps include securing approval for the governance board charter and preparing for publication.

The challenge was the development of a comprehensive standard operating procedure that would be applicable to both the research agenda and the partnerships. After a comprehensive review, OPM streamlined processes to develop a standard procedure that could be utilized for both the research agenda and partnerships.
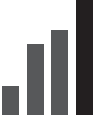
Strategy 3.02: Build strong data analysis, infrastructure, and implementation tools and talent

FY 2015 Progress Update

In FY 2015, OPM began to identify and inventory the analytic tools being used across the agency, supplementing a CIO list with information from a data analysis and analytic tool survey to establish baseline spending. Working in collaboration with OPM's newly established research ambassadors, the agency identified a community of data analysts across OPM. Additionally, the goal team developed a survey to identify the analytic tools currently in use across OPM, measure user satisfaction with the tools, and explore what new analytic tools would be valuable to consider in the future.

TABLE 3.02A

PERFORMANCE MEASURE: **Number of user accounts on the Federal Viewpoint Survey Online Reporting and Analysis Tool**								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	567	1233	1458	2,156	Target Set for FY 2016	New Measure	≥ 1,700	

FY 2015 Analysis of Results:

Throughout FY 2015, OPM has seen consistent growth in the number of user accounts on the FEVS online reporting and analysis tool. This growth is attributable to a concerted effort to publicize the tool, emphasizing the ability of other agencies to generate their own reports, agencies points of contact recognizing the value of the tool and extending access to others throughout their agency, and producing results for lower-level agency components, which allows managers to see the value of the tool.

*N/A – Not Available – no data available for this period.

TABLE 3.02B

PERFORMANCE MEASURE: **Number of users on the Federal Talent Dashboard**								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Results**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	540	10,428	Target Set for FY 2016	Target Set for FY 2016	≥ 3,700	

FY 2015 Analysis of Results:

Throughout FY 2015, OPM has seen consistent growth in the number of user accounts on *UnlockTalent.gov.* Initially, the dashboard was designed for Deputy Secretaries and senior officials. In FY 2015, OPM granted access to all members of the Senior Executive Service.

*N/A – Not Available – no data available for this period.

Strategy 3.03: Develop partnerships to access and analyze data

FY 2015 Progress Update

OPM partnered with the Chief Human Capital Officer Council to establish the HRStat community of practice to identify commonly used data. Additionally, OPM partnered with the Good Government Group to collaborate on emerging research agendas and initiatives, allowing the agency to leverage an existing network to establish a data analysis community of practice that included Federal agencies, universities and non-profit organizations. OPM conducted a series of collaborative sessions with universities and other academic institutions to share ongoing and future research initiatives, analytic methods and emerging practices.

One challenge is the development of a standardized process and research agreement that covers the varying types of research arrangements (i.e., academic, private sector, industry, etc.) that OPM is interested in pursuing, and meets the Research Authority criteria, where applicable.

FY 2015 Results

TABLE 3.03

PERFORMANCE MEASURE: Number of signed research agreements with academic institutions, professional associations, think tanks, or industry								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	2	Target Set for FY 2016	Target Set for FY 2016	≥5	▮

FY 2015 Analysis of Results:

In addition to the two signed agreements, at the end of FY 2015, an additional four research agreements were awaiting signature.

*N/A – Not Available – no data available for this period.

Strategy 3.04: Make data analytics a fundamental part of OPM culture

FY 2015 Progress Update

OPM launched the USA Staffing® system upgrade, which supports recruitment data standards for reporting and systems integration. The agency also implemented USA Staffing® customer data delivery through standard, ad hoc reporting, and data self-service. OPM will further expand the business availability of recruitment and staffing data with a data warehouse, which the agency will build with recruitment and staffing data standards aligned to OPM's enterprise architecture.

OPM successfully launched basic data analytics training as an online course available to all employees. Also in FY 2015, OPM procured contractor support to develop decision making training, which the agency launched in September 2015. The contractor will also provide advanced data analytics training for execution in FY 2016, with the potential for further development of a certification program in data analytics for OPM employees.

A challenge with the medium of delivery is that it is self-paced, so individuals complete the course as their schedule permits, which can create significant periods of delay from when an individual begins a course to the time of completion. Because of the self-paced nature of the training, OPM encounters a significant risk of losing the interest of participants because their work responsibilities take precedence.

OPM will explore providing participants email reminders to complete the training course and badges as a means to recognize progress to date and to encourage them to complete the entire course.

OPM has leveraged its data analytic ambassadors who have the responsibility of serving as a liaison between the Goal 3 project team and individuals within their respective divisions to communicate the courses' availability, as well as the content and benefits to completing the training.

TABLE 3.04

PERFORMANCE MEASURE: Number of employees (students) who completed a data analytics course								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Results	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	6	Target Set for FY 2016	Target Set for FY 2016	≥150	

FY 2015 Analysis of Results:

Future improvement strategies include leveraging the expertise and support of the data analytics ambassadors to assist with course marketing. Additionally, OPM will create a course evaluation tool to obtain feedback from program participants to identify areas for improvement. This information will also be provided to the content developers for the advanced data analytics course so the lessons learned can be incorporated into future training.

*N/A – Not Available – no data available for this period.

STRATEGIC GOAL 4: MANAGE INFORMATION TECHNOLOGY SYSTEMS EFFICIENTLY AND EFFECTIVELY IN SUPPORT OF OPM'S MISSION

Strategy 4.01: Commit to a Federal enterprise-wide IT systems strategy based on the principle that business drives strategy

FY 2015 Progress Update

OPM published the HR Line of Business Strategic Framework, which builds upon the Chief Human Capital Officer Council's HRIT Future State Vision to create a common user experience across the Federal employee life cycle using interoperable HR systems and data. The Strategic Framework enables the development of an integrated, Government-wide HRIT environment over the next 10 years. The framework defines a role for the HR Line of Business in the policy development process in response to improved performance outcomes. The framework also increases engagement between the Shared Service Centers and policy owners to improve the centers' ability to implement policies in a timely manner. The framework will also create a common experience for the Federal workforce.

OPM also kicked off an update to the Business Reference Model by holding sessions with the goal of creating a single Federal framework for defining the HR life cycle. The updated Business Reference Model will provide an operational model to standardize HR processes, define the Category Management initiative's human capital category structure, and facilitate financial transparency through improved HRIT spend categorization. Category management is a new,

more strategic approach that will enable the Federal Government to "buy smarter" and more like a single enterprise.

OPM continued to take part in working group sessions with cross-agency subject matter experts to compile, reconcile, and validate a final set of 103 Talent Development business requirements. The working group is continuing to develop future trends, which will be added to the set of business requirements. OPM published the Talent Development business requirements report in June 2015.

OPM facilitated collaborative working groups that resulted in a memo for OMB with actionable recommendations to improve the shared services environment in the areas of sustainable funding, talent acquisition, governance, and process standardization and policy oversight.

OPM experienced some challenges developing Service Level Agreements due to a lack of expertise. To mitigate the skills gap, OPM acquired a subscription service in April 2015 that will provide access to information about industry best practices and standards that can be used as benchmarks by OPM.

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

FY 2015 Results

TABLE 4.01A

PERFORMANCE MEASURE: Percent of HR life cycle for which NIEM data standards are published								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	0%	1.37%	≥ 5%	Not Met	≥ 15%	▬

FY 2015 Analysis of Results:

In FY 2015, OPM published National Information Exchange Model (NIEM) data standards for 24 of 1,757 data elements in the HR life cycle. While OPM did not achieve this target, the agency is positioned to increase the percentage in FY 2016. The agency needed additional time at the beginning of this project to familiarize the staff with the NIEM standards and implementation process. The team completed the analysis of the HR grouping. With each grouping the process will become more efficient. Data elements not identified in the NIEM Core will be included in other NIEM Domain standards. OPM is working with NIEM to create the NIEM HR Domain, which OPM will oversee.

*N/A – Not Available – no data available for this period.

TABLE 4.01B

PERFORMANCE MEASURE: Percent of HR life cycle examined for automation opportunities								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	60%	≥ 5%	Met	≥ 60%	

FY 2015 Analysis of Results:

OPM examined 6 of 10 parts of the HR life cycle for automation opportunities. OPM far exceeded the goal of five percent, reaching 60 percent in January. The HR Line of Business reviewed six of the 10 HR life cycles. The agency identified a number of automation opportunities from these reviews. During the first half of FY 2015, HR Line of Business met with the stakeholders and customers, resulting in a decision to focus on updating the Business Reference Model Framework. As a result, OPM shifted focus and the Business Reference Model 3.0 Framework will be published in the first quarter of FY 2016. OPM also defined a new measure to track the publication of standards for the Business Reference Model 3.0 that will replace this measure for FY 2016, as the current measure is of limited use due to the constant change in technology.

*N/A – Not Available – no data available for this period.

Strategy 4.02: Implement enabling successful practices and initiatives that strengthen IT leadership and governance

FY 2015 Progress Update

The creation of several new positions is one result of the completion of Phase 1 of the CIO reorganization, including the creation of an IT Project Management Office to oversee all CIO projects. Dedicated IT project managers will support OPM business lines. OPM incorporated the portfolio goals into the CIO leadership performance standards.

OPM continues to make strides in improving IT governance, such as reestablishing an Investment Review Board with an updated charter. The agency established decision criteria for the selection of IT investments, and created the Health of IT dashboard to define a standard set of categories to review and report on such investments.

OPM completed the acquisition of a software solution that will be used to manage OPM's Enterprise Architecture, including the documentation of the "as is" and definition of the

"to be." Phase 1 of the rollout will include the creation of application and asset inventories.

OPM continued to work on improvements to IT security, transitioning security monitoring from Designated Security Officers in the program offices to Information System Security Officers centralized within IT Security and Privacy. This remediated a Federal Information Security Management Act weakness identified during inspector general audits. The centralization of the Information System Security Officers increases the consistency with which OPM monitors its systems. In addition, the Security Operation Center worked with OPM's Network Management to implement tactical steps to strengthen the agency's security posture. This included upgrades to tools used to monitor OPM's network. The agency also signed an agreement with the Department of Homeland Security to implement the Continuous Diagnostic and Mitigation program. This will be a multi-phase project with the first four controls implemented by the end of FY 2016.

OPM experienced multiple challenges in 2015. The CIO reorganization took longer than expected, causing delays in realigning resources to

support the implementation of the Strategic Plan. The IT Strategic Plan called for the reallocation of existing manpower and other resources for IT governance. While the CIO was able to complete the Phase 1 reorganization, additional phases are still required to complete the realignment.

Further, due to the age of some OPM systems, the agency has been unable to meet all Federal Information Security Management Act requirements.

In addition, OPM discovered multiple intrusions resulting in breaches of OPM data. These breaches created multiple challenges, including the need to shift resources and reprioritize work.

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

FY 2015 Results

TABLE 4.02

PERFORMANCE MEASURE: Percent of major investments with IT program managers certified in Federal Acquisition Institute Training Application System								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	63.6%	Target Set for FY 2016	Target Set for FY 2016	≥ 80%	

FY 2015 Analysis of Results:

As of the end of FY 2015, 7 of 11 major investments had IT program managers certified in the Federal Acquisition Institute Training Application System. FY 2015 was the first year OPM has used this measure. OPM started the year at 63 percent. Due to resource changes in January, the percentage dropped to 45 percent. Between January and May, two project managers received their certifications, allowing the agency to end the year at 63.6%.

*N/A – Not Available – no data available for this period.

Strategy 4.03 – Implement enterprise initiatives that leverage capabilities and tools throughout OPM

FY 2015 Progress Update

The IT Infrastructure Improvement Project is proceeding according to plan. OPM contracted the services of two commercial sites to provide hosting of the new OPM Data Center platform, known as Infrastructure as a Service. These sites meet all current best practice standards. Two identical platforms are being built to allow for a highly available and secure system.

As of June 1, 2015, OPM put in place the essential elements of management/compute technologies, storage technologies, and networking technologies for Infrastructure as a Service. Next steps call for the integration of security technologies. This secure and resilient platform will provide the basis for all OPM systems. In September 2015, Infrastructure as a Service achieved Initial Operations Capacity, a major milestone.

The organizational structure is in place to accelerate the planning for analysis, improvement, and migration of OPM applications from the legacy environment to Infrastructure as a Service. Towards this end, an assessment arena has been

constructed in the legacy environment to mirror the Infrastructure as a Service platform. In this arena, application teams will be able to assess their applications in the new platform and to test their updates.

In the legacy environment, OPM has reduced non-virtualized systems by approximately 25 percent through increased virtualization efforts and the decommissioning of systems no longer needed by the agency. OPM has also bolstered the desktop environment, resulting in a faster, more resilient platform for OPM employees through the implementation of new management tools, upgraded hardware, and more sophisticated security controls. OPM completed the acquisition of the case management platform and implementation services for the core product.

Further, OPM migrated *opm.gov* and all of its subordinate sites supporting the platform consolidation initiative by moving from a hosted environment to an OPM data center. This move resulted in savings while also providing greater security for OPM's websites and associated data.

OPM acquired new enterprise collaboration and productivity tools, Microsoft SharePoint and Office 365, and dedicated resources to support a 2-year implementation. The primary challenge that OPM experienced with the implementation of the SharePoint rollout was gaining access to the skill sets required for implementation. To mitigate this, OPM brought in a temporary resource to support the implementation.

A second challenge was delays in the acquisition of the case management platform. The platform is required prior to implementing the case management systems for RS and FIS. The delays resulted from changes in project leads as well as extensive market research that OPM conducted, including "industry days" to give potential responders an overview of the project.

In the fourth quarter of FY 2015, OPM completed the acquisition for the core product of the Enterprise Case Management System and the technical specifications.

FY 2015 Results

TABLE 4.03A

PERFORMANCE MEASURE: Customer satisfaction with OPM infrastructure services								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011-FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	3 (Satisfied)	≥ 3 (Satisfied)	Met	≥ 4 (Highly-Satisfied)	

FY 2015 Analysis of Results:

This survey was administered monthly. The response rate was 3.5 percent, with 2,445 respondents. In FY 2015, OPM reached a high rating of four (92 percent), a low rating of two (76 percent), and an average of three (87 percent). The low rating was attributed to the implementation of security measures that impacted the performance of various systems. The agency quickly mitigated this and the rating increased to three (88 percent) the following month.

*N/A – Not Available – no data available for this period.

TABLE 4.03B

PERFORMANCE MEASURE: IT security compliance rating for OPM infrastructure services								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	N/A*	1 (Unsecure)	≥ 3 (Secure)	Not Met	≥ 4 (Highly-Secure)	■

FY 2015 Analysis of Results:

While the average rating of the security compliance of the six OPM General Support Systems was one (unsecure), OPM took steps towards strengthening the security posture of the agency's systems. During the tactical phase completed in FY 2015, OPM implemented new security tools and increased the agency's ability to scan its systems for vulnerabilities. These tools identified vulnerabilities previously unknown. As a result, OPM accelerated the implementation of the Continuous Diagnostic and Mitigation tools. The initial set of tools will be implemented by end of the second quarter of FY 2016. In FY 2015, OPM began work on the Infrastructure as a Service project. Infrastructure as a Service is designed as a highly secure platform. By the end of the FY 2015, Infrastructure as a Service was available for development and testing, and is scheduled to receive an Authority to Operate in FY 2016.

OPM made strides in improving the security of its infrastructure in FY 2015, but due to the manner in which this measure is assessed, the true security posture is not represented here. This measure only tracks systems listed in the trusted agent system. Some of the categories only measure completeness of a requirement and do not account for quality. The agency is reassessing the methodology.

*N/A – Not Available – no data available for this period.

TABLE 4.03C

PERFORMANCE MEASURE: Number of public facing OPM systems using single sign on capability								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	N/A*	44 (73%)	Establish Baseline	Establish Baseline	≥80%	▮

FY 2015 Analysis of Results:

In FY 2015, 44 (73 percent) of the 60 identified systems made public through *opm.gov* had single sign on capabilities through Windows Management Instrumentation Command.

*N/A – Not Available – no data available for this period.

Strategy 4.04: Implement business initiatives that provide capabilities spanning the HR life cycle, allowing OPM and other Federal agencies to achieve their mission

FY 2015 Progress Update

USAJOBS developed an initial set of agency dashboards and executive monthly summary statistics. OPM also implemented a data warehouse and data analytics capability to visualize USAJOBS data. In addition, the agency implemented the Federal Workforce Map for USAJOBS, allowing geographical searches. Further, OPM's Retirement Systems implemented a Phased Retirement for Federal Annuitant Case Expert System and Annuity Roll systems, and

OPM's Financial Services team completed an upgrade of the Federal Employees Retirement System Further Revised Annuity Employees, as required by the *Bipartisan Budget Act of 2013.* OPM also completed the implementation of an update to the financial and Retirement Services systems that allows annuitants to pay their life insurance premiums when their annuity is too small to cover them.

Planning for the Infrastructure as a Service (also known as Shell) migration requires new funding and developer resources, and entails significant risk to functionality based upon unknowns about the security tools. The timing of the migration may affect delivery of the next generation USAJOBS, requiring a delay until FY 2017 for the migration.

FY 2015 Results

TABLE 4.04A

PERFORMANCE MEASURE: Aggregate customer satisfaction rating with OPM IT business systems								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	N/A*	2.5 (Below Standards)	≥ 3 (Satisfied)	Not Met	≥ 4 (Highly-Satisified)	

FY 2015 Analysis of Results:

The eOPF survey was administered October 1, 2014 through June 30, 2015 and July 1, 2015 through September 30, 2015. The response rate was 24 percent, with 3,666 respondents.

The USAJOBS survey was administered monthly. The response rate was 46.9 percent, with 10,919 respondents.

The results for this measure remained consistent throughout FY 2015. It comprised the average ratings of USAJOBS and eOPF. USAJOBS received an average rating of two (73 percent), and eOPF received an average rating of three (87 percent). OPM has determined that the USAJOBS target is not achievable, and will reassess the target.

*N/A – Not Available – no data available for this period.

TABLE 4.04B

PERFORMANCE MEASURE: IT security compliance rating for OPM business systems								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	N/A*	1	≥ 3 (Secure)	Not Met	≥ 4 (Highly- Secure)	▮

FY 2015 Analysis of Results:

OPM started the year with a rating of two and maintained this level for most of the year (October through July). The score dropped to a level of one in August and September. The average rating for the year was two, which is below the compliance standards. While the score was below standards, OPM did take steps towards strengthening the security posture of the agency's systems. During the tactical phase completed in FY 2015, OPM implemented new security tools and increased the agency's ability to scan its systems and better detect vulnerabilities. As a result, OPM accelerated the implementation of the Continuous Diagnostic and Mitigation tools. The initial set of tools will be implemented by end of Q2 FY 2016. In addition to these tools, OPM is working to remediate Plans of Actions and Milestones.

OPM made strides in improving the security of its systems in FY 2015, but due to the limited manner in which this measure is assessed, the true security posture is not represented here. This measure only tracks systems listed in trusted agent. Some of the categories only measure completeness of a requirement and do not account for quality. OPM is reassessing how this measure is calculated.

*N/A – Not Available – no data available for this period.

STRATEGIC GOAL 5: ESTABLISH AND MAINTAIN RESPONSIVE, TRANSPARENT BUDGETING AND COSTING PROCESSES

Strategy 5.01: Implement Cost Re-Baselining

FY 2015 Progress Update

OPM completed all planned actions under this strategy. In FY 2014, OPM implemented its new 5-year Strategic Plan, which set the foundation for OPM budgets through FY 2018. The agency rolled out the Strategic Plan in January 2014, and shortly thereafter completed the FY 2015 Congressional Budget Justification, which aligned resource needs to the new strategic goals and strategies. OPM then began to make long-term

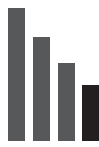changes to the budget processes and embarked on an effort to incorporate prioritization of requirements as a part of the annual budget process. OPM established an agency council, representative of each program office, to develop the new process, which has been used for two performance budget submissions to identify requirements and validate funding justifications. To promote transparency, the process also forces

visibility into program costs, helps clarify and define the basis for OPM activities and why they are performed, and established a method to prioritize OPM activities using mission based criteria (drivers). OPM created a spreadsheet-based budget prioritization tool to support the process and collect required data and information. As a result, this new process aided in refining agency budget formulation activities.

FY 2015 Results

TABLE 5.01

			PERFORMANCE MEASURE: Actual resource variance from plan					
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	1.23%	0.98%	0.76%	0.57%	-	-	Discontinued	

FY 2015 Analysis of Results:

The variance from the $310,653,518 plan was $1,781,559. The Office of the Chief Financial Officer closely collaborated with program offices on spending plans and monthly projections. As resources became available, OPM reprogrammed them to invest in the agency's highest priority items resulting, in 99.4 percent utilization.

*N/A – Not Available – no historical data available for this period.

Strategy 5.02: Institutionalize corporate prioritization

FY 2015 Progress Update

Following the FY 2014 implementation of the budget prioritization tool, which provides structure and uniformity in validating and determining funding requirements, early in FY 2015, OPM completed a lessons learned exercise to improve the mechanics of the budget prioritization tool. As a result of the lessons learned exercise, OPM made updates to the prioritization tool to help ensure consistency in application, provide clarification regarding requirement definitions, and streamline data entry and consolidation. In the short-term, OPM will continue to use the spreadsheet-based tool, though efforts are underway to implement an automated tool. During FY 2015, the agency completed market research to explore alternatives to enhance budget formulation activities and incorporate components of the prioritization tool.

Also in FY 2015, OPM expanded its CFO Financial Dashboard and metric reporting activities. The dashboard is located on the agency Intranet, available to all OPM employees, and provides key financial data and metrics, allowing senior leaders and program managers to monitor resource spending. In addition to sharing information through the dashboard, the OCFO routinely informs agency leaders of their financial performance through informational briefings. In FY 2015, the agency introduced reporting of expenditures against planned spending by OPM strategic goals. OPM shared its strategic goal reporting approach with other Federal agencies to help them implement similar reporting within their organizations.

During the FY 2017 budget formulation process, OPM introduced multi-year budget planning to coincide with the OPM Strategic Plan. In doing so, OPM is better able to predict the resources associated with completing agency priorities and commitments through the life of the current Strategic Plan.

While OPM made significant progress, an area for further improvement to the budget prioritization tool is incorporation of minimum and maximum resources levels (costs or level of effort) needed to perform an activity or requirement, which would allow for better and more efficient budgeting. Additionally, while the current prioritization tool is efficient in capturing the required data and key elements, this spreadsheet-based process can be enhanced by developing a product that provides additional functionality and reporting capabilities. OPM has undertaken efforts to address both concerns as the agency develops requirements to implement an automated budget management system.

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

FY 2015 Results

TABLE 5.02

PERFORMANCE MEASURE: **Actual resource variance from plan**

Refer to Table 5.01.

Strategy 5.03: Widely inform key stakeholders on new agency budget process

FY 2015 Progress Update

With the implementation of the OPM Strategic Plan, the emphasis on strengthening budget transparency and costing has elevated the need for better stakeholder engagement. The OCFO provides agency stakeholders with frequent updates, including senior briefings, on OPM's financial status, highlighting areas where the agency can better manage its resources. Also in FY 2015, OPM developed a budget, performance and financial management training course for all agency leaders and personnel who have financial management responsibilities within OPM. This training is intended to improve awareness and understanding of key performance, budget and

finance responsibilities and concepts, and show relationships between the three areas. OPM also created the Performance Measurement and Reporting Officials group to help OPM program managers develop and execute performance–informed budgets, linking resources expended to performance levels achieved. Lastly, OPM is building its enterprise-wide managerial cost accounting program, which will improve transparency in assigning costs to deliver OPM products and services. This year, OPM is emphasizing building knowledge and understanding of cost accounting management concepts.

Challenges remain in ensuring information is shared at the right levels of management, that information is accessible and timely, and that there is understanding and knowledge to facilitate proper application.

Strategy 5.04: Configure and Deploy Agency-wide Cost Accounting Models

FY 2015 Progress Update

Early in FY 2015, OPM conducted a review of its cost accounting methodology. As a result of the assessment, the agency identified some key areas that would strengthen the methodology and began to implement the changes to meet the requirements of the Statement of Federal Financial Accounting Standards 4. In addition to refining the methodology, OPM focused attention on establishing governance and building awareness around cost management within the agency. Agency program offices were involved in documenting the future state objectives of OPM's Enterprise-wide Managerial Cost Accounting (EMCA) program based on their business needs and desired outcomes. The agency developed training and delivered it to stakeholders, increasing understanding and awareness of cost accounting management objectives. The EMCA project team identified, analyzed, and considered industry leading practices to inform OPM's EMCA implementation; performed analysis to determine gaps that existed between current and future state objectives; and categorized and prioritized gaps

based on impact, complexity, and urgency. OPM developed a remediation plan and a strategic plan for the agency's EMCA initiative to outline the path forward. Further efforts are underway to procure a cost management system solution.

In FY 2015, OPM focused efforts on creating the foundation for optimizing its program. The success of OPM's EMCA program will depend on the presence of systems and processes that support and allow for proper internal controls, as well as accessible cost accounting data.

STRATEGIC GOAL 6: PROVIDE LEADERSHIP IN HELPING AGENCIES CREATE INCLUSIVE WORK ENVIRONMENTS WHERE A DIVERSE FEDERAL WORKFORCE IS FULLY ENGAGED AND ENERGIZED TO PUT FORTH ITS BEST EFFORT, ACHIEVE THEIR AGENCY'S MISSION, AND REMAIN COMMITTED TO PUBLIC SERVICE

Strategy 6.01: Design and deliver leadership training to increase employee engagement

FY 2015 Progress Update

In FY 2015, OPM began the work to mature the Manager and Executive Leadership Education and Development (LEAD) Program from a "Certificate of Completion Program" to a "Certificate of Mastery Program," and will begin monitoring and measuring the effectiveness of this initiative once it is completed and the program begins to be delivered in FY 2016.

OPM's Human Resources Solutions' professional leadership development courses and programs

attracted 19,047 Government employees in FY 2015. The Leadership for a Democratic Society Program was awarded the Outstanding Program Award at the 2015 Association of Leadership Educator's International Conference in Washington, DC. OPM developed and offered its second blended learning program for the Leadership for a Democratic Society program, combining technology-based and classroom-based learning. The FY 2015 program was revised based on input from a FY 2014 pilot class, resulting in significant improvements to the online portion of the program, and improved participation and completion. In FY 2016 and beyond, this program will be widely available for the Federal workforce via this blended method of delivery. Also in FY 2015, OPM's Federal Executive Institute offered its first course to graduates of the Leadership for a Democratic Society program. That course, *Leading Difficult Change: A Case Study of the Civil Rights Movement*, attracted 45 participants, and more, similarly-designed courses will be offered in FY 2016.

OPM conducted extensive analysis that included cross walking curricula to engagement behaviors in an effort to identify gaps associated with employee engagement. OPM is using this analysis to target and strengthen offerings in specific competencies that will improve employee engagement throughout the Federal Government.

To further international partnerships, in September 2015, OPM Federal Executive Institute staff participated in Korea's Central Official's Training Institute's International conference on Human Resource Development in an Era of Globalization. OPM also worked with the Dutch Embassy to support their senior government leaders' leadership development seminar in Washington, DC by providing staff support, a talk by Harvard Professor Lenny Marcus, and a table-top simulation focused on cybersecurity.

The SES program welcomed more than 400 new career SES and SES-equivalents from more than 30 Federal agencies during the Government-wide SES Orientation Briefings hosted by the Federal Executive Institute and the White House Presidential Personnel Office.

FY 2015 Results

TABLE 6.01A

PERFORMANCE MEASURE: Percent of components of CHCO organizations that increased "leaders lead" scores								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	57.3%	≥ 41%	Met	≥ 50%	▌

FY 2015 Analysis of Results:

Of 496 CHCO organizations, 284 increased their score by one percentage point or more. An additional 43 components (8.67 percent) remained steady at 2014 levels.

*N/A – Not Available – no data available for this period.

Strategy 6.02: Support agencies in hiring leaders strong in managing and leading high performing organizations

FY 2015 Progress Update

OPM identified a promising practice in the use of the Supervisor Situational Judgment Test. According to OPM's analysis, there is a direct correlation between the administration of the test and improved applicant pools and subsequent successful hiring actions. Since the rollout in January 2014 through September 2015, the agency administered the test in 117 OPM supervisory job announcements resulting in a more qualified pool of candidates from which to make hires. OPM made 69 hires using the test. OPM's Human Resources Solutions, in conjunction with the U.S. Army Corps of Engineers, developed a customized Managerial Situational Judgment Test to measure leadership competencies of interest to the Corps. The Corps plans to use the test for future managerial level job openings. OPM also worked with the Defense Logistics Agency to customize the Supervisory Situational Judgment Test for its use. The Defense Logistics Agency started administering their test, in conjunction with an assessment questionnaire, for all supervisory professional and administrative job openings. OPM expects to leverage and promulgate this process to other Federal agencies in FY 2016.

OPM also hosted an SES resume-based hiring forum, soliciting from the participating agencies lessons learned, best practices, challenges faced, and tools that might facilitate agencies further exploring the resume-based approach to SES hiring.

Budget reductions are a principal concern. While it is too early to determine, there have been emerging indications that some agencies may be experiencing more challenges related to hiring the best talent in a timely manner. If the employees involved in the hiring process are not experienced or trained, longer hiring times will result. The cascading effect of these hiring-related challenges may not only affect Federal Employee Viewpoint Survey scores, but also have less evident impacts that result from not getting experienced and/or trained talent to fill leadership positions. OPM will continue to look for ways to streamline hiring practices that might result in more efficient and effective hiring practices.

FY 2015 Results

TABLE 6.02

PERFORMANCE MEASURE: Percent of components of CHCO organizations that increased "leaders lead" scores
Refer to Table 6.01A.

Strategy 6.03: Provide a comprehensive suite of engagement services and models for agencies and employees

OPM revised the format and functionality of the Engagement Community of Practice web page on *UnlockTalent.gov* to highlight featured and new material, and to allow the agency to add new material monthly. OPM developed and implemented a schedule for monthly updates. In FY 2016, OPM will continue to revise and update the Community of Practice to maximize its effectiveness and ensure a positive user experience for its more than 9,300 users.

OPM continued to provide action planning training and support services to agencies, providing training and services to OPM HR, the Food and Drug Administration Office of Regulatory Affairs Office of Resource Management, and the Center for Disease Control and Prevention Department of STD Prevention in FY 2015. These projects include hands-on training on how to develop action plans and the steps required to implement those plans.

In May 2015, OPM conducted its first Virtual HR Training Conference attended by more than 2,400 entry-level through management employees across 75 Federal agencies. Of the more than 700 participants who completed the post-course evaluation, 67 percent believed the program would improve their job performance, 81 percent would recommend the program to their colleagues, and 90 percent were committed to applying what they learned to their work.

OPM convened another Human Center Design session with President's Management Agenda agencies. These sessions continue to surface important aspects of engagement that OPM considers, develops and proposes for consideration as best practices for participating agencies.

The HRStat concept, in which Federal agencies facilitate data-driven quarterly reviews, began to show promise and, with the completion of the HRStat project plan, OPM is now ready to begin integrating it into its other efforts.

Further, OPM's Human Resources Solutions provided succession planning support to agencies that included a leadership competency modeling and gap analysis review, as well as training, for the purpose of identifying and closing gaps via "on-point" developmental programs, and individual succession risk profiling for key leaders to facilitate building readiness and bench strength. OPM provided consulting services to 11 agencies, including the Federal Emergency Management Agency Region 9, Food and Drug Administration Office of Regulatory Affairs, Navy International Program Office, Centers for Disease Control's Human Capital and Resources Management Office and the National Center for Chronic Disease Prevention and Health Promotion, U.S. Citizenship and Immigration Services, National Oceanic and Atmospheric Administration National Satellite and Information Service, Department of Transportation Federal Highway Administration, U.S. Geological Survey, Food and Drug Administration Office of Resource Management, and National Aeronautics and Space Administration's Glenn Research Center. In July 2015, OPM also developed and deployed a new three-day open enrollment course on succession planning attended by human capital management practitioners from multiple agencies.

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

TABLE 6.03A

PERFORMANCE MEASURE: Percent of components of CHCO organizations that increased "leaders lead" scores

Refer to Table 6.01A.

TABLE 6.03B

	PERFORMANCE MEASURE: Percent of CHCO Act agencies that access the Employee Viewpoint Survey Online Reporting and Analysis Tool							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	100%	Target Set for FY 2016	Target Set for FY 2016	100%	▌

FY 2015 Analysis of Results:

All 24 CHCO Act agencies accessed the Employee Viewpoint Survey Online Reporting and Analysis Tool.

*N/A – Not Available – no data available for this period.

TABLE 6.03C

	PERFORMANCE MEASURE: Percent of CHCO Act Agency component-level reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	72.6%	Target Set for FY 2016	Target Set for FY 2016	≥ 95%	▌

FY 2015 Analysis of Results:

In FY 2015, 254 of 350 CHCO Act Agency component-level reports were accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool. OPM provides information to all agency points of contact regarding the Online Reporting Tool, notifies points of contact when new reports are added, and has provided training sessions on using the tool. All OPM points of contact are trained in using the tool and provide one-on-one guidance to agency points of contact as requested.

*N/A – Not Available – no data available for this period.

TABLE 6.03D

	PERFORMANCE MEASURE: Percent of CHCO Act agency lower-level components reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool							
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	44.8%	Target Set for FY 2016	Target Set for FY 2016	≥ 75%	▌

In FY 2015, 9,007 of 20,099 CHCO Act agency lower-level component reports were accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool. OPM provides updates to each agency point of contact when new reports are added, and encourages agency points of contact to access the new reports to ensure accuracy and completeness.

*N/A – Not Available – no data available for this period.

Strategy 6.04: Ensure agencies target, address, and measure key drivers of employee engagement

FY 2015 Progress Update

OPM made progress on formalizing a roster of Senior Accountable Officials tasked with ensuring genuine commitment to improving employee engagement at all levels.

FY 2015 Results

TABLE 6.04

PERFORMANCE MEASURE: Percent of components of CHCO organizations that increased "leaders lead" scores

Refer to Table 6.01A.

Strategy 6.05: Partner with agencies to drive greater diversity, inclusion and employee engagement

FY 2015 Progress Update

In November 2014, OPM deployed applicant flow data analysis capability, which establishes universal access to applicant demographic data by USA Staffing® customers to support efforts to recruit from all segments of society.

OPM also continued to focus on Government-wide diversity and inclusion efforts by partnering with agencies to employ data-driven strategies through tools like applicant flow data and the New IQ index, as well as through implementation of agency-specific diversity and inclusion strategic plans and related trainings. Key accomplishments during FY 2015 included:

- establishing the Government-wide Diversity and Inclusion in Government Council in collaboration with OMB and the Equal Employment Opportunity Commission;

- preparing the 2015 Government-wide Inclusive Diversity Strategic Plan in coordination with the 60 Diversity and Inclusion Strategic Partners;

- developing the prototype for canned reports of applicant flow data as well as piloting efforts with OPM managers, to improve outreach and recruitment activities for vacant positions;

- convening a Government-wide Employee Resource Group Summit to develop leadership skills of group members at 45 agencies;

- developing web-based training for Selective Placement Program Coordinators to improve the recruitment and hiring of people with disabilities; and

- developing web-based training regarding the inclusion of LGBT employees in the workplace.

Data demonstrates that departments and agencies made progress with respect to OPM's New IQ, a data-driven strategy that teaches first-line supervisors techniques and behaviors that foster inclusion. The 2015 FEVS data reflects that the employees' positive perceptions of supervisors have increased. Ten of the 11 items in the survey section regarding supervisors showed an increase of at least one percentage point since 2014. Specifically, 81 percent reported that their supervisors treat them with respect, 78 percent reported feeling that their supervisors support their need for balance work and life issues, and 76 percent agreed that their supervisors provide constructive suggestions to improve their performance. OPM also deployed key strategies to improve employee inclusion. They include developing:

- a New IQ application for mobile devices, which is in final testing, that can be used by managers to help track their use of inclusive behaviors or habits;

- New IQ Game Changers technical assistance. OPM provided technical assistance to 163 Government-wide New IQ Game Changers across 41 different agencies;

- the 20 Small Acts of Inclusion, which are 20 actions based on neuroscience that increase behaviors that lead to the perception of inclusion;

- a Habit Scan, a survey where managers are asked how many inclusive habits or activities they have engaged in; and

- the Simple Pledge, in which senior leaders identify two to four commitments related to diversity, inclusion, engagement, and employee development to increase accountability and transparency across organizations.

OPM has also collaborated with agencies to attract applicants and retain employees from historically underrepresented groups, including people with disabilities, at all levels of Government, resulting in some key successes.

For example:

- In FY 2014, total non-seasonal, full-time permanent employees with targeted disabilities, increased slightly from 18,665 in FY 2013 to 19,536, representing an increase from 1.02 percent to 1.07 percent. There are more people with targeted disabilities in Federal service now than at any time in the past 18 years.

- In FY 2014, total non-seasonal, full-time permanent employees with disabilities, including 30 percent or more disabled veterans, increased from 234,395 in FY 2013 to 247,608, representing an increase from 12.80 percent to 13.56 percent. There are more people with disabilities in Federal service both in real terms and by percentage than at any time in the past 34 years.

More than 10,250 human resource and hiring managers have taken the new online course entitled, "*A Roadmap to Success: Hiring, Retaining and Including People with Disabilities*." Training is ongoing.

OPM has a significant role to play in the recruitment of a diverse and talented workforce, and implementation of the agency's strategies is dependent on coordination among several key OPM components in order to provide program management, policy, guidance, and communication and coordination with

hiring managers and employees Government-wide. Additionally, key OPM offices support recruitment and outreach to the veterans' community. Furthermore, OPM needs the important contributions that result from conducting the annual FEVS and the participation and support of managers at all levels.

Because the strategy involves leveraging social media and technology, it requires agency cooperation to utilize social media through official Government accounts. Dashboard and data analysis tools, along with analytical expertise, are required for ongoing agency monitoring and feedback.

If agency hiring continues to be constrained by budget limitations, the impact of this strategy on the composition of the workforce is similarly constrained. Additionally, without broad hiring, applicant flow data is limited and the results may not be representative of the entire agency. For example, if the agency only hires in one location, organization, or occupation, the data cannot be meaningfully extracted to represent hypothetical agency-wide hiring; rather the data will only reflect those limited conditions.

OPM's diversity and inclusion objectives can sometimes be in tension with the rules governing staffing and the provision of benefits under Title 5 of the United States Code, which OPM is responsible for administering. Accordingly, the Office of General Counsel closely reviews all materials related to diversity and inclusion to ensure that they not only comply with the civil rights laws (that is, OPM initiatives do not unwittingly result in reverse discrimination), but also, that they are consistent with the laws for which OPM is responsible, that is, Title 5; is involved with revisions to regulations to improve the processes for staffing, performance management, and other personnel processes; and defends the agency or liaises with the Department of Justice when diversity and inclusion policies and practices are challenged.

FY 2015 Results

TABLE 6.05A

PERFORMANCE MEASURE:
Percent of components of CHCO organizations that increased "Leaders Lead" scores

Refer to Table 6.01C.

TABLE 6.05B

PERFORMANCE MEASURE: Percent of component of CHCO organizations that increased employee inclusion scores								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	N/A*	57.6%	-	-	Discontinued	

FY 2015 Analysis of Results:

In FY 2015, 15 of 26 total CHCO organizations increased employee inclusion scores.

*N/A – Not Available – no data available for this period.

TABLE 6.05C

PERFORMANCE MEASURE: Percent of non-seasonal, full time permanent employees onboard in the Federal Government with targeted disabilities								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ NotMet	FY 2015 Results	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	0.96%	0.99%	1.07	≥1.50%	Not Met	N/A* until Q3 FY 2016	≥ 1.10%	

FY 2014 Analysis of Results:

In FY 2015, 19,536 of 1,825,762 non-seasonal, full-time permanent employees onboard in the Federal Government had targeted disabilities. OPM collaborated with agencies to attract people with targeted disabilities, resulting in an 11.5 percent increase since FY 2012. However, the agency did not meet the target because OPM needs to help agencies, through collaborative partnerships, use Schedule A hiring authorities and encourage candidate interviews from the OPM shared list.

*N/A – Not Available – no data available for this period.

STRATEGIC GOAL 7: ENSURE THAT FEDERAL RETIREES RECEIVE TIMELY, APPROPRIATE, TRANSPARENT, SEAMLESS, AND ACCURATE RETIREMENT BENEFITS

Strategy 7.01: Prepare the Federal workforce for retirement from entry-on-duty across every stage of the employment life cycle

FY 2015 Progress Update

OPM provides webinar trainings to the HR community through OPM's YouTube channel and the OPM website. The webcasts include *Processing Phased Retirement, TSP Transfers and Rollovers: How, When, and Why (or Why Not!)*; and *Overview of Federal Employees Insurance Benefits*. OPM delivered six webinars in FY 2015 that received more than 20,000 views. Because the webcasts are hosted online, they continue to provide training to benefits officers on key topics related to retirement. The webinars are available at: ***https://www.opm.gov/retirement-services/benefits-officers-center/training/***.

OPM provided in-person *Federal Erroneous Retirement Coverage Corrections Act* (FERCCA) trainings to the Department of Energy, Securities and Exchange Commission, General Services Administration, and the Department of the Interior. OPM also provided training on the Act to the Department of Justice. In July, OPM held a roadshow event with the Securities and Exchange Commission and Federal Executive Board to provide a Civil Service Retirement System and Federal Employees Retirement System overview.

In FY 2015, budget constraints across the Federal Government resulted in OPM's cancellation of its annual Agency Benefit Officers' Training conference. To continue to meet benefits officer mandatory training needs, OPM dedicated time and resources to developing a virtual benefits officers training seminar. Through the *Benefits Officers Virtual Training Seminar*, held in November 2014, OPM provided updates to participants on benefits initiatives, shared best

practices, and discussed crosscutting issues in retirement, insurance, and Thrift Savings Plan administration. The event also featured information on OPM's Retirement Audit initiative and how to provide a healthy retirement case to OPM. The agency provided an additional virtual Federal benefits seminar in June 2015 that integrated feedback from the November event. The seminar focused on increasing knowledge of the Federal benefits programs and improvements to the retirement process. More than 575 people registered for the June seminar, an increase from the more than 450 registrations for the November seminar.

While virtual trainings enable OPM to reach a wide audience, the downside is that they do not provide the same level of networking, engagement, and relationship building as in-person trainings. OPM will assess the ability of individuals to travel and attend in-person seminars on an annual basis. If in-person attendance is not feasible, OPM plans to continue providing virtual training seminars.

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

TABLE 7.01

> **AGENCY PRIORITY GOAL PERFORMANCE MEASURE:**
> **Relative ratio of complete retirement submissions**
> **versus incomplete cases**

Refer to Table 7.02H.

Strategy 7.02: Advance the 21st Century customer-focused retirement processing system for claims adjudication in a timely and accurate manner

FY 2015 Progress Update

OPM continues to implement the core components in the Retirement Services Strategic Plan, including delivering quality customer service to people; implementing productivity and process improvements; partnering with agencies; and making partial, progressive information technology improvements. When the Retirement Services Strategic Plan was released in January 2012, the inventory was 61,108 claims. As of the end of FY 2015, OPM had reduced the inventory to 14,706. The agency's FY 2015 processing accuracy has remained stable at 94 percent.

OPM is focused on both its internal process improvements and external outreach towards other Federal agencies to meet its goal of processing 90 percent of claims within 60 days. Based on a Lean Six Sigma process improvement review, OPM has streamlined and standardized workflows. For example, OPM changed processes to review and assemble complete cases before distributing them to legal administrative specialists for adjudication. As of the end of FY 2015, all pending processing claims were processed within an average of 56.2 days, with 70 percent processed within 60 days.

OPM typically receives a surge of retirement claims at the beginning of the calendar year. In FY 2015, the surge included approximately 30,000 new claims, exceeding projections. In previous years, OPM has hired additional staff at the beginning of the fiscal year to offset the increased

workload. Due to resource constraints, OPM was not able to use this approach in FY 2015.

As these claims hit their 60 day mark around April, OPM's 60 day processing percentage decreased. The table below shows the 60 day processing goal broken out by month, showing the impact from the surge and the increased progress since April. By monitoring this goal on a monthly basis, OPM anticipates fine tuning the process.

Month	Percent Processed in 60 days
October 2014	83.2%
November 2014	83.7%
December 2014	84.4%
January 2015	70.6%
February 2015	82.1%
March 2015	86.0%
April 2015	25.7%
May 2015	44.7%
June 2015	74.5%
July 2015	72.1%
August 2015	75.5%
September 2015	75.7%
FY 2015	**70.1%**

OPM also strives to decrease the processing time of claims older than 60 days. As of the end of FY 2015, claims adjudicated in more than 60 days had an average processing time of 88.6 days, down from the 119.3 days at the end of FY 2014.

A portion of OPM's workload also involves retirement benefits provided by other agencies that need to be coordinated with OPM's benefits, such as FERS disability benefits and Office of Worker's Compensation Programs claims. For instance, the agency receives information from Social Security regularly for its FERS claims processing, and is discussing other process improvements. OPM also meets with both the United States Postal Service (USPS) and the National Personnel Records Center on a bi-weekly basis to discuss common issues attendant to retirement processing. The agency anticipates that using this internal and external process improvement approach will help OPM meet the 60-day goal.

OPM has embarked on five major IT initiatives that will ultimately lead to the realization of its IT strategic vision, including the Electronic Retirement Record, Retirement Data Repository, Data Bridge, Online Retirement Application, and Enterprise Case Management System. OPM posted two Requests for Quotations for the case management system. In August 2015, OPM awarded the first case management Blanket Purchase Agreement to acquire the enterprise level (agency) platform and translate business requirements into technical requirements. The second Request for Quotations focused on the services to build the configuration (including the online retirement application) upon the agency platform. OPM is also working to expand access to the Retirement Data Repository, via Data Viewer, to additional agencies. In FY 2015, OPM completed Phase 1 of the Data Viewer Expansion Project by adding access for 10 agencies, with more agencies anticipated in Phase 2. The Data Bridge is currently under construction. OPM has developed the web service to call Electronic Retirement Record data from the Retirement Data Repository and the Data Gateway to analyze the data and build business rules to transform and map the data to the retirement calculator. While OPM anticipates that the implementation of all of the components of its IT strategic vision will impact business operations, the agency cannot determine the impact of each individual system at this time.

In FY 2015, OPM actively encouraged individuals to take advantage of the resources available through Services Online, a web platform that provides retirement services on demand *(https://www.servicesonline.opm.gov/)*. Services Online enhancements, such as improved password resets and lockout functions, have made access easier and increased functions. Enhancements include a new summary of payments and a view of life insurance coverage. More than 513,000 unique users accessed Services Online in FY 2015, conducting more than 5 million transactions.

OPM has relied on customer feedback, forward-focused initiatives, and process improvements to address customer needs. In FY 2015, OPM launched multiple customer service training initiatives for new and existing staff to improve customer service levels, focusing on improving quality. OPM has also added additional call center phone lines to allow for more callers and reduce busy signals. Due to reduced call center staff, there has been an increase in wait times and higher abandonment rates. OPM is exploring an increase in call center staff to address this issue.

A challenging component to implementing this strategy is the unexpected surge in normal retirement and phased retirement applications. When agencies make Voluntary Early Retirement Authority and Voluntary Separation Incentive Program offers, OPM may see a significant increase in retirement applications. OPM works closely with agencies to understand upcoming retirement offers; however, surges in retirement applications can occur outside of OPM's control and predictions.

OPM tries to anticipate legislative challenges that may impact the strategy. For example, this may include a change in how retirement annuities are calculated (similar to the White House's initiative on advanced sick leave).

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

TABLE 7.02A

PERFORMANCE MEASURE: Average unit cost (direct labor only) for processing retirement claims								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
$107.62	$101.89	$91.37	$129.83	$124.48	≤ $129.01	Met	≤ $128.47	

FY 2015 Analysis of Results:

OPM implemented important retirement process improvements through a Lean Six Sigma process improvement effort. In FY 2015, OPM's Retirement Services focused on completing and implementing outstanding projects from FY 2013 and FY 2014. Out of the 16 outstanding projects, 10 have been completed and six have been implemented. The Lean Six Sigma projects focused on improved tracking and reporting of court-ordered benefits claims, disability case processing times, and other process improvements.

Consistent with resource constraints in FY 2015, Retirement Services labor costs for claims processing decreased, which was reflected in a reduction of Civil Service Retirement System annuity claims production. However, due to gains in survivor claims production, OPM's overall production increased.

TABLE 7.02B

PERFORMANCE MEASURE: Percent of retirement and survivor claims processed accurately								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
94%	92%	93%	94%	94.1%	≥ 95%	Not Met	≥ 95%	

FY 2015 Analysis of Results:

OPM projected that it accurately processed 124,472 of an estimated 132,299 retirement and survivor claims, based on a statistically valid random sample. OPM has implemented strategies and techniques to support the continued improvement of claims accuracy. The strategies include standardized and improved training for legal administrative specialists, roundtable discussions to create consistency among reviewers, online training modules, and refresher technical training. Claims adjudicators are also using a checklist, developed as part of a Lean Six Sigma process improvement effort, to assist in the reduction of errors. In addition, OPM continued to use a 'Targeted Error Feedback' tool that provides feedback on common errors, and supports claims processing accuracy.

*N/A – Not Available – no data available for this period.

TABLE 7.02C

PERFORMANCE MEASURE: Percent of customers satisfied with overall retirement services								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
76%	73%	76%	78%	76.5%	≥ 75%	Met	≥ 75%	

FY 2015 Analysis of Results:

The survey period began on November 25, 2015, when OPM mailed the surveys, and ended December 30, 2015. The response rate was 21.4 percent. Of the 183 respondents who answered the question, 140 reported that they were satisfied.

OPM continued to support excellent customer service in FY 2015 through the Retirement Services (RS) CARE Campaign. The acronym CARE communicates the four key values that RS employees should demonstrate: Compassion, Accuracy, Responsiveness, and Empowerment. The CARE team uses the Federal Employee Viewpoint Survey to identify areas of success and challenges, and communicates the results throughout RS and develops an action plan to address concerns. The team also collects feedback from RS employees on customer satisfaction improvements, which it uses as a resource for future planning. The CARE initiative has helped RS provide enhanced customer service to annuitants, survivors, and family members.

In FY 2015, OPM encouraged individuals to take advantage of the resources available through Services On-Line, a web platform that provides retirement services on demand *(https://www.servicesonline.opm.gov/)*. Users completed approximately 5.3 million Services On-Line transactions in FY 2015.

OPM conducted a deeper dive into customer service feedback with annuitants from the FY 2014 survey who volunteered to be interviewed about their experience. Interview results provide OPM with insights into areas that may require additional attention. OPM plans on continuing the process of in-depth interviews in the future.

TABLE 7.02D

PERFORMANCE MEASURE: Rate of improper payments in the retirement program								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
0.34%	0.36%	0.36%	0.38%	0.38%	≤ 0.37%	Not Met	≤ 0.36%	

FY 2015 Analysis of Results:

Of more than $81 billion in payments, $304 million were improper. In FY 2015, OPM's overpayment rate was 0.3 percent and the underpayment rate was 0.08 percent. The collection rate on total new debt during FY 2015 was 79 percent, an increase from the FY 2014 rate of 76 percent. OPM continues to make progress in efforts to reduce the extent and rate of improper payments and to recover an increasing percentage of improper payments.

OPM recently updated its Improper Payments Plan, highlighting ongoing and additional activities that have been put into place to reduce the improper payments made and improve collections. For example, OPM conducts a series of matches and surveys throughout the year to both identify and prevent improper payments, including weekly matches with the Social Security Administration's death file and annual surveys to determine if certain disability retirees have earned more than allowed in order to keep receiving benefits. OPM also conducts continuous audits on new adjudication of both retiree and survivor benefits under both retirement systems to identify errors, trends and any systemic issues. These audits are a cornerstone of internal control activities, and are a central point in forums with staff, especially reviewers.

OPM also completed several other actions to improve improper payments. For instance, it completed a 1099-R project in March 2014. OPM has reviewed many of the 2014 returned IRS Form 1099-R's and classified them into groups based on status. For instance, OPM has been able to ascertain that since the date that the 1099-R's were prepared and mailed, some annuitants have died (cases will have been suspended for verification). A considerable number of the 1099-R's need further investigation to determine whether the customer has moved or perhaps died and not informed OPM.

OPM is also developing a new agreement with Office of Workers Compensation Program (OWCP). OPM has been working on renewing its agreement to conduct a match that will identify beneficiaries receiving both wage loss compensation for disability or death under the *Federal Employees' Compensation Act* and retirement or death benefits under CSRS or FERS for the same period. The concurrent receipt of both benefits is prohibited. Discussion continues with OWCP on the Memorandum of Understanding as both OPM's Office of Chief Information Officer and the Labor Department are in support of an Information Security Agreement in tandem with the agreement under review.

By continuously monitoring payments and taking corrective actions when warranted, OPM believes it can reduce its rate of improper payments. Although OPM's overall improper payments rate for the Retirement program continues to be very low considering its size and complexity, OPM will continue working towards reducing retirement related improper payments in FY 2016 and beyond.

Table 7.02E

PERFORMANCE MEASURE: Percent of retirement program customer calls handled								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
83%	81%	82%	76%	72.0%	≥ 75%	Not Met	≥ 78%	

FY 2015 Analysis of Results:

In FY 2015, OPM handled 1,375,774 of 1,909,997 calls, approximately 200,000 more calls than in FY 2014. In FY 2015, OPM handled an additional 96,000 calls when compared to FY 2014. Due to high call volumes, however, the overall call handling rate decreased.

While OPM has added additional call center phone lines to allow for more callers and reduce busy signals, due to this significant increase in call volume and due to reduced call center staff, there has been an increase in wait times and higher abandonment rates. OPM is exploring an increase in call center staff to address this issue. Interacting with customers through the Retirement Information Office is an important component of OPM's customer service efforts.

OPM has also been encouraging its annuitant customers to use the Services Online website to manage their Federal retirement accounts. OPM's Retirement Services is conducting an analysis to determine if there is a correlation between the number of people who use Services Online and the number of calls received. This analysis will show if people are using online tools to conduct available self–service transactions in lieu of contacting the Retirement Information Office.

The Retirement Information Office provides a vital service that helps individuals navigate pre- and post-retirement processes, and honors the service of Federal employees. OPM continues to support customer service efforts and anticipates an improved process in addressing customer need.

**Retirement Claims
Processing Improvement**

Goal Statement: Reduce Federal retirement processing time by making comprehensive improvements and move toward electronic processing of all retirement applications. Starting July 1, 2014, process 90 percent of cases in 60 days or less. By the end of FY 2015, increase the use of services online by 25 percent (from a baseline of 367,000 annuitants), and increase the percentage of complete cases received from agencies to 95 percent or greater (from a baseline of 89 percent) with the long term goal of 100 percent of cases received as complete. In addition, by FY 2015, OPM will develop capabilities to receive electronic retirement applications.

FY 2014-2015 Progress Update

OPM processed 70 percent of pending claims within 60 days in FY 2015, and 79 percent within 60 days in FY 2014, below the target of 90 percent. The overall average processing time for retirement claims was 56.2 days in FY 2015, with an average of 42.3 days for claims processed in less than 60 days and 88.6 days for claims processed in more than 60 days. OPM typically receives a surge of retirement claims at the beginning of the calendar year. In FY 2015, the surge included approximately 30,000 new claims, exceeding projections and stretching from January into February. In previous years, OPM has hired additional staff at the beginning of the fiscal year to offset the increased workload. Due to resource constraints, OPM was not able to use this approach in FY 2015.

Of the 1.9 million annuitants, more than 513,000 unique users accessed Services Online in FY 2015, an increase of nearly 40 percent from the baseline of 367,000, exceeding the target of 25 percent. As of the end of FY 2015, an average of 87.7 percent of retirement applications submissions that OPM received were considered complete. This is an increase over the FY 2014 rate of 84 percent, and exceeds the target of 85 percent. Data is posted on the OPM website: ***http://www.opm.gov/about-us/budget-performance/strategic-plans/agency-audit-monthly-update.pdf***.

Additional highlights are described below.

- OPM's claims processing accuracy rate was 94.0 percent as of September 2015, using a weighted average (FY 2015 target was 95 percent).This rate remains unchanged from the FY 2014 rate of 94 percent.

- OPM achieved a FY 2015 call handling rate of 72.0 percent. In FY 2015, OPM received approximately 1.9 million retirement program customer service calls, approximately 200,000 additional calls when compared with FY 2014. In FY 2015, OPM handled an additional 96,000 calls when compared with FY 2014. Due to high call volumes, however, the overall call handling rate decreased from the FY 2014 rate of 76 percent.

- In FY 2015, four individuals from the USPS came to Boyers for six weeks during the surge to provide assistance on the front end processes. In FY 2016, four individuals from USPS and seven from the Defense Finance and Accounting Services will be going to Boyers for four to six weeks during the surge to again provide assistance on the front end process.

- In FY 2015, OPM delivered six webinars that received more than 20,000 views. Because the webcasts are hosted online, they continue to provide training to benefits officers on key topics related to retirement. The webinars are available at: ***https://www.opm.gov/retirement-services/benefits-officers-center/training/***.

- The 2015 Annual Training Survey was emailed to more than 1,100 HR specialists, and 228 respondents completed the survey. Of the respondents, 38.7 percent have watched a webcast in the last 12 months, 45.4 percent have received their training from Benefits Officers Training and Development, and 39.7 percent prefer in-person training. Seventeen percent of respondents would like to receive training in retirement benefits and 13.5 percent would like Social Security training.

- OPM expanded agency Human Resources and Payroll Office access to the Retirement Data Repository via Data Viewer.

OPM will continue to focus on improving retirement claims processing, and has set a new retirement services case processing Agency Priority Goal for FY 2016-2017.

TABLE 7.02F

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Claims Inventory								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	41,176^	17,719^	12,767	14,706	≤ 13,142	Not Met	Discontinued	

FY 2015 Analysis of Results:

As stated in the Strategy 7.02 Progress Update, OPM typically receives a surge of retirement claims at the beginning of the calendar year. In FY 2015, the surge included approximately 30,000 new claims, exceeding projections. In previous years, OPM has hired additional staff at the beginning of the fiscal year to offset the increased workload. Due to resource constraints, OPM was not able to use this approach in FY 2015.

*N/A – Not Available – no historical data available for this period.
^FY 2012 and FY 2013 results revised in FY 2016.

TABLE 7.02G

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of retirement claims processed within 60 days								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	79%	70.1%	≥ 90%	Not Met	≥ 90%	

FY 2015 Analysis of Results:

OPM processed 67,029 of 95,625 claims within 60 days. As stated in the Strategy 7.02 Progress Update, OPM received a surge of retirement applications, approximately 30,000 new claims at the beginning of the 2015 calendar year. In previous years, OPM has hired additional staff at the beginning of the fiscal year to offset the increased workload. Due to resource constraints, OPM was not able to use this approach in FY 2015. As these claims hit their 60 day mark around April, OPM's 60 day processing percentage decreased.

In FY 2015, OPM made progress in reducing the older aged cases, especially cases over a year old. This group was reduced by 41 percent in FY 2015, when compared with end of FY 2014. Focusing on these cases increases the overall processing time as well as the percent processed within 60 days. With fewer of the older claims within the inventory, OPM enhanced its ability to meet the goal of processing 90 percent of claims within 60 days.

*N/A – Not Available – no data available for this period.

TABLE 7.02H

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Relative ratio of complete retirement submissions versus incomplete cases									
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
82%	85%	92%	84%	87.7%	≥ 85%	Met	≥ 90%	

FY 2015 Analysis of Results:

In FY 2015, 59,571 of 67,920 retirement submissions were complete. OPM collaborated with agency Chief Human Capital Officers to improve the accuracy and completeness of incoming claims. OPM distributed monthly feedback to agencies on claims deficiencies. OPM also met one-on-one with agencies, such as the Department of Justice, to discuss the Agency Audit and other retirement issues.

As stated in more detail in the Strategy 7.01 Progress Update, OPM continues to provide education opportunities and feedback to agencies on errors, which the agency expects to minimize errors on retirement claim submissions.

*N/A – Not Available – no data available for this period.

Strategy 7.03: Improve OPM service to Federal agency benefit officers.

FY 2015 Progress Update

OPM works with agency benefits officers to ensure accurate and complete retirement claim submissions. To provide better service, OPM solicits feedback from agency benefits officers on their needs. In FY 2015, OPM emailed the Annual Training Survey to more than 1,100 benefits officers. The survey results create the foundation of the upcoming year's training plan. OPM provided webcast sessions and a virtual training event. As a result of feedback it received, OPM delivered six new webcasts in FY 2015 for the HR community through the OPM YouTube channel and the OPM website, resulting in more than 20,000 views. Webinar views continue to grow as additional benefits officers take the online trainings.
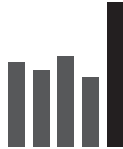
OPM also delivered two virtual benefits officers training seminars in November and June on benefits initiatives, shared best practices, and crosscutting issues in retirement, insurance, and Thrift Savings Plan administration. The events also featured information on OPM's Retirement Audit initiative and how to provide a "healthy" retirement case to OPM.

In FY 2015, budget constraints across the Federal Government resulted in OPM's cancellation of its annual Agency Benefit Officers' Training conference. To continue to meet benefits officers' mandatory training needs, OPM dedicated time and resources to developing virtual benefits officers training seminars.

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

FY 2015 Results

TABLE 7.03A

PERFORMANCE MEASURE: Percent of benefits officers trained per year								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
60%	55%	63%^	65%	93.0%	≥ 52%	Met	≥ 52%	

FY 2015 Analysis of Results:

OPM trained 120 of 129 benefits officers. For the first time in FY 2015, OPM delivered two virtual benefits officers training seminars. Further, instead of sending individual surveys to ask about training received, OPM posted the survey to a benefits officers List-serve to obtain a more accurate count of current benefits officers. The survey was conducted closer to the end of FY 2015.

OPM provides webinar trainings to the HR community through OPM's YouTube channel and the OPM website. The webcasts include *Processing Phased Retirement, TSP Transfers and Rollovers: How, When, and Why (or Why Not!)*; and *Overview of Federal Employees Insurance Benefits*. OPM delivered six webinars in FY 2015 that received more than 20,000 views. Because the webcasts are hosted online, they continue to provide training to benefits officers on key topics related to retirement.

In addition, OPM provided in-person *Federal Erroneous Retirement Coverage Corrections Act (FERCCA)* trainings to the Department of Energy, Securities and Exchange Commission, General Services Administration, and the Department of the Interior. OPM also provided a FERCCA and Survivor Annuity training to the Department of Justice. In July, OPM held a roadshow event with the Securities and Exchange Commission and Federal Executive Board to provide a Civil Service Retirement System and Federal Employees Retirement System overview.

As stated in the 7.01 Progress Update, OPM' virtual benefits officers training seminars provide an opportunity to share best practices, receive updates on benefits initiatives, and discuss retirement issues, insurance, and the Thrift Savings Plan administration. It is also an opportunity to discuss and learn more about OPM's Retirement Audit initiative and how to provide a healthy retirement case to OPM. More than 575 people registered for the June seminar, an increase from the more than 450 registrations for the November seminar.

The suite of training services provided is based on a survey of benefits officers asking the preferred means of receiving training and specific training requested. Developing training plans with this survey instrument ensures that OPM is delivering timely training to benefits officers.

^ Revised FY 2013 results in FY 2015.
*N/A – Not Available – no data available for this period.

TABLE 7.03B

PERFORMANCE MEASURE: Overall customer satisfaction with guidance material, webinars, virtual conference, live conference and training								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	N/A*	N/A*	N/A* until FY 2016	Establish Baseline	Establish Baseline	Establish Baseline	N/A*

FY 2015 Analysis of Results:

As this is a new measure, OPM is currently working on the baseline, business rules, and calculation weights. As of August 2015, OPM has received initial feedback on the survey, but is currently analyzing the findings to determine the parameters of the new measure.

*N/A – Not Available – no data available for this period.

STRATEGIC GOAL 8:
ENHANCE THE INTEGRITY OF THE FEDERAL WORKFORCE

Strategy 8.01: Enhance policy, procedures & processes used to ensure people are fit to serve

FY 2015 Progress Update

In September 2014, OPM announced it would not exercise options to renew contracts with the contractor that performed the majority of its background investigations. The agency has continued its operations by assigning cases to its Federal staff and its two remaining investigative contractors. In addition, OPM signed an agreement with another contractor to take on a support services contract, which was effective October 1, 2014. Because of the short-term reduction in investigative resources, the time to complete initial national security investigations increased throughout FY 2015. To counter the temporary reduction in capacity, OPM's Federal Investigative Services and its two fieldwork contractors increased their field staff, backfilled vacant Federal positions, and maximized OPM's training capabilities. Actions that OPM has taken to expand investigative capacity are within budget constraints, while maintaining the high-quality of OPM's investigations. Until the additional vetted and trained resources are in place, OPM expects that investigation timeliness will continue to degrade and inventory will continue to increase through FY 2016. OPM will continue to re-evaluate its position to determine if additional measures are needed to meet timeliness goals while continuing to deliver high quality investigations.

OPM officials met with OMB and interagency partners to address how to respond to seven legislative proposals related to suitability and security clearance reform introduced in the 113th Congress. Although this effort was an outgrowth of the Presidentially-directed 120-day review of suitability, fitness, credentialing, and national security investigative and adjudicative procedures

for Federal employees, members of the Armed Forces, and employees of Government contractors, it was also important to OPM in other ways, for example by potentially changing the contours of its options with respect to contracting.

Also in FY 2015, in accordance with the Government-wide phased implementation plan, OPM implemented the Tiers 1 and 2 investigation products that improve the quality of vetting by providing more information to decision-makers for suitability and credentialing determinations. The new products are based on the 2012 Federal Investigative Standards that OPM and the Director of National Intelligence (DNI) jointly issued in December 2012. Further, OPM began implementing the new Executive Branch-wide Quality Assessment Standards for investigations signed by OPM and the DNI on January 22, 2015.

Meeting *Intelligence Reform and Terrorism Prevention Act of 2004* and DNI timeliness goals while continuing to deliver high quality investigations will continue to be OPM's Federal Investigative Services' main challenge into FY 2016. OPM is addressing this challenge by developing and employing detailed key measures of operational performance and tracking progress toward improving timeliness. In addition, to increase its capacity to execute investigations, OPM has developed plans to hire additional Federal field agents. Further, OPM is developing a new enterprise case management system which will allow detailed end-to-end management of investigations, allowing for more item-level scheduling which will result in efficient and cost effective operations.

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

AGENCY PRIORITY GOAL
2

Improve the Oversight and Quality of Background Investigation Processing

Goal Statement: Ensure that investigations achieve quality standards, while maintaining timeliness goals of the *Intelligence Reform and Terrorism Prevention Act of 2004*. Throughout FY 2014 and 2015, OPM will target 99 percent or more of all OPM investigations adjudicated as "quality complete" by agencies receiving closed investigations.

FY 2014-2015 Progress Update

In FY 2015, OPM achieved its quality target, with 99.95 percent of investigations determined to be quality complete. OPM did not meet its timeliness goals, however, due to contract decisions the agency made in the fourth quarter of FY 2014. OPM completed the fastest 90 percent of all initial national security investigations in 67 days, on average, over its target of 40 days, and 32 days longer than in FY 2014. The average number of days for OPM to complete the fastest 90 percent of initial Secret national security investigations increased to 58 days during FY 2015, from an average of 30 days in FY 2014. OPM completed the fastest 90 percent of initial Top Secret national security investigations in an average of 147 days, from an average of 75 days in FY 2014.

- In February 2014, OPM began performing final quality reviews of all investigations products by Federal Investigative Services Federal staff.

- In September 2014, OPM announced it would not exercise its options to renew its contracts with one of the FIS contractors. FIS continued normal operations by assigning cases in process to the Federal staff and signed a letter contract with another contractor to take on the support services contract, which was effective October 1, 2014. Because of the reduction in investigative resources, the time to complete initial national security investigations increased in FY 2015. To counter the temporary reduction in capacity, FIS and its two fieldwork contractors increased their field staff. Actions taken to

expand investigative capacity are within budget constraints, while maintaining the current high quality of OPM's investigations. Until additional vetted and trained resources are in place, OPM expects investigation timeliness will continue to degrade and inventory will continue to increase through FY 2016. OPM will continue to re-evaluate its workload, case inventory, and available investigative resources to determine if additional measures are needed to meet timeliness goals and the needs of its customer agencies.

- OPM worked with OMB, DOD and intelligence agencies to conduct a Presidentially-directed 120-day review of suitability and security clearance procedures for Federal employees and contractors. The President approved the recommendations on March 6, 2014. OPM officials met with OMB and interagency partners to address how to respond to seven legislative proposals related to suitability and security clearance reform introduced in the 113th Congress in order to enhance the accomplishment of the 120-day review recommendations.

- In the first quarter of FY 2015, OPM implemented the Tiers 1 and 2 investigation products to improve the quality of vetting for suitability and credentialing. The new products are based on the 2012 Federal Investigative Standards and were launched on schedule with the Government-wide implementation plan.

- OPM and the ODNI published the final rule for Part 1400 of title 5, Code of Federal

Regulations, *Designation of National Security Positions in the Competitive Service, and Related Matters*. This is one of the initiatives OPM and ODNI have undertaken to simplify and streamline the Federal investigative and adjudicative processes to enhance their fairness, accuracy, and effectiveness. Part 1400 clarifies the requirements and procedures agencies should use in order to determine whether to designate a position as national security sensitive, and at what degree of sensitivity.

OPM will continue to focus on improving background investigations case processing timeliness and quality, and has set a new investigations case processing Agency Priority Goal for FY 2016-2017.

FY 2015 Results

TABLE 8.01A

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of investigations determined to be quality complete								
FY 2011	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
99.9%	99.9%	99.8%	99.9%	99.9%	≥ 99%	Met	99%	

FY 2015 Analysis of Results:

In FY 2015, 2,363,096 of 2,364,677 investigations were determined to be quality complete. OPM uses a multi-level quality review process that includes quality check points throughout the investigation process and a final quality review performed by OPM's Federal employees before the investigations are sent to the agency. In addition, OPM uses the feedback received from customers to evaluate policies and procedures and enhance employee training and resources. While efforts are underway to improve the investigation timeliness and reduce pending inventory, the agency continues to focus on the quality of investigation products.

TABLE 8.01B

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Average number of days to complete the fastest 90 percent of all initial national security investigations								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
40	36	35	35	67	≤ 40	Not Met	≤ 40	

FY 2015 Analysis of Results:

OPM completed 451,641 initial national security investigations in FY 2015. Timeliness was impacted by OPM's decision in September 2014 to not exercise its options to renew its contracts with the contractor that performed the majority of its background investigations. To counter the temporary loss of capacity and again meet its timeliness goals, OPM's Federal Investigative Services and its two fieldwork contractors increased their field staff, and backfilled vacant Federal positions. OPM will continue to re-evaluate its position to determine if additional measures are needed to meet timeliness goals while continuing to deliver high quality investigations.

TABLE 8.01C

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: **Average number of days to complete the fastest 90 percent of initial Secret national security investigations**								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	28	30	58	≤ 40	Not Met	≤ 40	

FY 2015 Analysis of Results:

OPM completed 397,198 initial Secret national security investigations in FY 2015. Timeliness was impacted by OPM's decision in September 2014 to not exercise its options to renew its contracts with the contractor that performed the majority of its background investigations. To counter the temporary loss of capacity and again meet its timeliness goals, OPM's Federal Investigative Services and its two fieldwork contractors increased their field staff, and backfilled vacant Federal positions. OPM will continue to re-evaluate its position to determine if additional measures are needed to meet timeliness goals while continuing to deliver high quality investigations.

N/A – Not Available – no historical data available for this period.

TABLE 8.01D

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: **Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations**								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	N/A*	80	75	147	≤ 80	Not Met	≤ 80	

FY 2015 Analysis of Results:

OPM completed 54,443 initial Top Secret national security investigations in FY 2015. Timeliness was impacted by OPM's decision in September 2014 to not exercise its options to renew its contracts with the contractor that performed the majority of its background investigations. To counter the temporary loss of the contractor and again meet its timeliness goals, OPM's Federal Investigative Services and its two fieldwork contractors increased their field staff, and backfilled vacant Federal positions. OPM will continue to re-evaluate its position to determine if additional measures are needed to meet timeliness goals while continuing to deliver high quality investigations.

*N/A – Not Available – no historical data available for this period.

Strategy 8.02 – Hold agencies accountable for maintaining efficient, effective and compliant human capital management programs and accountability systems

FY 2015 Progress Update

OPM issued 27 agency evaluation reports for FY 2015, 25 of which included required actions. In addition, 29 agency report responses were due by the end of FY 2015, and the agency received all 29. Based on these responses, 83 percent of the Human Capital or HR offices evaluated have demonstrated progress to date by addressing corrective actions. Agencies are expected to address required actions contained in OPM reports within specified timeframes. As of the end of FY 2015, 85 percent of the required actions were addressed within OPM timeframes.

Also in FY 2015, OPM issued more than 260 Administrative Law Judge (ALJ) certificates to hiring agencies; administered the ALJ examination to several hundred applicants; processed approximately 300 ALJ personnel actions; and processed more than 180 loan requests/extensions.

Personnel and travel resource limitations continue to constrain OPM's ability to maintain a robust evaluation program. As of August 2014, the agency had reduced its initial planned number of evaluations for FY 2015 from 124 to 112, and additional reductions may be necessary. Other challenges include the ever-present potential for litigation that attends substantial work on a competitive examining program and associated costs, receiving timely payment of assessment fees from ALJ hiring agencies, and obtaining ALJ surge support to administer the ALJ examination in mass in a timely manner.

FY 2015 Results

TABLE 8.02A

PERFORMANCE MEASURE: Percent of agency human capital or human resources offices evaluated by OPM that demonstrate progress in improving their human capital programs								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011-FY 2015 Trend
N/A*	N/A*	75%	89%	82.8%	≥ 70%	Met	≥ 75%	

FY 2015 Analysis of Results:

Of the 29 offices/installations that had required actions on their reports issued, 24 addressed at least 70 percent within OPM prescribed timeframes. OPM's continued monitoring of evaluation report response due dates has ensured timely agency responses and that most required actions are addressed within prescribed timeframes.

*N/A – Not Available – no historical data available for this period.

TABLE 8.02B

PERFORMANCE MEASURE: Percent of required actions cited in reports that are addressed by agencies within prescribed timeframes								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	91%	88%	85.0%	≥ 80%	Met	≥ 85%	

FY 2015 Analysis of Results:

Of the 213 required actions cited in reports received, 181 were addressed within OPM prescribed timeframes. OPM's continued monitoring of evaluation report response due dates has ensured timely agency responses and that most required actions are addressed within prescribed timeframes.

*N/A – Not Available – no historical data available for this period.

TABLE 8.02C

PERFORMANCE MEASURE: Percent of Delegated Examining Units found to have severe problems that demonstrate satisfactory level of competence or cease to independently operate within one year following completion of an audit								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	91%	85%	93%	100%	≥ 80%	Met	≥ 85%	

FY 2015 Analysis of Results:

In FY 2015, five of five Delegated Examining Units found to have severe problems demonstrated a satisfactory level of competence or ceased to independently operate within one year. OPM's continuous engagement with the agencies, assistance with development of action plans, and monitoring of improvement efforts, while resource-intensive, helps ensure agency competitive hiring practices operate effectively and are in full compliance.

*N/A – Not Available – no historical data available for this period.

Strategy 8.03: Provide guidance, tools and training to help agencies attain human capital management goals and meet OPM requirements.

FY 2015 Progress Update

In FY 2015, OPM conducted 46 Delegated Examining certification training classes for 817 agency employees and eight evaluator training classes for 150 agency employees. Of the 967 employees who completed the training, 940 submitted training evaluations, and 919 (97.8 percent) rated the training at level four of five out of five. Further, OPM has developed draft procedures to cover the possible certification of agency self-assessment evaluators. Required competencies have been identified, and procedures governing the nomination process, including pre-requisites and supporting evidence, are being developed.

Between September 19, 2014 and the end of FY 2015, OPM's HR Strategy and Evaluation Solutions has trained 480 individuals through the HR Training on Demand program on topics including classification, basic staffing, delegated examining, performance management, succession planning, assessment questionnaire development, and job analysis.

USA Staffing® served 71 Federal agency customers, supported the posting of 273,170 job announcements to the system, processed 13,595,622 applications, and issued 415,918 certificates resulting in 297,647 selections Government-wide.

In support of both the IT Infrastructure and Recruitment, Engagement, Diversity, and Inclusion (REDI) initiatives, the USA Staffing® upgrade deployed in April 2015. Seventy-five percent of all USA Staffing® customers are retrieving applicant flow data, which enables agencies to identify barriers in the hiring process and further improve recruitment and hiring practices.

In FY 2015, USA Hire received 179,830 applicants for testing, and of those, 103,035 took some portion of the assessments, with 96,420 completing all required tests.

The Cyber Corps®: Scholarship for Service Program, which is administered by HRS and co-sponsored by the National Science Foundation and the U.S. Department of Homeland Security, has awarded 229 scholarships in FY 2015 to individuals talented in the area of Government critical information infrastructure.

As of the end of FY 2015, OPM had met 4,685 of 7,141, or 65.6 percent, of staffing learning requirements by HR University courses and resources, and was on track to meet 100 percent by the end of FY 2016.

Implementation of a certification process for agency evaluators poses challenges in terms of uploading, maintaining and updating nominations, and evidence documents in such a way that allows both OPM and agencies shared access. OPM is determining whether use of a database platform is a viable option.

Finding training space for HR Training on Demand, Delegated Examining and Evaluator classes is an ongoing challenge. As the program continues to expand, other challenges include resources and turnover among key trainers.

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

FY 2015 Results

TABLE 8.03A

PERFORMANCE MEASURE: Index score of customer satisfaction with quality of delegated examining and evaluator training								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	92	98	97.3	97.8	≥ 90	Met	≥ 90%	

FY 2015 Analysis of Results:

Surveys were administered throughout FY 2015, after each of 54 classes. The response rate was 97.2 percent. Of 940 survey respondents, 919 rated the training at level four or five out of five. Twenty-one participants (2.2 percent) rated the training at level three.

*N/A – Not Available – no data available for this period.

TABLE 8.03B

PERFORMANCE MEASURE: Index score of customer satisfaction with HR Solutions products and services (ACSI Equivalent Index)								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
72^	77^	82^	79	76	≥ 80	Not Met	≥ 80	

FY 2015 Analysis of Results:

Surveys were conducted in February-March 2015 and August-September 2015. With 426 respondents, the response rate was 42.9 percent. OPM did not meet the target in large part due to concerns about the timeliness of the customer start up experience. For FY 2016, OPM is addressing this in several ways. The General Services Administration and OPM's Training and Management Assistance program have entered into a partnership whereby the General Services Administration, the Government's expert in acquisition, will perform the contracting actions associated with OPM's assisted acquisition program. Further, OPM will set a new FY 2017 target of achieving an ACSI index score of at least 10 points above the Federal average, combining HR Solutions as a whole and setting an aggressive goal that takes a broader view of the agency's customer satisfaction.

^FYs 2011-2013 results revised in FY 2016.

4

Closing the Skills Gap for the HR Workforce

Goal Statement: Professionalize the Government-wide HR workforce by implementing a comprehensive HR certification program through HR University, which will greatly aid in achieving the long term goal of improving the quality of HR services Government-wide, including measurable improvements in manager satisfaction with the quality of new hires. By end of FY 2015, more than 95 percent of Federal HR professionals (GS-201s/203s) will have registered for HR University. By the end of FY 2015, each HR Technical Area (Employee Relations, Staffing, Compensation, etc.) will have developed its curriculum for the Technical Specialist Role, as a step towards future HR Certification professional recognition.

FY 2014-2015 Progress Update

In FY 2014-2015, OPM made progress towards professionalizing the Government-wide HR workforce. At the end of FY 2015, 98 percent of Federal HR professionals (GS-201s/203s) had registered for HR University (HRU), exceeding the goal of 95 percent. Curriculum is in development for the HR technical area of staffing as a step towards future professional recognition.

In support of the goal to professionalize the Federal HR workforce, OPM has enhanced the HRU ambassador role. Ambassadors, appointed by agency CHCOs, are responsible for promoting HRU to HR professionals in their agencies, with marketing tools provided by OPM. Ambassadors will also be responsible for identifying evolving HR skills and knowledge needs, providing best practices and recommendations for the community to adopt, and implementing the framework within their agency. Through the community framework, HRU will become more deeply integrated into agencies' existing HR skills gaps efforts, and all agencies will increase their access to enterprise resources that can be shared. In addition, OPM will continue to hold monthly training and information sharing meetings with community leaders/HRU ambassadors to increase participation in HRU, while forming and managing the community framework.

To increase participation on HRU, OPM:

- posted new training opportunities and resources on HRU, sparking the interest of more HR professionals;

- enhanced *HRU.gov* with new resources for users, including new user transcripts and a new Retirement Studio page;

- held monthly HRU ambassador meetings to share updated information about *HRU.gov* and provided marketing materials; and

- supported marketing and participated in the OPM virtual HR conference.

In FY 2015, the HR Executive Steering Committee gathered data on business customers' skills and role needs, and used this information to prioritize build out of HRU curriculum areas. OPM also designed a two-prong approach to building HRU through a community framework and curriculum for the staffing specialty area, and launched the design of the community framework.

The CHCO Council's Executive Steering Committee for the HR Skills Gaps initiative created a "community framework" for HR skills needs and developmental strategies, and reviewed the initiative's objectives and identified a new strategy for meeting the goal to close skills gaps in HR. The Committee, with OPM staff support,

has designed a two-pronged approach to enhance agency participation in HRU, while assuring the curriculum provides valuable learning resources and developmental opportunities. The framework makes enterprise agreement on the specific skills and knowledge HR professionals needed in various roles and specialty areas, and design a range of developmental strategies for meeting those needs, drawing from existing programs individual agencies have executed. The framework is managed by OPM with continuous input and support from Community Leaders identified by the agencies.

While OPM's strategy is to professionalize the HR workforce (GS-201/203 job series) through HRU and, eventually, credentialing, HRU is available to all Federal employees seeking knowledge of Federal HR policies and practices, with courses and resources for hiring managers as well as other employees who are not in the 201 or 203 job series but may be involved in hiring operations.

OPM will continue to focus on improving the ability of the Federal human resource workforce to attract, develop, train, and support talent in the Federal Government, and has set a new human resource workforce Agency Priority Goal for FY 2016-2017.

TABLE 8.03C

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of HR University workforce (GS 201s/203s) registered for HR University								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
N/A*	N/A*	N/A*	80%	98.2%	≥ 95%	Met	Discontinued	

FY 2015 Analysis of Results:

As of October 1, 2015, 28,635 of the 29,155 employees in the HR workforce were registered. To increase participation, the HRU Operations Team communicated to and met with HRU ambassadors.

*N/A – Not Available – no historical data available for this period.

Strategy: 8.04 – Assure effective human capital management of Senior Executive Service (SES) and other senior employees

FY 2015 Progress Update

OPM rolled out USA Performance to automate the basic SES performance management system. Five agencies started using USA Performance in FY 2015 to better manage the SES performance appraisal cycle. USA Performance deployed seven releases with new enhancements to the system. Enhancements included plan notes, greater flexibility for HR administrators to manage performance plans, and ability to add agency specific performance requirements. OPM experienced delays in USA Performance implementation due to individual agencies'

internal competing priorities, and in a few agencies, rollout was delayed until the second or third quarters.

OPM has continued to support the implementation of the President's Management Agenda People and Culture Cross-Agency Priority goal, and has made significant progress in achieving the deliverables established for the goal – particularly with regard to SES reform and modernization, including SES onboarding. For example, agencies are currently piloting an enhanced SES onboarding framework, and OPM is meeting with agency SES onboarding program coordinators and program champions to share pilot details and materials, including the enhanced framework. For additional details on OPM's progress, please refer to *Performance.gov*.

TABLE 8.04

PERFORMANCE MEASURE: Percent of Senior Executive Service and Senior Level/Scientific or Professional performance appraisal systems that have met the certification criteria								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011- FY 2015 Trend
78%	84%	83%	78%	81.6%	Establish Baseline	Establish Baseline	≥ 83%	

FY 2015 Analysis of Results:

Of 103 certifiable agencies, 84 had SES and Senior Level/Scientific or Professional performance appraisal systems that were certified (that is, met the certification criteria and achieved full or provisional certification) at the end of FY 2015.

STRATEGIC GOAL 9: PROVIDE HIGH QUALITY HEALTH BENEFITS AND IMPROVE THE HEALTH STATUS OF FEDERAL EMPLOYEES, FEDERAL RETIREES, THEIR FAMILIES, AND POPULATIONS NEWLY ELIGIBLE FOR OPM-SPONSORED HEALTH INSURANCE PRODUCTS

Strategy 9.01 – Sponsor high-quality, affordable insurance products

FY 2015 Progress Update

OPM administers the FEHBP, which includes a comprehensive package of health benefits for more than 8.2 million employees, retirees, tribal employees, and dependents. One of OPM's aims is to restrain premium increases while offering essential health benefits. OPM engages in annual negotiations with health carriers and has been able to limit average premium increases to less than 6.5 percent for five years. Another aim is to ensure enrollees have sufficient information needed to make a health plan decision. OPM provides plan brochures, web-based decision tools, and customer satisfaction survey results to enrollees prior to the annual Open Season. A third aim is to ensure a variety of plan options are available to enrollees. OPM is adding four new health plans for the 2016 plan year.
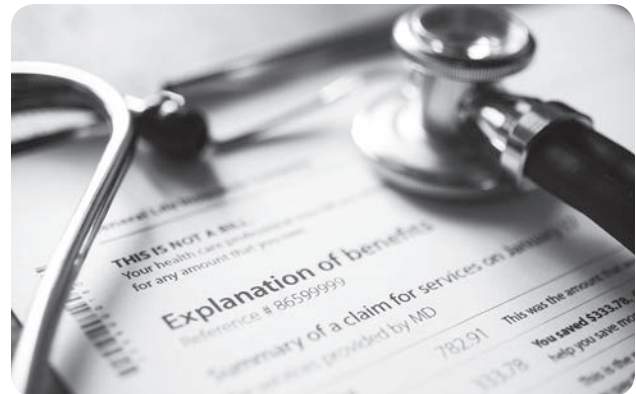
OPM also administers the Multi-State Plan Program established under the Affordable Care Act. The Multi-State Plan Program provides Americans more options for affordable coverage through *healthcare.gov*. For the 2015 plan year, OPM contracted with 13 Consumer Operated and Oriented Plans, and also contracted with 38 Blue Cross and Blue Shield plans. Collectively, they offered 179 individual plan options that consumers could purchase from the marketplace as well as 33 options available through the Small Business Health Options Program. OPM has not yet finalized negotiations with Multi-State Plan Program plans for the 2016 plan year.

As of the beginning of 2015, applicable large employers, including the Federal Government, were subject to the Employer Shared Responsibility provisions under Sections 6056 and 4980H of

the Internal Revenue Code. These employers are required to submit information to the Internal Revenue Service (IRS) about the health insurance offered to eligible full-time employees. They are also required to furnish this information to their full-time employees. This information is due to the IRS and must be provided to employees in early CY 2016. One of OPM's roles as administrator of the FEHBP is to provide guidance to agencies to facilitate their compliance with Internal Revenue Code Section 6056. To assist Federal agencies in

their administration of these provisions, OPM has provided guidance on its website. During FY 2016, OPM will continue to work with Federal agencies, shared service centers and health insurance carriers to ensure reporting requirements are met by the CY 2016 deadlines.

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

FY 2015 Results

TABLE 9.01

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
3.8%	3.4%	3.7%	3.2%	6.4%	≤ Industry Trend	Met	≤ Industry Trend	

FY 2015 Analysis of Results:

The industry measures for private sector premiums are released by PriceWaterhouseCoopers (which predicted an increase of 6.5 percent for the industry) and CalPERS (which predicted an increase of 7 percent for HMOs and 11 percent for PPOs). The FEHB premium increase falls below all three measures.

In general, FEHB rates reflect changes, including prices, in the healthcare marketplace. The FEHB Program uses private market competition and consumer choice to provide comprehensive benefits at an affordable cost to enrollees and the Government. In addition, OPM negotiates with health carriers to keep cost increases as reasonable as possible. While the premium increase is higher than in prior years, it is aligned with the industry trend for large employer health plans for the 2016 plan year.

Strategy 9.02 – Optimize insurance-related business processes

FY 2015 Progress Update

During FY 2015, OPM developed an FEHB Health Plan Performance Assessment system to measure and reward FEHB plan performance through the use of common, objective, and quantifiable performance measures by the 2016 plan year. This is a new approach to assessing the annual performance of health plans contracted under the program. The performance assessment framework includes a discrete set of qualitative and quantifiable performance measures to assess key aspects of clinical quality, customer service, and resource use performance. Contracting officer's oversight is also included in the categories of plan performance. The overall assessment is then linked to health plan profit factors. There are three primary quantitative categories of health plan performance in the assessment: improving health outcomes through quality care, providing effective customer service, and controlling cost growth.

The *Bipartisan Budget Act of 2013* amended the FEHB statute to provide for a self plus one enrollment option in addition to the current self only and self and family enrollment options. During FY 2015, OPM worked with agencies, shared service centers, and Federal retirement programs to amend IT systems to accommodate the new enrollment option. OPM also worked closely with FEHB carriers to amend their IT systems and to submit rate proposals for the 2016 plan year that reflected the expected resource use of the self plus one enrolled population. The 2015 Open Season is the first opportunity for employees and retirees to enroll in self plus one.

OPM is also increasing IT security efforts and oversight for FEHB plans. OPM issued guidance to carriers on reporting security breaches and will continue to work with agency stakeholders on ensuring contractors follow IT security requirements.

One of OPM's challenges is to ensure covered enrollees and family members have access to affordable healthcare. The inclusion of ineligible family members under self and family enrollments can adversely impact premium cost. The extent of ineligible family members covered under FEHB self and family enrollments are currently unknown. To address this gap, OPM procured the services of a contractor to perform an audit on a representative sample of family members on enrollees FEHB coverage to determine ineligible family members. The vendor is currently conducting an assessment, and OPM expects to review the results of the assessment in FY 2016.

FY 2015 Results

TABLE 9.02A

PERFORMANCE MEASURE: Growth of FEHBP prescription drug costs as a percentage of the private sector industry average								
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	5.6%	4.4%	8%	12%	≤ Industry Trend	Not Met	≤ Industry Average	

FY 2015 Analysis of Results: Industry trend for pharmaceutical costs: 9.6%

Overall, the pharmacy cost increased in 2015 due to the use of specialty drugs and other pharmacy costs across industry. OPM continues to encourage FEHB carriers to utilize proven pharmaceutical management strategies such as: managed formularies, step therapy and utilization management

*N/A – Not Available – no data available for this period.

3

FEHB Accountability

Goal Statement: Improve the efficiency of the FEHBP and affordability of coverage offered to employees. By September 30, 2015, reduce the rate of growth in per capita spending through a range of activities, including improved data analytics, enhanced accountability measures, and programmatic improvements.

FY 2014-2015 Progress Update

OPM made strides toward the three components of the goal: optimizing the use of Pharmacy Cost Management Strategies, the implementation of the Plan Performance Assessment and addressing coverage of ineligible family member in the FEHBP. Despite OPM's efforts in these areas, described in more detail below, the average premium increase for FEHB, based on a static population, was 3.2 percent for 2014-15 and 6.4 percent for 2015-16. For 2016, 36.2 percent of plans have an increase of less than 5 percent (19 percent of enrollee share less than 5 percent).

The reason for this is that premium increases since 2012 have been historically low and reflect the first time in the history of the FEHBP that they have remained below 7 percent for a successive five year period. For the 3-year period before that (2009-2011), increases were above 8 percent. Additionally, a major contributing factor to the somewhat higher FEHB premium increase than in the past several years is an uptick in the growth of drug costs. Drug costs are a much larger factor for the FEHB compared to most other employer sponsored programs because annuitants, for whom drugs are the majority of benefits, are included in the FEHB risk pool. Drugs represent 26.5 percent of program costs (versus 10 percent for a typical employer). Overall the drug trend for the program last year was more than 10 percent, with the specialty drugs trend in the 25-30 percent range. The outsized role that pharmacy costs have in the FEHB premiums is the reason why OPM has stressed to FEHB carriers the need to seek savings

in this area through a variety of means, including Pharmacy Benefit Manager re-contracting to obtain lower costs and active management of drug utilization and benefit design. OPM will continue with these efforts in the upcoming years.

Pharmacy Cost Management Strategies: The number of plans that have implemented various cost management strategies continues to increase. Specifically, distinct cost-share tiers for generic, preferred brands, and specialty drugs have increased by approximately 35 percent in 2015, as compared to 2013. The agency has continued to encourage FEHB carriers to consider a variety of cost containment strategies in the design of their pharmacy benefit to help assure safe, efficacious, and cost-effective benefits. OPM has instructed carriers to ensure that their pharmacy product offering for 2016 allows for more consumer transparency and ease of use and understanding of the pharmacy benefit. Specifically, OPM is requiring carriers to provide interactive systems that permit members, and prospective members, to review the level of member cost-share for their particular medications.

Plan Performance Assessment: OPM fully implemented the Plan Performance Assessment through FY 2014-15. OPM developed a methodology, identified measures to use, and performed high level data analysis to inform this new initiative. OPM will continue to focus on efforts related to the Plan Performance Assessment as a FY 2016-17 Agency Priority Goal by specifically looking at high priority measures and encouraging plans to improve through various

methods. Improvement in these measures denotes providing high quality care to FEHBP enrollees and the Federal employee population at large.

Coverage of Ineligible Family Members: OPM secured a contractor to perform a sample audit and is currently overseeing the administration of the audit. OPM will analyze the results and use it to inform future FEHB policy regarding ineligible family members. OPM is also developing rulemaking authority to make changes to existing FEHB regulations.

Pharmacy Cost Management Strategies:

- For plan year 2015, many FEHB plans implemented or maintained recommended pharmacy cost management strategies.

  o For plan year 2015, the weighted average of all FEHB plans indicates that 68 percent of FEHB enrollees are in plans that have implemented a distinct cost-share tier for non-preferred specialty drugs.

  o For plan year 2015, about 21 percent of all plans use either a managed or tiered network, one that excludes certain pharmacy providers.

  o For plan year 2015, a strong majority of members are enrolled in plans that have prior approval of specific drugs ranging from 82 percent to 93 percent, depending on the type of drug.

- OPM has also encouraged FEHB plans to coordinate with Pharmacy Benefit Managers to offer managed formularies allowing for better discounts and reductions in cost-sharing for members.

FEHB Plan Performance Assessment:

- OPM received the 2015 measure results and is in the process of analyzing results.

- OPM published Frequently Asked Questions from FEHB Carriers on the Plan Performance Methodology.

- OPM published measures for the 2017 evaluation via Carrier Letter. The agency made two changes from the 2016 measure set.

  o Under the Chronic Disease Management domain, OPM will replace the "Comprehensive Diabetes Care: HbA1c Testing Rate" with the "Comprehensive Diabetes Care: HbA1c Control" measure to emphasize comprehensive management of this common health condition, rather than the rate of testing alone.

  o Under the Medication Use domain, OPM added "Avoiding Antibiotics in Adults with Acute Bronchitis". The overuse of antibiotics for uncomplicated conditions can contribute to the development of antibiotic resistant bacteria. This supports the National Action Plan for Combating Antibiotic-Resistant Bacteria at *https://www.whitehouse.gov/ sites/default/files/docs/national_action_ plan_for_combating_antibotic-resistant_ bacteria.pdf*.

Family Member Audit Contract:

- OPM issued a contract for the family member audit.

- OPM is working with the contractor on the letters that will be sent to enrollees selected for the audit and a handbook of the appropriate documentation that can be used to verify eligibility.

- OPM issued a Benefits Administration Letter to update agencies on the status of the audit, including FastFacts to address enrollee questions.

TABLE 9.02B

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of FEHBP enrollees satisfied vs. health industry standard							
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
76%	78%	79.2%	82%	72.9%	≥ Industry Standard	Met	≥ Industry Standard	

FY 2015 Analysis of Results:

The satisfaction rate exceeded the 2015 industry average of 63.0 percent. FEHBP carriers' overall average customer satisfaction scores are consistently higher than the industry average. The customer satisfaction scores decreased from 2014 to 2015. The reason for this is that 2015 is the first time FEHBP carriers did not survey annuitants who have FEHB and Medicare coverage. OPM plans use the 2015 information to re-baseline the goal in the future. Survey responses of only active employees and annuitants without Medicare coverage will provide consistent information with national benchmarks on health plan satisfaction.

TABLE 9.02C

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits
Refer to Table 9.01.

TABLE 9.02D

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of adults receiving flu shots based on CAHPS Effective Care							
FY 2011 Results	**FY 2012 Results**	**FY 2013 Results**	**FY 2014 Results**	**FY 2015 Results**	**FY 2015 Target**	**Met/ Not Met**	**FY 2016 Target**	**FY 2011- FY 2015 Trend**
N/A*	52%	53%	50%	49%	Contextual	Contextual	Contextual	

FY 2015 Analysis of Results:

The percentage of adults receiving flu shots was one percentage point higher than the industry trend for FY 2015 (48 percent). The Center for Disease Control (CDC) reports the flu shot in 2014-2015 was 19 percent effective against the circulating flu strains. As a comparison, the CDC reported that the flu shot for the 2013-2014 was 51 percent effective. This undoubtedly impacted compliance as it was widely reported by news outlets.

TABLE 9.02E

	AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of plans with timely prenatal care above the national commercial 50th percentile								
FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2015 Results	FY 2015 Target	Met/ Not Met	FY 2016 Target	FY 2011-FY 2015 Trend
N/A*	N/A*	43.4%	39.8%	41%	Target Set for FY 2016	Target Set for FY 2016	>39.8%	▌▌▌

FY 2015 Analysis of Results:

In FY 2015, 41 percent of FEHB plans were above the industry 50th percentile of 87 percent of patients receiving timely prenatal care. OPM increased timely access to prenatal care in 2015, compared to 2014. However, the results still need improvement. For 2016, the agency has assigned this measure the highest priority in the FEHB Plan Performance Assessment so that plan profit will be linked to better performance.

Strategy 9.03 – Improve preventive services delivery to employees, retirees, families, tribal employees, and the newly-insured Americans.

FY 2015 Progress Update

OPM performed outreach to Department of Defense (DOD) civilians, presenting "Improving Total Force Influenza Immunization" to the DOD Influenza Policy Synchronization Group and again as a webinar to health promotion specialists, wellness programmers, and healthcare professionals within the Department. The Department has approximately 425,000 FEHBP beneficiaries, representing 65 percent of the total Department Federal civilian population.

OPM was a featured speaker at the Healthier Federal Workers' Symposium. The agency highlighted its efforts to control hypertension, and reduce heart attack and stroke rates.

Too few FEHB members are completing health risk assessments and biometric screening through their health plans, limiting OPM's ability to direct members to coaching or other lifestyle modification programs that can control obesity, plus prevent diabetes and other chronic illnesses. OPM has given FEHBP carriers a goal of completing health risk assessments and performing biometric screening on all adults once every three years and will assess their performance.

FY 2015 Results

TABLE 9.03

AGENCY PRIORITY GOAL PERFORMANCE MEASURE: Percent of adults receiving flu shots based on CAHPS Effective Care

Refer to Table 9.02D.

Strategy 9.04 – Develop novel partnerships in support of population health.

FY 2015 Progress Update

OPM's FEHB tobacco cessation benefits were featured at the National Prevention Council meeting presentation by United States Surgeon General Vivek Murthy in March 2015. OPM provided FEHB smoking cessation flyers, along with those of the Army's Surgeon General. The materials were then shared with all occupational health clinics in the Army and other Army medical resources. This information has proven valuable for agencies seeking tobacco free environments and support from their senior leadership and labor unions.

OPM also maintained visibility on the Department of Defense's Addictive Substance Misuse Advisory Committee for Tobacco, and has remained an active partner in the Million Hearts Initiative and most recently, the DC Quits Initiative.

TABLE 9.04

> **AGENCY PRIORITY GOAL PERFORMANCE MEASURE:**
> **Percent of plans with timely prenatal care above the national commercial 50th percentile**

Refer to Table 9.02E.

Strategy 9.05 – Enhance outreach and health literacy

FY 2015 Progress Update

OPM conducted benefits awareness outreach, during which subject matter experts gave presentations about various insurance benefit products. These presentations included the Federal Flexible Spending Account program (FSAFEDS). As of the beginning of calendar year 2016, enrollment in FSAFEDS was 359,756, representing a 2.2 percent increase in enrollment from the previous year.

FY 2015 Results

TABLE 9.05

> **AGENCY PRIORITY GOAL PERFORMANCE MEASURE:**
> **Percent of plans with timely prenatal care above the national commercial 50th percentile**

Refer to Table 9.02E.

EVIDENCE BUILDING

AGENCY STRATEGY TO ADVANCE THE USE OF EVIDENCE IN DECISION MAKING

At OPM, evidence-based decision making has been in the agency's discourse for a number of years. The practice of evidence-based decision making involves using the best available data, both quantitative and qualitative, along with scientific evidence to make empirically supported decisions. This approach has been mainstreamed into the agency's processes and is being pursued, as evident in the establishment of a specific strategic goal on evidence-based decision making in the agency's FY2014-FY2018 Strategic Plan.

To drive focused attention and to support the agency's data-driven human resource management and policy decision making, the agency hired a Senior Advisor on Research and Evaluation. The Senior Advisor serves as the technical expert to improve the agency's effectiveness by developing and utilizing a more rigorous base of information and scientific evidence to guide decisions about programs, policies, funding, implementation and management. The Senior Advisor will help establish the strategic direction for the agency's research and evaluation initiatives, driven by the needs of the agency's program offices to answer critical questions.

In addition, the agency will leverage and engage individual components that will directly support this strategy. Specific units will provide policy direction and program support for establishing and institutionalizing a corporate data governance structure that will facilitate coordination and collaboration across the agency with the purpose of establishing enterprise data analytics quality and management standards, and a unified agency research agenda. To advance, adopt, and spread best practices that are being deployed within the agency, OPM will establish an internal network of analytic ambassadors. The role of the analytic ambassador is to help promote and advance the analytical work and research being done in OPM's components.

RECENT PROGRESS

The agency continues its commitment and efforts for integrating data—administrative, survey, job applicant, and customer experience—into resources and tools developed for internal agency use, Government-wide use, and for the broader public use. Traditionally, agency data and information processes have been fragmented across program offices, making it time and resource intensive and difficult to leverage and integrate with other data systems. The agency has made great progress on developing a cohesive and collaborative structure to manage and integrate this data throughout the

agency and across Government. As highlighted below, OPM's increased focus on data integration and data visualization has enriched the information that the agency uses to support policy development and operations.

- **USAJOBS** has expanded its data analytics platform to assist agencies with developing data-driven recruitment strategies. By transforming raw data into user-friendly metrics to guide agency and hiring managers in their quest to answer questions, such as: *Where should I recruit?*, *Who will I recruit?*, and *What are the results of my recruiting campaigns?*, USAJOBS delivered a data warehouse, along with three data visualizations dashboards. The ***Candidate Demographic Dashboard*** provides a global view of where all active USAJOBS job seekers are located, including the demographics in each geographic region. Displaying job seekers by geographic regions adds meaningful context, enabling agencies to identify where to align their valuable, and often, scarce resources to attract the right talent to a specific job opportunity. The ***Executive Summary Dashboard*** offers a monthly view of high-level USAJOBS data, including job seeker satisfaction, job seeker search, job opportunities, and application activity. The third visualization product developed under the USAJOBS umbrella is the ***Job Opportunity Announcement Analytics Tool***, which was created to give agency HR specialists and recruiter's analytical measures around their job posting to inform their goal setting and strategic recruitment.

  Along with delivering new tools, it is critical to measure the effectiveness of these tools. USAJOBS will continue to facilitate recruitment and hiring data analytics to the hiring community to solicit feedback, share best practices, identify use cases, and promote success stories.

- **USA Staffing**® is OPM's talent acquisition system for Federal agencies, automating Federal policies, practices, and laws for a full range of Federal hiring. USA Staffing® is the primary source for hiring managers and

HR professionals interacting with the hiring process by providing a conduit to USAJOBS for posting announcements and accepting, rating and ranking applications for Federal employment. Seventy Federal agencies meet their hiring missions using USA Staffing® and 78 percent of USAJOBS vacancy announcements have been processed through USA Staffing®.

Through ongoing enhancements that reflect agency business needs and Federal best practices, USA Staffing® continues to evolve by improving usability and enhancing functionality for all key stakeholders. The agency has rebuilt and launched an enhanced USA Staffing® site, with the first job announcement posted in April 2015. Agencies are now finalizing their plans to transition hiring workloads to the new version. All transitions are expected to be complete by FY 2017. The enhanced version of USA Staffing® includes an interactive management dashboard, secure, self-service data feeds to other agency systems, ad hoc reporting, as well as traditional, standard reports. It also features a streamlined navigation and interface design, maximizing the HR user experience by reducing "clicks" and presenting richer, more engaging information. The USA Staffing® data warehouse will contain new and legacy data, allowing for user-friendly and consistent hiring metrics through the transition period and beyond.

USA Staffing® is meeting the goal of enabling managers to hire the right person for the right job within the framework of Merit System Principles, as well as leveraging data to understand and refine Federal hiring. For example, OPM continues to recognize applicant flow data as an important tool that can be used to assess the effectiveness of recruitment and outreach, as well as aid with hiring efforts. This data assists agencies in identifying barriers and implementing successful practices at each stage of the hiring process, including application, qualification, referral and selection. Going forward, OPM will continue to provide agencies technical assistance and training on applicant flow data.

- **Enterprise Human Resources Integration (EHRI) Data Warehouse** is a centralized warehouse for the storage of human resources, payroll, and training information for the Executive Branch civilian workforce. This data is used as the foundation for OPM's public data tool FedScope. It also provides the basis for OPM's official reporting source – the EHRI Statistical Data Mart, and is the administrative data, population frame, used to select the sample for the FEVS.

  The EHRI data warehouse has matured over the years and user expectations have grown considerably. In an effort to increase the utility of EHRI data and more effectively manage and plan for the Federal workforce, the agency has recently incorporated new data elements, including telework eligibility, cybersecurity designation, and national security personnel designation. The cybersecurity category is the data element of greatest interest to external organizations. Currently, it is for internal agency access only, allowing the agency personnel to monitor the manner in which agencies are reporting their information before rolling out the data for external use. This allows the agency to identify potential problems with new data elements, address data issues and, ultimately, provide the agency and others with valuable insight into the Federal cybersecurity workforce.

  Based on recent reporting, the cybersecurity category element is applicable to approximately 7 percent of the Federal workforce in the Executive Branch. With regard to telework eligibility, the data show that nearly 31 percent of the Federal workforce in the Executive Branch is eligible to participate in agency telework programs. Only 4.4 percent report no data or invalid data in the telework eligibility data element.

  The agency has made strides in making more raw data available. OPM is in partnership with several universities to solidify agreements in which research can be conducted using available data, and making the results of that research more public. Further, OPM has made advancements connecting data between two of its large systems – EHRI and USA Staffing® – in order to better understand the machinations of the hiring process as part of the entire human resources life cycle. OPM has also made advancements in connecting EHRI data with the FEVS data to produce a more in depth understanding of the relationship between the Federal workforce and the survey indicators which are important in driving certain aspects of policy. In FY 2015, OPM produced three analytic reports on the Federal workforce (focusing on millennials, education levels, and women) that were enabled by the linkage of these two rich data sources.

- **FedScope** is an online tool which allows users to access and analyze the most popular HR data elements from OPM's Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM). FedScope is also an essential tool for OPM in increasing transparency. Users can explore workforce information, analyze strategic facts, and quickly collaborate to align decisions with key stakeholders. Analysis capabilities provide access to information from multiple angles and perspectives so customers can view and analyze it to make informed decisions. Data available through EHRI-SDM covers more than 2 million Federal civilian employees and has information concerning occupations, agency of employment, salaries, and many other transactions concerning Federal civilian employees. FedScope has expanded the available data elements to include education level, supervisory status, work status, and Science, Technology, Engineering, and Math (STEM) occupations (groupings).

- The **FEVS** is a powerful management tool capable of driving real change. The agency continues to leverage EHRI-SDM administrative data in administering, analyzing, and reporting of FEVS results. Integrating administrative data into the survey process enables the Agency to add analytic breadth without additional respondent burden. Organizational structure, occupational series, education level, and date of birth are

administrative variables that OPM has recently incorporated with the FEVS data.

The agency has also fully implemented a revised sampling strategy, the Graduated Proportional Sampling method. The sampling method enables reporting of survey results at the most granular level, maximizing the number of reports generated while minimizing the size of the workforce being surveyed. This allows the FEVS to increase the reporting breadth achieved in the 2012 FEVS census while reducing burden in terms of the time and financial costs a census would incur.

In addition to the expansion of available data elements and reporting breadth, the agency expanded and created new state-of-the-art analytic tools. These tools include the *FEVS Online Reporting & Analysis Tool,* which is a web-based capability developed to enable agencies to run online analyses and display various types of reports in real-time from a standard web browser. Users can quickly review and analyze their FEVS data, customize reports, and track specific data trends throughout their agency. *UnlockTalent.gov* is a new, comprehensive data visualization dashboard to help leadership make data-driven decisions and design initiatives to increase employee engagement. The dashboard includes more than 21,000 organizations and trend data for five years. Agencies can review how they are doing in comparison to other agencies and the Federal Government as a whole.

- **HRStat** is a Government-wide effort based on the Government Performance and Results Modernization Act in which Federal agencies facilitate data-driven quarterly reviews. The agency continues to develop the HRStat program to enable agencies to improve how they collect, analyze and report human capital data. OPM established the HRStat Community of Practice with members from all 24 CHCO Act agencies. The Community of Practice meets quarterly to collaborate toward Government-wide implementation of HRStat through guidance, assistance and training.

OPM has recently established four design teams: HRStat Maturity Model, HRStat Annual Review Process, HRStat Training and Tools, and HRStat Government-wide Guidance. OPM identified the key areas addressed by the design teams as critical to ensuring the sustainability of the HRStat program. The Maturity Model helps identify criteria to distinguish an agency's level of maturation in HRStat. The Annual Review Process is an accountability mechanism to help ensure agencies are dedicating efforts to the HRStat program, continuing with their quarterly data-driven reviews, and making progress against their identified goals.

- **Skills-Gap Closure Strategies using Data Analysis:** The agency is implementing a data-driven, multi-factor model and environmental scan approach to identify Government-wide skills-gap areas. This is a collaborative partnership with the Chief Human Capital Officers Council's formal Executive Steering Committee for Skills Gaps. This multi-factor model approach identifies those Government-wide and agency-specific mission-critical occupations that have the greatest risk for experiencing skills gaps. Based on input from Federal workforce planning Subject Matter Experts, OPM adjusted the model to ensure it met agencies' needs.

The Skills-Gap model is not intended to validate or determine agency-specific mission-critical occupations, but rather to provide a standardize methodology that analyzes existing mission-critical occupations to identify those that have a greater risk for incurring skills gaps. The developed model comprised four distinct factors which provide insight into root-cause analysis: identifies where to focus attention; validates why to focus attention on a specific area using pertinent benchmarks; provides intermediate outcome measures for monitoring progress; is data driven; consistent; and objective; and provides a repeatable and standard method to be used by all the agencies.

- **Re-Design of FEHB Plan Choice -** Each year, four million Federal employees and retirees choose a health plan from among the more than 250 health plan options available under the FEHBP. Typically FEHBP members have a choice, based on their geographical area or affiliation, of about 10-15 health plans. While a hallmark of the FEHBP is the ability to offer a wide choice of options to members, OPM has not kept pace with technological developments that can maximize the ability of members to make the most informed choice that best meets their healthcare needs and those of their families.

  OPM is committed to updating consumer decision support tools to optimize enrollee choice. The agency is in the initial phases of organizing cross-agency work teams, including healthcare and insurance specialists, policy analysts, actuaries, behavior-economists, and the Chief Medical Officer, to re-design the *Plan Comparison Tool*. The agency is using an agile methodology for the development and design of the Plan Comparison Tool. This type of methodology will allow the agency to respond to unpredictability through an incremental and iterative work process, as more data elements become available through Benefits Plus, FEHB's new administrative/management database that will become active by the end of FY 2015. The cross-agency work team research will focus on aligning the OPM comparison tool with industry-wide standards, creating the capability to customize the plan selection process, and incorporating the latest behavioral economics and choice theory findings about user preferences and consumer selection of health coverage.

FY 2015 FINDINGS

Federal Employee Participation Patterns in the Thrift Savings Plan, 2008 - 2012

In June 2015, OPM published a report examining the participation and deferral trends and investment behavior of Federal employees who participated in the Thrift Savings Plan from 2008-2012. The impact of automatic enrollment on these measures is assessed as well. OPM has used the findings in this report to hone financial education activities in Retirement Services.

The summary analysis of the data shows that:

- Overall, 88.5 percent of employees deferred their money in the retirement plan in 2012, up from 85.4 percent in 2008.

- The annual deferral rate dropped 0.2 percentage point, from 8.1 percent in 2008 to 7.9 percent in 2012. While automatic enrollment appears to have substantial impact on the plan participation of newly hired employees, it has small impact on new hires' contributions, though this type of enrollment appears to reduce the differences in deferral rates among men and women (from a difference of 0.7 percentage point in 2008 to 0.4 percentage point in 2012) and minorities and whites (from a difference of 0.5 percentage point in 2008 to 0.3 percentage point in 2012).

- Minorities and women are more likely to invest solely in the secure G Fund (Government Securities Investment Fund) compared with whites and men, respectively. Younger employees, new hires and those with low salary are also comparably more conservative in their investments.

The complete report is available on the OPM website at ***https://www.opm.gov/policy-data-oversight/data-analysis-documentation/federal-employment-reports/reports-publications/federal-employee-participation-patterns-in-the-thrift-savings-plan-2008-2012.pdf***.

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 ensure the performance information it reports for each measure is accurate, complete, and reliable. Additionally, the following steps outline how the agency promotes data quality:

- OPM has developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in performance dashboard reviews every one to two months. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.

- The OCFO provides guidance to goal teams on data quality, and has developed a standard form for goal teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The Office reviews such documentation for adequacy, providing feedback and recommendations for improvement to goal 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, the OCFO is developing a single repository for all performance results.

- The OCFO and Goal 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 Goal Owners establish consensus on the validity of the measures.

These agency-wide efforts, in addition to the specific actions that Goal Owners have taken for each measure, 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: ATTRACT AND ENGAGE A DIVERSE AND EFFECTIVE OPM WORKFORCE
TABLE 1.01A

Performance Measure	Percent of OPM managers trained on the use of New IQ learning techniques
Definition	The number of OPM supervisors, managers, and executives who have attended training on the use of the New IQ (Inclusion Quotient) divided by the number of OPM supervisors, managers, and executives
Data Source	Attendance records from each training session, and the number of onboard supervisors, managers, and executives from OPM's Comprehensive Human Resources Information System (CHRIS)
Frequency	Quarterly
Verification and Validation	Administrative officers in each organization verify data in CHRIS. The Office of Diversity and Inclusion and Employee Services review New IQ training attendance records.
Data Limitations	There are no significant data limitations.

TABLE 1.01B

Performance Measure	Percent of OPM managers that have employed techniques from the New IQ
Definition	The number of OPM managers that have demonstrated behaviors to improve employee inclusion divided by the number of OPM managers
Data Source	Survey developed by the Office of Diversity and Inclusion in partnership with Planning and Policy Analysis
Frequency	Quarterly
Verification and Validation	Planning and Policy Analysis uses the Vovici survey platform, which is an automated survey technology that verifies and validates results.
Data Limitations	The data was not weighted to reflect the demographic composition of managers. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All samples are subject to multiple sources of error, including, but not limited to sampling error, coverage area, and measurement error.

TABLE 1.01C

Performance Measure	Percent of USA Staffing® hiring actions for which OPM HR or hiring managers reviewed applicant flow data
Definition	The number of OPM selections made through USA Staffing® after applicant flow data have been reviewed by either OPM HR or hiring managers to help recruitment for future hiring actions divided by the number of selections.
Data Source	USA Staffing®, the system used by OPM to manage its hiring process
Frequency	Quarterly
Verification and Validation	OPM reviews the underlying data for any anomalies.
Data Limitations	OPM is able to draw inferences from only those applicants who volunteer to provide applicant flow data. The agency is aware of the limitations due to the voluntary nature of the data, but based on OPM's analyses, the agency believes the data are sufficiently accurate for its purposes.

Table 1.01D

Performance Measure	Percent of USAJOBS hiring actions for which managers and/or Human Resources Government wide reviewed applicant flow data
Definition	The number of Government-wide hiring actions made through USA Staffing® after applicant flow data have been reviewed by either HR or hiring managers to help optimize recruitment for future hiring actions divided by the number of hiring actions.
Data Source	USA Staffing®
Frequency	Annually
Verification and Validation	OPM reviews the underlying data for any anomalies.
Data Limitations	The data reported only includes hiring actions made by USA Staffing® customers. Further, OPM is able to draw inferences from only those applicants who volunteer to provide applicant flow data. The agency is aware of the limitations due to the voluntary nature of the data, but based on OPM's analyses, the agency believes the data are sufficiently accurate for its purposes.

Table 1.02B

Performance Measure	Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index score
Definition	The percent of employees providing positive survey responses to the 15 items included in the Employee Engagement Index. The Engagement Index comprised the following subfactors and items: • *Leaders Lead*: Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q 53, 54, 56, 60, and 61) • *Supervisors*: Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q 47, 48, 49, 51, and 52) • *Intrinsic Work Experience*: Reflects the employees' feelings of motivation and competency relating to their role in the workplace. (Q 3, 4, 6, 11, and 12)
Data Source	FEVS
Frequency	Annually
Verification and Validation	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning.
Data Limitations	The FEVS is collected annually and therefore reflects employee opinions at a single point in time. As years of data have been gathered, the data become more valuable, as the agency is better able to identify long-term trends. While the survey is voluntary, OPM's response rate of more than 70 percent has resulted in a statistically significant sample of the OPM employee population.

Table 1.02C

Performance Measure	Overall New IQ score
Definition	The percent of employees providing positive survey responses to the 20 questions of OPM's Federal Employee Viewpoint Survey (FEVS) that are highly correlated with inclusive environments. The New IQ is comprised of the following subfactors and items: • *Fair*: Are all employees treated equitably? (Q 23, 24, 25, 37, and 38) • *Open*: Does management support diversity in all ways? (Q 32, 34, 45, and 55) • *Cooperative*: Does management encourage communication and collaboration? (Q 58 and 59) • *Supportive*: Do supervisors value employees? (Q 42, 46, 48, 49, and 50) • *Empowering*: Do employees have the resources and support needed to excel? (Q 2, 3, 11, and 30)
Data Source	FEVS
Frequency	Annually
Verification and Validation	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning.
Data Limitations	The FEVS is collected annually and therefore reflects employee opinions at a single point in time. As years of data have been gathered, the data become more valuable, as the agency is better able to identify long-term trends. While the survey is voluntary, OPM's response rate of more than 70 percent has resulted in a statistically significant sample of the OPM employee population.

TABLE 1.03A

Performance Measure	Percent of OPM employees participating in corporate training opportunities
Definition	The number of OPM employees who registered for learning activities via OPM's Learning Management System divided by the number of OPM employees
Data Source	Learning Management System (LMS) and Enterprise Human Resources Integration (EHRI)
Frequency	Monthly
Verification and Validation	OPM Learning runs an automated report counting all OPM employees who have registered for OPM Learning activities via the LMS, and cleans the database to remove duplicate or erroneous records. OPM HR and Planning and Policy Analysis use standard data management methods to verify the accuracy of EHRI data.
Data Limitations	The data reflect inconsistencies in data collection procedures, and OPM is continuing to review its procedures to identify opportunities to leverage technology to improve the quality of the data.

TABLE 1.03B

Performance Measure	Percent of employees satisfied with the opportunity to improve their skills as reported in the FEVS
Definition	The percent of OPM employees who responded positively to the annual Federal Employee Viewpoint Survey (FEVS) item asking their perception of their opportunity to improve their skills in their organization.
Data Source	FEVS
Frequency	Annually
Verification and Validation	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning.
Data Limitations	The FEVS is collected annually and therefore reflects employee opinions at a single point in time. As years of data have been gathered, the data become more valuable, as the agency is better able to identify long-term trends. While the survey is voluntary, OPM's response rate of more than 70 percent has resulted in a statistically significant sample of the OPM employee population.

STRATEGIC GOAL 2: PROVIDE TIMELY, ACCURATE, AND RESPONSIVE SERVICE THAT ADDRESSES THE DIVERSE NEEDS OF OUR CUSTOMERS.

TABLE 2.01A

Performance Measure	Percent of OPM employees who took the online customer service training course
Definition	The number of OPM employees who successfully completed the online customer service training course divided by the number of OPM employees
Data Source	OPM Learning Connection Learning Management System and reports from OPM's Comprehensive Human Resources Information System (CHRIS)
Frequency	Weekly
Verification and Validation	Automated data checks reduce chances of errors. Data is also sent to Goal 2 Points of Contact for review. Goal 2 Points of Contact and their Associate Director, Office Head, or other supervisor may review the employee list for their organization to verify that the list encompasses employees and not non-employees.
Data Limitations	The data fluctuate nominally due to employee departures and moves from and within the agency. The HR data may include experts or other individuals who may not be considered "employees" for this measure.

TABLE 2.01B

Performance Measure	Percent of external facing program meeting their customer satisfaction score targets
Definition	The number of program offices that self-identified as serving external customers that meet or exceed established customer satisfaction score target divided by the number of external-facing program offices
Data Source	Strategic Goal 2 team survey of each program office
Frequency	Annually
Verification and Validation	Associate Directors and Office Heads review and validate program results in conjunction with Strategic Goal 2 team members.
Data Limitations	Program offices do not use consistent customer satisfaction score methodologies. For example, one program office may use the American Customer Satisfaction Index methodology. Other program offices may use the Government Experience Index methodology (satisfaction, referral, and return). Other offices may use a single overall satisfaction question.

TABLE 2.02A

Performance Measure	Percent of external facing program offices measuring their customer service accuracy
Definition	The number of program offices that self-identified as serving external customers that measure accuracy of their customer service divided by the number of external-facing program offices.
Data Source	Strategic Goal 2 team survey of each program office
Frequency	Quarterly
Verification and Validation	Associate Directors and Office Heads review and validate program results in conjunction with Strategic Goal 2 team members.
Data Limitations	Program Offices use inconsistent survey methodologies and questions.

TABLE 2.02B

Performance Measure	Percent of external facing program offices measuring their customer service responsiveness
Definition	The number of program offices that self-identified as serving external customers that measure responsiveness of their customer service divided by the number of external-facing program offices.
Data Source	Strategic Goal 2 team survey of each program office
Frequency	Quarterly
Verification and Validation	Associate Directors and Office Heads review and validate program results in conjunction with Strategic Goal 2 team members.
Data Limitations	Program Offices use inconsistent survey methodologies and questions.

TABLE 2.02C

Performance Measure	Percent of external facing program offices measuring their customer service timeliness
Definition	The number of program offices that self-identified as serving external customers that measure timeliness of their customer service divided by the number of external-facing program offices.
Data Source	Strategic Goal 2 team survey of each program office
Frequency	Quarterly
Verification and Validation	Associate Directors and Office Heads review and validate program results in conjunction with Strategic Goal 2 team members.
Data Limitations	Program offices use inconsistent survey methodologies and questions.

TABLE 2.03

Performance Measure	Percent of Strategy 2.03 milestones completed from the Customer Experience Strategic Plan
Definition	The cumulative number of completed milestones in the project plan accompanying the Customer Experience Strategic Plan that correspond to Strategy 2.03 divided by the number of milestones that correspond to Strategy 2.03
Data Source	OPM SharePoint spreadsheet tracking milestones
Frequency	Monthly
Verification and Validation	At least one Goal 2 team member reviews the spreadsheet to verify the results before the data point of contact provides the final data to the data collection lead.
Data Limitations	There are no significant data limitations.

TABLE 2.04

Performance Measure	Percent of Strategy 2.04 milestones completed from the Customer Experience Strategic Plan
Definition	The cumulative number of completed milestones in the project plan accompanying the Customer Experience Strategic Plan that correspond to Strategy 2.04 divided by the number of milestones that correspond to Strategy 2.04
Data Source	OPM SharePoint spreadsheet tracking milestones
Frequency	Monthly
Verification and Validation	At least one Goal 2 team member reviews the spreadsheet to verify the results before the data point of contact provides the final data to the data collection lead.
Data Limitations	There are no significant data limitations.

STRATEGIC GOAL 3: SERVE AS THE THOUGHT LEADER IN RESEARCH AND DATA-DRIVEN HUMAN RESOURCES MANAGEMENT AND POLICY DECISION-MAKING.

TABLE 3.02A

Performance Measure	Number of user accounts on Federal Employee Viewpoint Survey (FEVS) Online Reporting and Analysis Tool
Definition	The number of user accounts on OPM's web-based tool developed to enable agencies to run online analyses and display various types of reports in real time.
Data Source	Data Xplorer, which is an online query and analysis system that allows users access to static OPM-generated reports, pre-configured reports and the ability to perform ad-hoc analyses on FEVS data
Frequency	Quarterly
Verification and Validation	On a monthly basis, the number of new user accounts is sent to the data reviewer, who then compares those numbers with the monthly and final quarterly numbers submitted by the data collection lead.
Data Limitations	The number of accounts is a proxy measure of agency data dissemination and distribution of reports to all executives, supervisors/managers at the component and office-level, but doesn't account for the frequency of use.

TABLE 3.02B

Performance Measure	Number of users on the Federal Talent Dashboard
Definition	The number of Federal employees with accounts for OPM's data visualization tool (*UnlockTalent.gov*) that provides far-reaching views of agencies' Federal Employee Viewpoint Survey data to support agencies' identification of subcomponents needing immediate action to improve engagement, as well as resources agencies can apply to their action planning
Data Source	OPM's WMIC database, the web interface to manage user accounts for OPM websites
Frequency	Monthly
Verification and Validation	On a monthly basis, the number of new user accounts is sent to the data reviewer, who then compares those numbers with the monthly and final quarterly numbers submitted by the data collection lead.
Data Limitations	The number of accounts is a proxy measure and does not indicate the frequency of use.

TABLE 3.03

Performance Measure	Number of signed research agreements with academic institutions, professional associations, think tanks, or industry
Definition	The number of research agreements that have been signed by both OPM and an authorized or official outside representative of an academic institution, professional association, think tank, or industry
Data Source	OPM SharePoint site
Frequency	Quarterly
Verification and Validation	The number of agreements is checked biannually by the Data Ambassadors, and both the data reviewer and the data collection lead verify the number of signed agreements.
Data Limitations	There are no significant data limitations.

TABLE 3.04

Performance Measure	Number of employees (students) who completed a data analytics course
Definition	The number of OPM employees who take a data analytics course within the OPM Learning Connection
Data Source	OPM Learning Management System (LMS) and the Enterprise Human Resources Integration (EHRI) system
Frequency	Quarterly
Verification and Validation	On a monthly basis, the number of students enrolled and students who complete the course is sent to the data reviewer, who then compares those numbers with the monthly and final quarterly numbers submitted by the data collection lead.
Data Limitations	The data does not include "Just-in-Time-Learning" where individuals enter a course to find specific information on a course and then exit.

STRATEGIC GOAL 4: MANAGE INFORMATION TECHNOLOGY SYSTEMS EFFICIENTLY AND EFFECTIVELY IN SUPPORT OF OPM'S MISSION.

TABLE 4.01A

Performance Measure	Percent of HR life cycle for which NIEM data standards are published
Definition	The number of data elements in the HR life cycle that are published in the National Information Exchange Model (NIEM) standard divided by the number of data elements in the HR life cycle
Data Source	*NIEM.gov*
Frequency	Monthly
Verification and Validation	A manual analysis is performed by OPM's Record Management team to determine which HR data elements are published in NIEM.
Data Limitations	The total number of data elements in the HR life cycle can vary as new elements are identified and added. The human capital life cycle comprises all human capital activities from strategy to separation. Training, HR, payroll, retirement and eOPF are the five groupings that comprise this cycle. Systems are always evolving, likely resulting in the creation of new groupings. In April 2015, OPM's HR Line of Business published a strategic framework for the next ten years that expands the scope of data to be collected to include talent development, performance management and time and attendance. OPM expects to add these data elements to this measure in the future

TABLE 4.01B

Performance Measure	Percent of HR life cycle examined for automation opportunities
Definition	The number of areas of the HR life cycle that were reviewed to determine areas where automation could enhance the related processes divided by the number of areas of the HR life cycle. The HR life cycle includes 10 areas: HR strategy, organization and position management, staff acquisition, performance management, compensation management, benefits management, HR development, employee relations, labor relations, and separation management
Data Source	HR Line of Business Reference Model Framework schedule
Frequency	Monthly
Verification and Validation	The HR Line of Business program manager updates a spreadsheet that tracks life cycle components as they are examine
Data Limitations	This is a subjective measure due to the level of review required to qualify a life cycle area as being fully reviewed. This measure is out of date. The HR Line of Business is working on defining a new Business Reference Model 3.0. Once this model is defined, requirements need to be published for the updated HR life cycle and sub-life cycles.

TABLE 4.02A

Performance Measure	Percent of major investments with IT Program managers certified in Federal Acquisition Institute Training Application System
Definition	The number of major investments with project managers that have the top level certification for IT program and project managers through the Federal Acquisition Institute divided by the number of major investments
Data Source	Federal Acquisition Institute Training Application System (FAITAS) report from OPM's Procurement Office, and OCIO list of major investments
Frequency	Monthly
Verification and Validation	Investment Management performs a manual review of FAITAS report and compares to the list of major investment project managers. Quality Assurance reviews reports to double check results.
Data Limitations	Investment Management does not have access to run the reports from FAITAS. While this is a monthly measure, OPM does not receive reports every month.

TABLE 4.03A

Performance Measure	Customer satisfaction with OPM infrastructure services
Definition	The number of respondents to the helpdesk survey that were satisfied with the overall service they received divided by the number of respondents
Data Source	Helpdesk customer satisfaction monthly survey results produced from the Remedy Ticket survey results
Frequency	Monthly
Verification and Validation	Results are generated through automated reporting and were verified when developed, but are not re-verified after each monthly run.
Data Limitations	OPM currently only has the ability to track overall satisfaction of the helpdesk. This measure doesn't currently account for all infrastructure services. By the end of the first quarter of FY 2016, OPM will expand this measure to break out the helpdesk services into functional areas. By the end of FY 2016 the agency will increase the scope by including measures related to Infrastructure as a Service and OPM's web services. Further, the data was not weighted to reflect the demographic composition of customers. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All samples are subject to multiple sources of error, including, but not limited to sampling error, coverage area, and measurement error.

TABLE 4.03B

Performance Measure	IT security compliance rating for OPM infrastructure services
Definition	The average IT security compliance score based on the Continuous Monitoring dashboard rating for infrastructure systems used by OPM
Data Source	Information Technology Security and Privacy Monthly Continuous Monitoring Dashboard
Frequency	Monthly
Verification and Validation	The reports were verified when created, but are not re-verified after each monthly run.
Data Limitations	This measure only tracks systems listed in the trusted agent system. Some of the categories only measure completeness of a requirement and do not account for quality. The agency is reassessing the methodology.

TABLE 4.03C

Performance Measure	Number of public facing systems using single sign on capability
Definition	The percent of public facing systems managed by the web team behind the Windows Management Instrumentation Command, which is used to manage user accounts, that use single sign on capabilities
Data Source	Spreadsheet with data provided by OPM web team
Frequency	Monthly
Verification and Validation	The spreadsheet is reviewed by the Chief of OPM web team.
Data Limitations	The measure does not account for all public facing systems. It currently only tracks systems managed by OPM's web team. OPM is working on documenting the Enterprise Architecture. This effort will create an authoritative application inventory. By the end of FY 2016, the agency will include all applications identified in the Enterprise Architecture tool with a public facing system in this measurement.

TABLE 4.04A

Performance Measure	Aggregate customer satisfaction rating with OPM IT business systems
Definition	The average of the customer satisfaction ratings for USAJOBS and the electronic online personnel folder (eOPF) as determined from automated surveys to system users
Data Source	USAJOBS survey and eOPF customer satisfaction survey
Frequency	Monthly (USAJOBS) and Quarterly (eOPF)
Verification and Validation	Surveys are conducted by ForeSee, an industry leader in surveys, and no additional verification or validation is performed
Data Limitations	This measure is currently limited to results from surveys for two systems. There are many more systems at OPM, but the agency currently does not have the ability to collect customer satisfaction data for them. Throughout FY 2016, OPM will work to define methods to track customer satisfaction for additional systems. As methods are implemented, the systems rating will be added to the aggregate score.

TABLE 4.04B

Performance Measure	IT security compliance rating for OPM IT business systems
Definition	The average IT security compliance score from the Continuous Monitoring dashboard rating, based on an assessment of 15 categories, for the OPM business systems
Data Source	Information Technology Security and Privacy Monthly Continuous Monitoring Dashboard
Frequency	Monthly
Verification and Validation	The reports were verified when created, but are not re-verified after each monthly run.
Data Limitations	This measure only tracks systems listed in trusted agent. Some of the categories only measure completeness of a requirement and do not account for quality. Due to the limited manner in which this measure is assessed, the true security posture is not represented, and OPM is reassessing how this measure is calculated.

STRATEGIC GOAL 5: ESTABLISH RESPONSIVE, TRANSPARENT BUDGETING AND COSTING PROCESSES

TABLES 5.01

Performance Measure	Actual resource variance from plan
Definition	The amount of appropriated and common services resources budgeted that were not obligated or expended by the end of the fiscal year divided by the amount of appropriated and common services resources budgeted
Data Source	Consolidated Business Information System
Frequency	Annually
Verification and Validation	The Office of the Chief Financial Officer and program office Resource Management Officers (RMOs) verify the accuracy of reports. Further, the Consolidated Business Information System includes a number of system controls to verify that financial data is accurately recorded and reported.
Data Limitations	There are no significant data limitations.

STRATEGIC GOAL 6: PROVIDE LEADERSHIP IN HELPING AGENCIES CREATE INCLUSIVE WORK ENVIRONMENTS WHERE A DIVERSE FEDERAL WORKFORCE IS FULLY ENGAGED AND ENERGIZED TO PUT FORTH ITS BEST EFFORT, ACHIEVE THEIR AGENCY'S MISSION, AND REMAIN COMMITTED TO PUBLIC SERVICE.

TABLE 6.01A

Performance Measure	Percent of components of CHCO organizations that increased "leaders lead" scores
Definition	The percent of components of CHCO organizations that increased Leaders Lead scores, which reflect employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. The scores are made up of the following FEVS items: • In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53) • My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54) • Managers communicate the goals and priorities of the organization. (Q. 56) • Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60) • I have a high level of respect for my organization's senior leaders. (Q. 61)
Data Source	FEVS
Frequency	Annually
Verification and Validation	Survey data is verified through 11 separate data processing steps; including electronic and manual data quality controls. Once the FEVS data are uploaded to the dashboard, analysts conduct systematic data checks against 20 percent of the agencies (across large, medium, and small agencies). OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the validity of this index. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning. While the survey is voluntary, OPM's response rate of more than 70 percent has resulted in a statistically significant sample of the OPM employee population.
Data Limitations	All samples are subject to multiple sources of error, including, but not limited to sampling error, coverage area, and measurement error.

TABLE 6.03B

Performance Measure	Percent of CHCO Act agencies that access the FEVS Online Reporting & Analysis Tool
Definition	The number of CHCO Act agencies that access OPM's web-based capability developed to enable agencies to run online analyses and display various types of reports in real time divided by the number of CHCO Act agencies.
Data Source	Online Reporting & Analysis Tool usage reports
Frequency	Annually
Verification and Validation	The Online Reporting & Analysis tool automatically produces a report of the agencies that access the tool.
Data Limitations	This is a proxy measure of agency data dissemination and distribution of reports to all executives, supervisors/managers.

TABLE 6.03C

Performance Measure	Percent of CHCO Act Agency component-level reports that have been accessed on the FEVS Online Reporting & Analysis Tool
Definition	The number of CHCO Act component-level reports that have been accessed on OPM's web-based capability developed to enable agencies to run online analyses and display various types of reports in real time divided by the number of CHCO Act agencies.
Data Source	Online Reporting & Analysis Tool usage reports
Frequency	Annually
Verification and Validation	The Online Reporting & Analysis tool automatically produces a report of the agencies that access the tool.
Data Limitations	This is a proxy measure of agency data dissemination and distribution of reports to all executives, supervisors/managers.

TABLE 6.03D

Performance Measure	Percent of CHCO Act agency lower-level components reports that have been accessed on the FEVS Online Reporting and Analysis Tool
Definition	The number of CHCO Act lower-level component reports that have been accessed on OPM's web-based capability developed to enable agencies to run online analyses and display various types of reports in real time divided by the number of CHCO Act agencies.
Data Source	Online Reporting & Analysis Tool usage reports
Frequency	Annually
Verification and Validation	The Online Reporting & Analysis tool automatically produces a report of the agencies that access the tool.
Data Limitations	This is a proxy measure of agency data dissemination and distribution of reports to all executives, supervisors/managers.

TABLE 6.05B

Performance Measure	Percent of components of CHCO organizations that increased employee inclusion scores
Definition	The percent of CHCO organizations that increased New IQ Scores. The New IQ is comprised of the following subfactors and items: • *Fair*: Are all employees treated equitably? (Q 23, 24, 25, 37, and 38) • *Open*: Does management support diversity in all ways? (Q 32, 34, 45, and 55) • *Cooperative*: Does management encourage communication and collaboration? (Q 58 and 59) • *Supportive*: Do supervisors value employees? (Q 42, 46, 48, 49, and 50) • *Empowering*: Do employees have the resources and support needed to excel? (Q 2, 3, 11, and 30)
Data Source	FEVS
Frequency	Annually
Verification and Validation	FEVS survey data is verified through 11 separate data processing steps; including electronic and manual data quality controls. Once the FEVS data are uploaded to the dashboard, analyst conduct systematic data checks against 20 percent of the agencies (across large, medium, and small agencies). OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the validity of this index. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning. While the survey is voluntary, OPM's response rate of over 70 percent has resulted in a statistically significant sample of the OPM employee population.
Data Limitations	All samples are subject to multiple sources of error, including, but not limited to sampling error, coverage area, and measurement error.

TABLE 6.05C

Performance Measure	Percent of non-seasonal, full time permanent employees onboard in the Federal Government with targeted disabilities
Definition	The number of non-seasonal, full-time permanent Federal employees with disabilities targeted for emphasis in affirmative action planning divided by the number of non-seasonal, full-time permanent Federal employees. The targeted disabilities are: deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and genetic or physical condition affecting limbs and/or spine. Although the list of targeted disabilities is meant to include those who are most likely to suffer job discrimination, the EEOC recognizes that some disabilities that are not targeted are nevertheless just as severe as or more severe than some of the targeted disabilities.
Data Source	OPM's EHRI database, which contains a variety of workforce demographic information
Frequency	Annually
Verification and Validation	Data is verified by Federal agencies.
Data Limitations	There are no significant data limitations.

STRATEGIC GOAL 7: ENSURE THAT FEDERAL RETIREES RECEIVE TIMELY, APPROPRIATE, TRANSPARENT, SEAMLESS, AND ACCURATE RETIREMENT BENEFITS.

TABLE 7.02A

Performance Measure	Average unit cost for processing retirement claims
Definition	The dollar value of the number of labor hours worked to process retirement claims divided by the number of claims processed
Data Source	Employee Time & Attendance Management System (labor hours) and the Annuity Roll Processing System (claims processed)
Frequency	Quarterly
Verification and Validation	Data is tested to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed; and comparing data with similar information collected from other sources. Quality and management-control devices are built into these data collection mechanisms to ensure accuracy and reliability.
Data Limitations	There are no significant data limitations.

TABLE 7.02B

Performance Measure	Percent of retirement and survivor claims processed accurately
Definition	The number of CSRS and FERS annuity claims reviewed by OPM and found to have no errors divided by the number of claims reviewed by OPM.
Data Source	Annuity Roll Processing System
Frequency	Monthly
Verification and Validation	OPM's Independent auditor, KPMG, reviews data samples and cases. OPM conducts data matches to ensure that populations being sampled are valid representations of the universe of cases adjudicated during the timeframe being reviewed. Claims processing accuracy is based on statistically valid samples of retirement claims calculations. Appropriate statistical analysis methods are used to identify the appropriate customer populations and select samples to ensure a 95 percent confidence interval and a +/- 5 percent margin of error. Samples are determined by an automated computer program that ensures absolute randomness in the selection criteria.
Data Limitations	There is a two month lag due to data processing.

TABLE 7.02C

Performance Measure	Percent of customers satisfied with overall retirement services
Definition	The number of annuitants (retiree and survivor) who indicated that they were "very satisfied" or "satisfied" with overall retirement program services in response to a survey divided by the number of respondents.
Data Source	Retirement Services Customer Satisfaction Survey
Frequency	Annually
Verification and Validation	To ensure completeness and accuracy, RS/Quality Assurance conducts a random audit of the survey responses.
Data Limitations	Number of responses to the survey. RS ensures that sufficient surveys are collected for a valid sample size. Increasing the sample size also increases the scope of data collected. The sample does not include those with pending claims that may be on interim pay.

TABLE 7.02D

Performance Measure	Rate of improper payments in the retirement program
Definition	The number of payments made that should not have been, or that were in an incorrect amount under statutory, contract, administrative, or other legally applicable requirements divided by the number of payments made. Improper payments can be both overpayments and underpayments.
Data Source	OCFO Treasury report (overpayment information) and RS Quality Assurance reports (underpayment information)
Frequency	Annually
Verification and Validation	OPM reviews retirement and survivor cases for both the CSRS and FERS using both statistically valid samples across each month of the fiscal year.
Data Limitations	There are no significant data limitations.

TABLE 7.02E

Performance Measure	Percent of retirement program customer calls handled
Definition	The number of retirement program customer calls answered divided by the number of calls.
Data Source	OPM's ORIO tracking system
Frequency	Annually
Verification and Validation	Data is tested to assess its accuracy. These tests include comparing data for a given reporting period with similar date ranges in a previous fiscal year and researching any anomalies that are observed. Quality and management control devices are in place to ensure accuracy and reliability.
Data Limitations	There are no significant data limitations.

TABLE 7.02F

Performance Measure	Claims Inventory
Definition	The number of new pending claims under the Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS), including all non-disability claims and disability claims after a determination has been made that disability retirement under CSRS or FERS is warranted.
Data Source	Annuity Roll Processing System
Frequency	Monthly
Verification and Validation	Data is tested to assess its accuracy. These tests include comparing data for a given reporting period with similar date ranges in a previous fiscal year and researching any anomalies that are observed. Quality and management control devices are in place to ensure accuracy and reliability.
Data Limitations	There are no significant data limitations.

TABLE 7.02G

Performance Measure	Percent of retirement claims processed within 60 days
Definition	The number of pending claims processed within 60 days divided by the number of pending claims.
Data Source	Annuity Roll Processing System (ARPS)
Frequency	Monthly
Verification and Validation	Data collection and reporting procedures are reviewed, and data is tested to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed; and comparing data with similar information collected from other sources. Quality and management-control devices are built into these data collection mechanisms to ensure accuracy and reliability.
Data Limitations	There are no significant data limitations.

TABLE 7.02H

Performance Measure	Relative ratio of complete retirement submissions versus incomplete cases
Definition	The proportion of retirement packages received from agencies that are free of errors or that have errors that are not determined to be the fault of the submitting agency.
Data Source	Agency Audit Tracking System
Frequency	Monthly
Verification and Validation	Benefits officers verify results in the monthly posted reporting and provide corrections if the data is not accurate. OPM's Benefits Officer Training and Development and the Management Information Branch review the data for anomalies. Current data is also compared with historical trends as applicable.
Data Limitations	There are no significant data limitations.

TABLE 7.03A

Performance Measure	Percent of Benefits Officers trained per year
Definition	The number of Benefits Officers that respond to an email survey indicating that they have received training divided by the number of survey responses.
Data Source	Email-based survey
Frequency	Annually
Verification and Validation	RS Benefits Officers Training and Development and the Management Information Branch review the data for anomalies. Current data is also compared with historical trends as applicable.
Data Limitations	The list of employees doing benefits work may not reflect the entire universe of benefits officers.

TABLE 7.03B

Performance Measure	Overall customer satisfaction with guidance material, webinars, virtual conference, live conference, and training
Definition	The number of survey recipients that responded that they were "satisfied" or "very satisfied" with guidance material, webinars, virtual conference, live conference, and training divided by the number of survey recipients.
Data Source	Benefits Officers Training and Development Annual Survey
Frequency	Annually
Verification and Validation	The Benefits Officers Training and Development Office Chief reviews the data to ensure accuracy.
Data Limitations	There are no significant data limitations.

STRATEGIC GOAL 8: ENHANCE THE INTEGRITY OF THE FEDERAL WORKFORCE.

TABLE 8.01A

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, and Quality Reopen database
Frequency	Quarterly
Verification and Validation	The performance reports were developed specifically to track this measure and were tested extensively by FIS Federal staff for accuracy at that time.
Data Limitations	The data collection captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, due to investigation reopens and closings).

TABLE 8.01B

Performance Measure	Average number of days to complete the fastest 90 percent of all initial national security investigations
Definition	The average number of days to complete the investigation portion of the security clearance process, from the day a complete investigation package (with all required forms, such as background questionnaire, authorization forms, and fingerprints) is received by the Federal Investigative Service (FIS) to either 1) the day FIS mails the hard copy investigation report to the customer agency or 2) the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
Data Source	Personnel Investigations Processing System (PIPS), OPM's case management system
Frequency	Quarterly and Annually
Verification and Validation	The performance reports, which were developed specifically to track this measure, were tested extensively by FIS Federal staff for accuracy at that time. FIS Federal staff transcribes the data directly from this report, and the data is not manipulated in any way. OPM has used PIPS since 1984 and it has gone through repeated and continually testing to ensure the data is free from systematic error. Data is collected based on specific criteria that eliminate bias and manipulation of the data.
Data Limitations	The data collected from PIPS captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, with investigation reopens and closings).

TABLE 8.01C

Performance Measure	Average number of days to complete the fastest 90 percent of initial Secret national security investigations
Definition	The average number of days to complete the investigation portion of the Secret security clearance process, from the day a complete investigation package (with all required forms, such as background questionnaire, authorization forms, and fingerprints) is received by the FIS to either 1) the day FIS mails the hard copy investigation report to the customer agency or 2) the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
Data Source	Personnel Investigations Processing System (PIPS), OPM's case management system
Frequency	Quarterly and Annually
Verification and Validation	The performance reports, which were developed specifically to track this measure, were tested extensively by FIS Federal staff for accuracy at that time. FIS Federal staff transcribes the data directly from this report, and the data is not manipulated in any way. OPM has used PIPS since 1984 and it has gone through repeated and continually testing to ensure the data is free from systematic error. Data is collected based on specific criteria that eliminate bias and manipulation of the data.
Data Limitations	The data collected from PIPS captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, with investigation reopens and closings).

TABLE 8.01D

Performance Measure	Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations
Definition	The average number of days to complete the investigation portion of the Top Secret security clearance process, from the day a complete investigation package (with all required forms, such as background questionnaire, authorization forms, and fingerprints) is received by the Federal Investigative Service (FIS) to either 1) the day FIS mails the hard copy investigation report to the customer agency or 2) the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
Data Source	Personnel Investigations Processing System (PIPS), OPM's case management system
Frequency	Quarterly and Annually
Verification and Validation	The performance reports, which were developed specifically to track this measure, were tested extensively by FIS Federal staff for accuracy at that time. FIS Federal staff transcribes the data directly from this report, and the data is not manipulated in any way. OPM has used PIPS since 1984 and it has gone through repeated and continually testing to ensure the data is free from systematic error. Data is collected based on specific criteria that eliminate bias and manipulation of the data.
Data Limitations	The data collected from PIPS captures a point in time. Data may change in subsequent collections for the same period because the system is constantly being updated (for example, with investigation reopens and closings).

TABLE 8.02A

Performance Measure	Percent of agency human capital or human resources offices evaluated by OPM that demonstrate progress in improving their HC programs
Definition	The number of agency HR/HC offices evaluated by OPM where it is revealed that the office has violated Federal laws, regulations, or policies, and, in a response to the evaluator's report of findings, address 80 percent or more of the corrective action(s) to bring specific personnel action(s) into compliance or ensure program compliance within OPM timeframes divided by the number of HR/HC offices evaluated by OPM whose reports included required actions and whose response to the report is due to OPM within the reporting period.
Data Source	Merit System Accountability and Compliance's Agency Compliance and Evaluation (ACE) Performance Goal Tracker, based on evaluation reports, agency responses to the reports, and documented follow-up actions taken by ACE staff
Frequency	Quarterly
Verification and Validation	ACE management reviews all reports issued to agencies. ACE evaluators and managers review agency steps to address OPM required actions for compliance. Management then reviews any outliers to ensure accuracy. ACE management regularly reviews the data annotated in the ACE Goal Tracker. The data collection lead provides status updates to the ACE management team monthly.
Data Limitations	There are no significant data limitations.

TABLE 8.02B

Performance Measure	Percent of required actions cited in reports that are addressed within prescribed timeframes
Definition	The number of HR offices evaluated by OPM revealed to have violated Federal laws, regulations, or policies, that, in response to the issuance of a report of findings, take or plan the steps to address 85 percent of all corrective actions within OPM timeframes divided by the number of required actions issued in all reports that have required actions and responses due to OPM within the reporting period.
Data Source	Agency Compliance and Evaluation (ACE) evaluation reports, agency responses to the reports, and documented follow-up actions taken by ACE staff
Frequency	Quarterly
Verification and Validation	ACE management reviews all reports issued to agencies. ACE evaluators and managers review agency steps to address OPM required actions for compliance. Management then reviews any outliers to ensure accuracy. ACE management regularly reviews the data annotated in the ACE Goal Tracker. The data collection lead provides status updates to the ACE management team monthly.
Data Limitations	There are no significant data limitations.

TABLE 8.02C

Performance Measure	Percent of Delegated Examining Units found to have severe problems that demonstrate satisfactory level of competence or cease to independently operate within one year following completion of an audit
Definition	The number of Delegated Examining Units that were evaluated and characterized as having significant or systemic deficiencies in the preceding fiscal year that demonstrate sustained improvement and are determined to be operating at a satisfactory level after a one year period or no longer operate independently divided by the number of Delegated Examining Units evaluated and characterized as having significant or systemic deficiencies in the preceding fiscal year.
Data Source	Agency Compliance and Evaluation (ACE) Severe Delegated Examining Unit Log, Improvement Action Plan, and documentation of the results of any follow-up audits
Frequency	Quarterly
Verification and Validation	Verification of improvement or lack thereof is determined through a follow-up audit of a sample of hiring actions to confirm the necessary progress has been made. ACE management reviews audit reports and Severe Delegated Examining Unit Log entries documenting quarterly progress. ACE management reviews all reports issued to agencies. The ACE Delegated Examining Program Manager also monitors and tracks progress.
Data Limitations	There are no significant data limitations.

TABLE 8.03A

Performance Measure	Index score of customer satisfaction with quality of delegated examining and evaluator training
Definition	The number of Federal employees who participated in Merit System Accountability and Compliance delegated examining or evaluator training and rated the quality of the training at either 4 or 5 points out of 5 divided by the number of training evaluations received.
Data Source	Training evaluation forms
Frequency	Monthly
Verification and Validation	Training evaluations undergo two reviews. The first is done by the instructor's immediate supervisor, and the second is by the Delegated Examining or Accountability program managers.
Data Limitations	Not all training participants agree to complete the evaluation forms.

TABLE 8.03B

Performance Measure	Index score of customer satisfaction with HRS products and services (ACSI Equivalent Index)
Definition	The composite index score calculated using a 10-point scale for the three final non-text items on the Customer Satisfaction Survey of recipients of HR Solutions products and services.
Data Source	HRS Customer Satisfaction Survey
Frequency	Semi-Annually
Verification and Validation	OPM uses random checks to ensure data on the central spreadsheet reflects data downloaded from the survey platform. If anomalies appear, HR Solutions experts are employed to review the data.
Data Limitations	The data is based on a chosen sample, rather than a random or randomized sampling technique.

TABLE 8.03C

Performance Measure	Percent of HR workforce (GS 201s/203s) registered for HR University
Definition	The number of Federal HR professionals in General Schedule (GS) job series 201 and 203 registered for the Federal-wide training center to provide Human Resources training across the Federal workforce divided by the number of Federal HR professionals in the GS job series 201 and 203
Data Source	HR University registration data and Enterprise Human Resources Integration (EHRI)/ FedScope population data
Frequency	Quarterly
Verification and Validation	The HR University (HRU) Team closely manages the registration database, after having conducted a thorough data cleaning exercise in FY 2014. During that exercise, the team corrected erroneous and duplicate registrations and put in place quality assurance and quality control measures to ensure each HR professional can only register once, and can designate only one primary specialty area. In addition, .gov and .mil email addresses are now mandatory in order to register for HRU, further assuring that our registration database includes only Federal GS-201/203 employees.
	The HRU team compares the number of registered GS-201/203 users in the database with the most recent EHRI report on GS-201/203 employees. In this way, HRU is able to assure that the current HRU workforce is used as the denominator. In addition, the HRU team works closely with each agency's HRU ambassador to verify the user list monthly against their internal employee database, in order to remove employees who have retired or departed Federal Service, and to encourage new employees to register.
Data Limitations	There are a significant number of non-GS-201/203 professionals who are involved in talent management and HR transactions who are not covered by this measure.

TABLE 8.04

Performance Measure	Percent of Senior Executive Service and Senior Level / Scientific or Professional performance appraisal systems that have met the certification criteria
Definition	The number of applicable agency performance appraisal systems under subpart D of 5 Code of Federal Regulations part 430 for Senior Executive Service (SES) members and Senior Level / Scientific or Professional (SL/ST) employees that have obtained certification from OPM, with OMB concurrence based on the current certification criteria and requirements (alignment, consultation, results, balance, organizational assessment and guidelines, oversight, accountability, performance distinctions, pay differentiation, training, and communication of results) divided by the number of applicable agency performance appraisal systems.
Data Source	Data and information submitted by agencies on their SES and SL/ST performance management implementation, including agency performance ratings and awards distribution as well as sample performance plans
Frequency	Quarterly
Verification and Validation	Data is verified through coordination with agencies (including review and approval by the appropriate agency official, such as the agency head or CHCO and cross-checking with the Executive and Schedule C System.
Data Limitations	Occasionally, the status of an agency's certification will change, that is, an agency's existing SES or SL/ST appraisal system certification may expire before certification is achieved. Additionally, the baseline of certifiable agencies may increase as a result of an increase in the number agencies that were not previously certifiable. These two situations may cause a slight increase or decrease in the performance results at any time.

STRATEGIC GOAL 9: PROVIDE HIGH QUALITY HEALTH BENEFITS AND IMPROVE THE HEALTH STATUS OF FEDERAL EMPLOYEES, FEDERAL RETIREES, THEIR FAMILIES, AND POPULATIONS NEWLY ELIGIBLE FOR OPM-SPONSORED HEALTH INSURANCE PRODUCTS.

TABLE 9.01

Performance Measure	Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits
Definition	The increase in the cost of Federal healthcare benefits (compared to the cost of private sector increases for similar benefits).
Data Source	Healthcare open season roll-out materials
Frequency	Annually
Verification and Validation	OPM verifies the data using published reports of FEHB premiums.
Data Limitations	There are no significant data limitations.

TABLE 9.02A

Performance Measure	Growth of FEHB prescription drug costs as a percentage of the private sector industry average
Definition	The increase in the cost of prescription drugs used by FEHB enrollees
Data Source	Self-reported by FEHB Carriers through Automated Data Collection Survey administered by OPM's Healthcare and Insurance
Frequency	Annually
Verification and Validation	OPM compares this information to other data submitted by larger FEHB plans along with the premium rate proposals including aggregate Rx claims, Rx trends, etc.
Data Limitations	FEHB carriers self-report and small plans may not have the expertise to report data correctly or completely.

TABLE 9.02B

Performance Measure	Percent of FEHB enrollees satisfied vs. health industry standard
Definition	The number of enrollees who indicated that they were *somewhat satisfied or very satisfied* with their Government-offered FEHB plan compared to the health industry standard satisfaction rate published in the Quality Compass released by the National Committee for Quality Assurance (NCQA) divided by the number of enrollees surveyed.
Data Source	National Committee for Quality Assurance (NCQA)/Healthcare Effectiveness Data and Information Set (HEDIS)/Consumer Assessment of Healthcare Providers and Systems (CAHPS)
Frequency	Annually
Verification and Validation	OPM reviews apparent anomalies in results and consults with the NCQA when required. This leads to increased understanding of the results for the agency. OPM believes that the NCQA is exceedingly aware of the importance of the veracity and the credibility of its data since it is used nationwide by hundreds of health plans to monitor and improve services. This sensitivity extends to NCQA's internal application of expert statistical methodology as well as to the use of professional external audits of NCQA's findings, which precede the issuance of results each year. NCQA is a leading healthcare measures steward, and develops, tests, and evaluates measures for error or bias, updating measure specifications annually. OPM instructs plans to follow these specifications (available at AHRQ National Quality Measures Clearinghouse). NCQA-certified auditors then validate data submissions before they are submitted to NCQA. This includes both the measure results and the data used to develop the benchmarks in Quality Compass.
Data Limitations	Due to the data reporting, verification, and validation process, the measure results reported to OPM are based on prior-year experience of the population.

TABLE 9.02D

Performance Measure	Percent of adults receiving flu shots based on CAHPS effective care
Definition	The number of adults surveyed who reported receiving flu shots during the past year as calculated using the Consumer Assessment of Healthcare Providers and Systems (CAHPS) care methodology divided by the number of adults surveyed
Data Source	National Committee for Quality Assurance (NCQA)/Healthcare Effectiveness Data and Information Set (HEDIS)/Consumer Assessment of Healthcare Providers and Systems (CAHPS)
Frequency	Annually
Verification and Validation	NCQA-certified HEDIS auditors verify data before submission to NCQA. This includes measure results for the purposes of individual plan reporting, which is aggregated by NCQA to develop the benchmarks in Quality Compass. NCQA is a leading healthcare measures steward, and develops, tests, and evaluates measures for error or bias, updating measure specifications annually. OPM instructs plans to follow these specifications (available at AHRQ National Quality Measures Clearinghouse). NCQA-certified HEDIS auditors then validate data submissions before they are submitted to NCQA. This includes both the measure results and the data used to develop the benchmarks in Quality Compass.
Data Limitations	Due to the data reporting, verification, and validation process, the measure results reported to OPM are based on prior-year experience of the population.

TABLE 9.02E

Performance Measure	Percent of plans with timely prenatal care above the national commercial 50th percentile
Definition	The number of FEHB plans in which plan member respondents experiencing live birth deliveries received a prenatal care visit as a member of the FEHB plan in the first trimester or within 42 days of enrollment in the organization divided by the number of FEHB plans.
Data Source	National Committee for Quality Assurance (NCQA)/Healthcare Effectiveness Data and Information Set (HEDIS)/Consumer Assessment of Healthcare Providers and Systems (CAHPS)
Frequency	Annually
Verification and Validation	NCQA-certified HEDIS auditors verify data before submission to NCQA. This includes measure results for the purposes of individual plan reporting, which is aggregated by NCQA to develop the benchmarks in Quality Compass. NCQA is a leading healthcare measures steward, and develops, tests, and evaluates measures for error or bias, updating measure specifications annually. OPM instructs plans to follow these specifications (available at AHRQ National Quality Measures Clearinghouse). NCQA-certified HEDIS auditors then validate data submissions before they are submitted to NCQA. This includes both the measure results and the data used to develop the benchmarks in Quality Compass.
Data Limitations	Due to the data reporting, verification, and validation process, the measure results reported to OPM are based on prior-year experience of the population. Not all FEHB Carriers reported this measure result in 2014 due to insufficient numbers of pregnancies to follow the measure specification.

CHANGED PERFORMANCE MEASURES

Strategy	Congressional Budget Justification Measure	Change	Reason
1.01 1.02	Percent of USA staffing® applicant flow data reviewed by OPM hiring managers	Changed measure to "Percent of USA Staffing® hiring actions for which OPM hiring managers reviewed applicant flow data."	OPM revised the measure to better align with the FY 2014-2015 Agency Priority Goal.
4.01	Percent of HR life cycle examined for automation opportunities	Moved measure from Strategy 4.04.	Initiatives related to the HR life cycle are Federal-wide in scope, and related to Strategy 4.01 rather than Strategy 4.04, which is focused on OPM systems
6.01 6.02 6.03 6.04 6.05	Percent of components of CHCO organizations that increased employee engagement scores	Changed measure to "Percent of components of CHCO organizations that increased "Leaders Lead" scores."	The Goal Owners determined that the "Leaders Lead" scores were more important and useful to track.
6.01	Percent of participating leaders who achieve mastery of competencies at the end of certificate programs	Changed measure to "Number of participants who achieve mastery of competencies upon completion of the manager or executive level LEAD certificate program."	OPM cannot measure the number of participants mastering the competencies until the certificate programs are re-designed.
6.01	Number of CHCO agencies using Manager and Executive level certificate program	Number of participants enrolled in the manager or executive level LEAD certificate programs	The Goal Owners determined that participation was more important and useful to track.
6.03	Percent of CHCO Act agency lower-level components that access the Employee Viewpoint Survey Online Reporting & Analysis Tool	Changed measure to "Percent of CHCO Act Agency lower-level components reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool."	The Federal Employee Viewpoint Survey Online Reporting and Analysis tool cannot track individual lower-level component access. However, the tool can track the number of times lower-level component reports are reviewed and downloaded. The number of reports downloaded serves as a proxy measure to assess if agencies are disseminating the survey results to their managers.
6.03	Percent of CHCO Act agency components that access the Employee Viewpoint Survey Online Reporting & Analysis Tool	Changed measure to "Percent of CHCO Act Agency component-level reports that have been accessed on the Federal Employee Viewpoint Survey Online Reporting and Analysis Tool."	The Federal Employee Viewpoint Survey Online Reporting and Analysis tool cannot track individual component access. However, the tool can track the number of times component reports are reviewed and downloaded. The number of reports downloaded serves as a proxy measure to assess if agencies are disseminating the survey results to their managers.
9.04 9.05	Percent of prenatal care visits that are timely	Changed measure to "Percent of plans with timely prenatal care above the national commercial 50th percentile."	OPM re-focused the measure to align with the agency's new Federal Employees Health Benefits plan performance assessment framework.

MEASURES NOT TRACKED IN FY 2015

Strategy	Congressional Budget Justification Measure	Reason
4.03	Deviation from SLA cost of OPM infrastructure services	OPM was unable to implement this measure in FY 2015, as work related to implementing Service Level Agreement standards throughout OPM were paused to focus resources on other agency priorities.
4.03	Number of internal OPM systems using single sign on capability	OPM was unable to track this measure in FY 2015 due to resource constraints and competing priorities.
6.01	Number of participants who achieve mastery of competencies upon completion of the manager or executive level LEAD certificate program	Results will not be available until FY 2016.
6.01	Number of participants enrolled in the manager or executive level LEAD certificate programs	Results will not be available until FY 2016.
6.03	Percent of users satisfied with *UnlockTalent.gov*	Results will not be available until FY 2016.

Appendix A – Acronyms and Abbreviations

Acronym	Definition
ACE	Agency Compliance and Evaluation
ACSI	American Consumer Satisfaction Index
AHRQ	Agency for Healthcare Research & Quality
ALJ	Administrative Law Judge
APG	Agency Priority Goal
ART	Accuracy, Responsiveness, and Timeliness
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CAP	Cross-Agency Priority Goal
CDC	Centers for Disease Control
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officer
CHRIS	Comprehensive Human Resources Information System
CIO	Chief Information Officer
CLIA	Congressional, Legislative, and Intergovernmental Affairs
CSRS	Civil Service Retirement System
CXO	Chief Experience Officer
DNI	Director of National Intelligence
DOD	US Department of Defense
eOPF	Electronic Official Personnel Folder
EEO	Equal Employment Opportunity
EHRI	Enterprise Human Resource Integration
EHRI-SDM	Enterprise Human Resource Integration – Statistical Data Mart
EMCA	Enterprise-wide Managerial Cost Accounting
ES	Employee Services
FAITAS	Federal Acquisition Institute Training Application System
FEDVIP	Federal Employee Dental Vision Insurance Plan
FEGLI	Federal Employee Group Life Insurance
FEHBP	Federal Employee Health Benefits Program
FERCCA	Federal Erroneous Retirement Coverage Corrections Act
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FPRAC	Federal Prevailing Rate Advisory Committee
FSAFEDS	Federal Flexible Spending Account
FSEM	Facilities, Security & Emergency Management
FIS	Federal Investigative Services
FLTCIP	Federal Long-Term Care Insurance Program
FWA	Fraud, Waste, and Abuse
GAO	Government Accountability Office
GS	General Schedule
HEDIS	Healthcare Effectiveness Data and Information Set
HI	Healthcare & Insurance

Acronym	Definition
HMO	Health Management Organization
HR	Human Resources
HRS	Human Resources Solutions
HRU	Human Resources University
IRS	Internal Revenue Service
IQ	New Inclusion Quotient
LEAD	Leadership Education and Development
LGBT	Lesbian, Gay, Bisexual and Transgender
LMS	Learning Management System
MLR	Medical Loss Ratio
MSAC	Merit System Accountability & Compliance
MSP	Multi-State Program
NCQA	National Committee for Quality Assurance
NIEM	National Information Exchange Model
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OD	Office of the Director
ODI	Office of Diversity and Inclusion
ODNI	Office of the Director of National Intelligence
OES	Office of the Executive Secretariat
OGC	Office of the General Counsel
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	United States Office of Personnel Management
OPO	Office of Procurement Operations
PAC PMO	Performance Accountability Council's Program Management Office
OWCP	Office of Workers Compensation Program
PIPS	Personnel Investigations Processing System
PPA	Planning and Policy Analysis
PPO	Preferred Provider Organization
REDI	Recruitment, Engagement, Diversity and Inclusion
RS	Retirement Services
SAO	Senior Accountable Officer
SES	Senior Executive Service
SLA	Service Level Agreement
SPFI	Summary of Performance and Financial Information
STEM	Science, Technology, Engineering, and Math
TSP	Thrift Savings Plan
USPS	United States Postal Service

"...Nobody cares how much you know until they know how much you care."

Theodore Roosevelt

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