



U.S. Office of Personnel Management

# Annual Performance Report

## Fiscal Year 2023

This report is prepared in accordance with the requirements of the Government Performance and Results Modernization Act of 2010 and the Office of Management and Budget Circular A-11, Part 6: The Federal Performance Framework for Improving Program and Service Delivery.

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# Message from the Director



Kiran Ahuja, Director

In 2023, The U.S. Office of Personnel Management (OPM) continued to make strides positioning the Federal Government to be a model employer, transform its organizational capacity and capability, create a human-centered customer experience, and provide innovative and data-driven solutions to enable Federal agencies to meet their missions. Now that we are at the midpoint of implementation of the agency's Fiscal Year (FY) 2022-2026 Strategic Plan, we are proud of our early successes and eager to drive additional progress in several areas. As the leader in human capital management in the Federal Government, OPM is playing a central role in empowering Federal agencies to: plan for the future of the workforce; build the skills of the Federal workforce; improve job seeker experience and attract early career and tech talent; strengthen customer experience for prospective retirees and annuitants; and leverage human capital data to help Federal agencies fulfill their missions.

## Planning for the Future of the Workforce

In order to position the Federal Government as a model employer, OPM set a new vision for the future of the workforce, outlining five priority areas for the agency: (1) policy and resources; (2) research and evaluation; (3) training and technical development; (4) data analytics; and (5) stakeholder engagement. To advance these efforts, OPM issued 16 guidance documents to support Federal agencies in building diverse and agile workforces with the right skills for today and in the future. While OPM was shy of meeting its FY 2023 target of 85 percent for the percentage of Chief Human Capital Officers reporting they had the necessary guidance and resources from OPM to inform their future workforce planning, we will continue to develop and share additional policy guidance, technical assistance, and fee-for-service solutions to further support agencies.

## Building the Skills of the Federal Workforce

OPM has strengthened the Federal workforce by partnering with Federal agencies to use surge hiring flexibilities to address workforce needs and launching Talent Pools to facilitate talent-sharing Government-wide. Specifically, OPM has helped Federal agencies use surge hiring flexibilities to implement the Bipartisan Infrastructure Law, the CHIPS and Science Act, and the Inflation Reduction Act. Notably, OPM helped Bipartisan Infrastructure Law agencies fill 100 percent of their surge hiring positions to support this once-in-a-generation investment in America's infrastructure and competitiveness, exceeding our target of 75 percent.

Further, as part of our efforts to build the skills of the Federal workforce, we also launched Talent Pools, a Government-wide platform on the USAJOBS Agency Talent Portal, to facilitate talent-sharing throughout the Federal Government. To strengthen agencies' capacity to use Talent Pools to help meet their talent needs, OPM trained more than 1,000 Human Resources (HR) specialists on Talent Pools, leading to the creation of 10 talent pools across Government in FY 2023. OPM looks forward to working with HR specialists to expand the use of Talent Pools in FY 2024.



While the percentage of OPM Federal Employee Viewpoint Survey respondents agreeing that their work unit had the job-relevant knowledge and skills necessary to accomplish organizational goals increased one percentage point in FY 2023, OPM narrowly missed our target of 81 percentage points by one percentage point. In FY 2024, we plan to evaluate the end-to-end hiring model, carry out studies on current hiring practices and potential solutions to hiring challenges, provide trainings on the use of Government-wide Direct Hire Authority, and promote the use of assessments and structured interviews to assist hiring managers in assessing applicant skills. Combined with our publication of final regulations for the Rule of Many, which will provide agencies more hiring flexibility, and our publication of final modifications to Pathways Program regulations, which will help agencies recruit and hire more interns and recent graduates, we anticipate that these resources will enable more respondents to agree that they have the resources needed to accomplish their organizational goals.

## **Improving Job Seeker Experience and Attracting Early Career and Tech Talent**

To attract the next generation of civil servants, OPM spearheaded a number of enhancements within USAJOBS. First, OPM developed a Federal Internship Portal housing hundreds of available internships on USAJOBS. Second, the agency also implemented a branded USAJOBS search page feature, which enables job seekers to find positions focused on their career interests, such as technology and artificial intelligence. Third, in support of the OPM Equity Action Plan, USAJOBS used a human-centered design approach to update the demographic details page on the USAJOBS website. After the FY 2022 implementation, the percent of applicants who agreed to link their demographic details to their application increased from 75 percent in the second quarter of FY 2022 to 90 percent as of the third quarter of FY 2023. Having greater insight into the demographics of their applicant pool allows agencies to refine their future recruitment strategies.

While our USAJOBS overall satisfaction scores were slightly below target in FY 2023, we are optimistic that additional USAJOBS enhancements, including launching a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improving users' search experience, will help increase satisfaction scores and enable OPM to meet or exceed our target in FY 2024.

## **Strengthening Prospective Retiree and Annuitant Experience**

OPM continues to make investments to enhance our customers' experiences with our services. In my APR FY 2022 letter, I shared our plans to move content online to minimize call center wait times, and in FY 2023, we consolidated information from 15 separate resources and webpages to develop a new Retirement Quick Guide, reorganized our Retirement Services landing page to make it more user-friendly, streamlined frequently asked questions, and provided simplified information on the different types of retirement and survivor benefits. OPM also launched the first phase of a chatbot and plans to add additional questions to help reduce call center wait times. Further, OPM launched an Online Retirement Application pilot, a critical first step in moving toward a digitized process for applying for retirement benefits, in which prospective retirees from selected agencies may apply for their retirement payments electronically rather than on paper. We look forward to expanding our pilot this upcoming fiscal year.

In FY 2023, OPM processed nearly 100,000 retirement cases and successfully lowered the retirement claims inventory to its lowest level in six years. While OPM lowered the monthly average case processing time by 11 days compared to the previous year, the average time of 77 days exceeded our FY 2023 target of 60 days. To draw down the average number of days to process a case, OPM will continue to deploy process improvements, while simultaneously developing a digital file system minimal viable product for retirement applications. We believe that a digital file system will help our team members process cases faster and we are eager to launch the minimal viable product in FY 2025. While OPM's Retirement Services achieved an overall satisfaction score of 3.45 in FY 2023, which is below the target of 4.05, we will leverage the results of the updated customer satisfaction survey, which we launched this past year and focused on the new annuitant's experience applying for and receiving retirement benefits, to identify additional improvement areas.

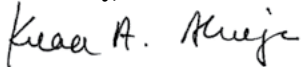
## Leveraging Human Capital Data

To expand the quality and use of OPM's Federal human capital data, we released our FY 2023-2026 Data Strategy and launched a new data portal to deliver human capital data products and services more seamlessly to agencies, employees, and the public. Through this effort, OPM launched the following dashboards to Federal agencies: Diversity, Equity, Inclusion, and Accessibility; Attrition; and Time to Hire (role-based). OPM also released the following dashboards to the public: OPM Federal Employee Viewpoint Survey and Cyber Workforce. The average quarterly number of agency leaders, stakeholders, and other users accessing our human capital dashboards have more than doubled from FY 2022 to FY 2023, exceeding our target. We look forward to sharing additional progress as we continue to implement our FY 2023-2026 Data Strategy.

## Conclusion

OPM plays a critical role in empowering the Federal workforce to meet the challenges facing the nation today and to prepare for those to come. As we reflect on the past year, I want to recognize the OPM workforce for driving the progress we have made and steering broader strategic efforts to achieve sustained performance in the years to come. As we have done this past year, we will continue use the performance data in this report to inform our actions and next steps as we work to achieve the goals and objectives outlined in our strategic plan by 2026.

Sincerely,



Kiran A. Ahuja

Director, U.S. Office of Personnel Management

# OPM Overview



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

## Key Functions

### Human Capital Management Leadership

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

### Policy

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



## Services

OPM provides customized human capital services and training to Federal agencies to help maximize their organizational and individual performance and to drive their mission results. Using the agency's internal human capital experts, shared service providers within Government, and/or contractors, OPM's Human Resources Solutions help agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, improve the performance management process, and achieve long-lasting human capital results.

OPM provides agencies with access to pre-competed private sector contractors through a unique partnership between OPM and GSA as part of the Government-wide Category Management effort. The private contractors, representing both large and small companies, complement OPM's internal capabilities in the areas of training and development, human capital management, and organizational performance improvement. OPM's involvement facilitates the delivery of services that are both effective and compliant with operative civil service law.

The agency provides a leadership development continuum that enables Federal executives, managers, and aspiring leaders to acquire knowledge and master skills so they can lead within a rapidly changing Government environment. Anchored by the Federal Executive Institute, OPM's leadership development infrastructure and programs also include the Presidential Management Fellows Program, the Federal HR Institute, the Process and Performance Improvement program, the Lab at OPM (human-centered design), and USA Learning®.

OPM generates Government-wide benefits through human resources information technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resource Integration, USA Learning®, USA Staffing®, USA Hire<sup>SM</sup>, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. In addition, OPM leads the Government-wide transformation of human resources

information technology by focusing on modernization, integration, and performance assessment.

The agency manages USAJOBS®, the official job site of the Federal Government. It is the one-stop source for Federal jobs and employment information through which, among other things, Federal agencies meet the legal obligations to provide public notice of Federal employment opportunities to Federal employees and American citizens. The USAJOBS® website is the portal for Federal recruitment for most Government positions, whether the positions are in the competitive or excepted service.

## Oversight

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

## Benefits

### Benefits for Federal Employees and Annuitants

OPM facilitates access to the high-caliber healthcare and insurance programs offered by the Federal Government and available to both active employees and annuitants. This includes health insurance, dental and vision insurance, life insurance, long-term care insurance, and flexible spending accounts. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, employees of tribes or tribal organizations, and other eligible persons. In 2019, OPM also began offering dental and vision plans to military retirees and their families, members of the Retired Reserve, non-active Medal of Honor recipients, and survivors and family members of active-duty service members.

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

## Retirement

OPM is responsible for the administration of the Civil Service Retirement System and the Federal Employees Retirement System covering 2.8 million active employees, including the United States Postal Service, and nearly 2.7 million annuitants, survivors, and family members. OPM also administers, develops, and provides Federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death, all based on a myriad of statutes and regulations; post-retirement changes due to numerous life events; health and life insurance enrollments; Federal and state tax deductions; as well as other payroll functions.

## Personnel Vetting

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

## History

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

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

## Profile

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has field offices in 18 locations across the country, and operating centers in Pennsylvania and Georgia. OPM's FY 2023 gross budget, including appropriated, mandatory administrative authorities, and revolving fund activities totaled more than \$1.2 billion. In FY 2023, the agency had 2,680.5 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was \$385,708,000.

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

# Purpose and Scope



The FY 2023 Annual Performance Report summarizes OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2022-FY 2026 Strategic Plan. The Annual Performance Report is issued concurrently with OPM's FY 2025 Congressional Budget Justification and Annual Performance Plan and is intended to be used by Congress in reviewing the agency's budget proposals. It is also intended to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to the agency in FY 2023. The FY 2023 Annual Performance Report meets reporting requirements in the *Government Performance and Results Modernization Act of 2010*, which focuses on improving performance and accountability in Federal agencies, and in Office of Management and Budget (OMB) Circular A-11.

The report does not include performance information for additional mission activities aligned to key functions or additional mission support activities, such as certain functions required by statute, regulation, or Executive Order, as well as certain information technology, contracting, facilities and security, financial

management, and overhead functions that are difficult to align directly with a specific strategic goal within the Strategic Plan.

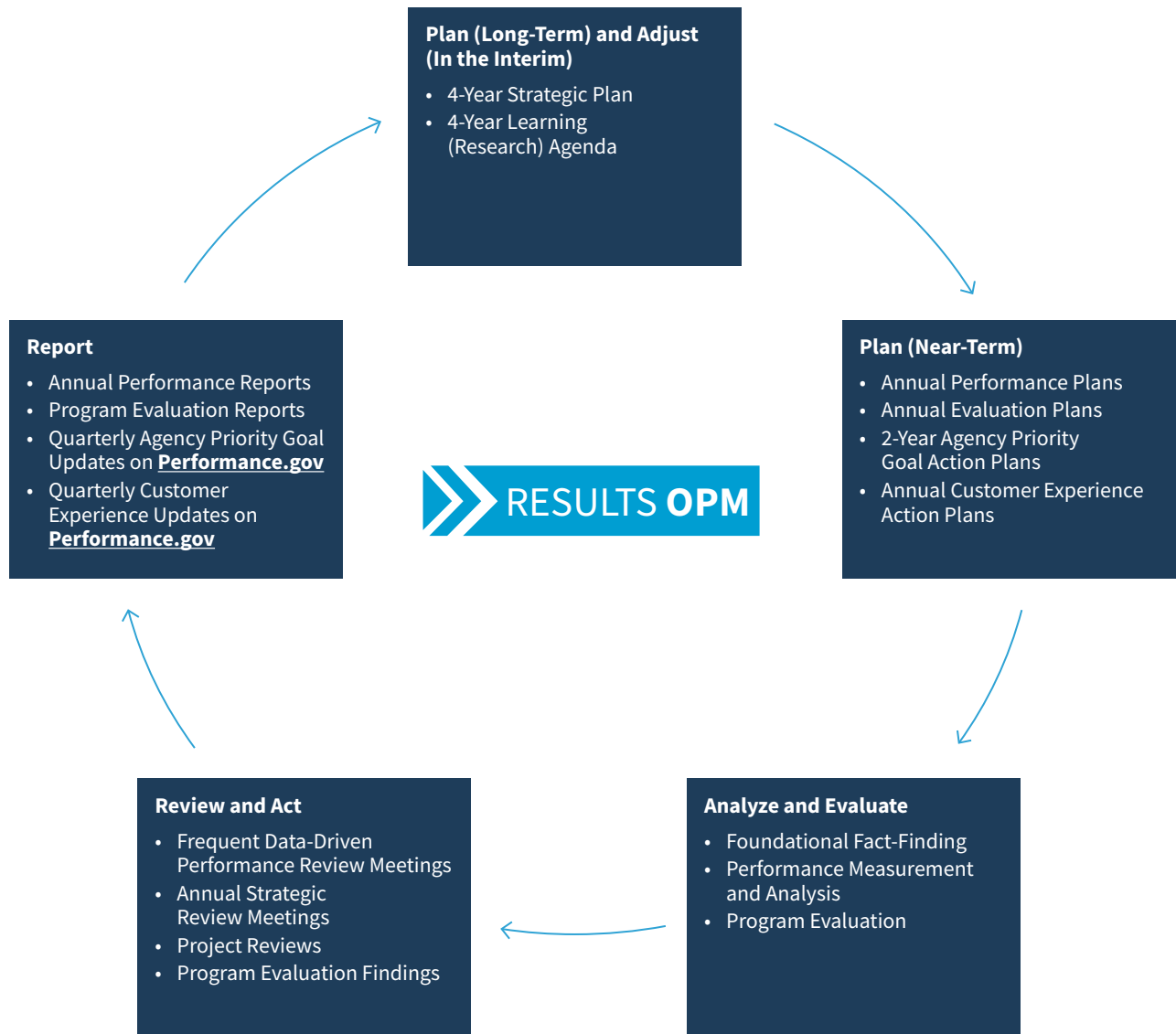
The objectives in OPM's FY 2022-FY 2026 Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency developed performance measures and targets aligned to the objectives. The targets, which indicate the agency's planned levels of performance, were set based on the resources requested for each objective. In this report, the agency compares these planned levels of performance to actual performance, explaining any variances or trends. OPM identifies successful or promising practices and describes plans for improvement where targets were not met.

Under separate cover, OPM publishes an Agency Financial Report, focusing on financial results. All reports are available on [OPM.gov](https://www.opm.gov).



# Results OPM: OPM's Performance Management Approach

OPM is committed to building a strong performance culture through effective performance management processes that promote using data to make decisions and measure progress toward specific goals. OPM's performance management cycle is depicted below.





- (1) **Plan (Long Term) and Adjust (in the Interim):** Every four years, OPM develops a Strategic Plan, which presents the agency’s long-term strategic goals. Alongside the Strategic Plan, OPM develops a Learning Agenda that identifies the agency’s priority research questions.
- (2) **Plan (Near Term):** As part of the annual budgeting process, OPM develops Annual Performance Plans and Annual Evaluation Plans. Annual Performance Plans reflect the full scope of the Strategic Plan and describe the level of performance to be achieved in the current and next fiscal year. Annual Evaluation Plans identify the specific evaluations the agency will carry out in a year. Based on the top priorities of the agency and Administration, OPM also develops two-year Agency Priority Goals and action plans that are aligned to the Strategic Plan. Further, OPM develops annual customer experience action plans for its two High Impact Service Providers: Retirement Services and USAJOBS.
- (3) **Analyze and Evaluate:** To better understand agency performance, OPM carries out performance measurement as outlined in its Annual Performance Plan, Agency Priority Goal Action Plans, and Customer Experience Action Plans, and other analysis, research, and evaluation activities as outlined in its Learning Agenda and Annual Evaluation Plan.
- (4) **Review and Act:** OPM conducts frequent data-driven performance review (or *Results OPM*) meetings, chaired by the Chief Management Officer, to drive progress toward the strategic goals and objectives outlined in the Strategic Plan. Agency leaders diagnose problems and opportunities, learn from past experiences, and decide next steps to improve performance. OPM also carries out an annual strategic review to assess agency progress and determine which strategic objectives require focused improvement relative to other strategic objectives.
- (5) **Report:** Every year, OPM publishes this Annual Performance Report which outlines the agency’s progress toward the strategic goals and objectives in the agency’s Strategic Plan and includes key findings from agency program evaluations and progress on the agency’s two-year Agency Priority Goals. On a quarterly basis, the agency also publicly reports on progress toward Agency Priority Goals and on customer experience.

# OPM's Strategic Framework FY 2022-2026

OPM's FY 2022-FY 2026 Strategic Plan included three strategic goals as well as one operational excellence goal to improve both program operations and cross-cutting management functions. In FY 2023, OPM prioritized 20 strategic objectives aligned to the goals, and the agency monitored the performance results for each objective to track its progress towards achieving the goals.

## Mission

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

## Vision

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

## Values

### ■ Respect

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

### ■ Innovation

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

### ■ Service

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

### ■ Excellence

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





## FY 2022-FY 2026 Strategic Goals and Objectives

Strategic Goal	Objective	Objective Statement
<b>Goal 1: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points</b>	<b>1.1</b>	Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.
	<b>1.2</b>	Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.
	<b>1.3</b>	Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.
	<b>1.4</b>	Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.

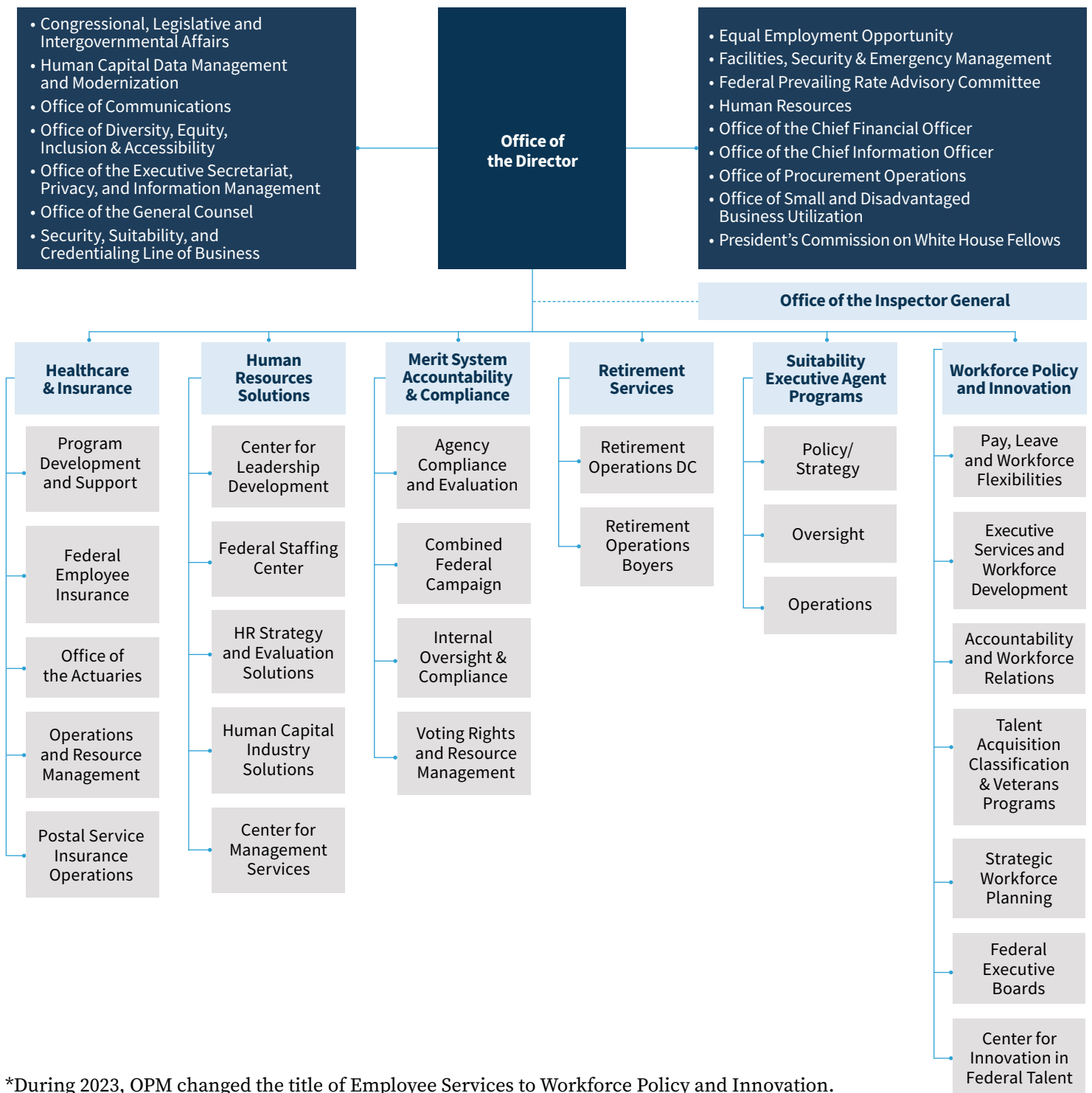
Strategic Goal	Objective	Objective Statement
<b>Goal 2: Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management</b>	<b>2.1</b>	Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.
	<b>2.2</b>	Improve OPM's relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.
	<b>2.3</b>	Improve OPM's program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.
	<b>2.4</b>	Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.
	<b>2.5</b>	Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.
	<b>2.6</b>	Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM's Leaders Lead Score by 3 points.

Strategic Goal	Objective	Objective Statement
<b>Goal 3: Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5</b>	3.1	Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM’s customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.
	3.2	Create a personalized USAJOBS experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.
	3.3	Create a seamless customer and intermediary experience across OPM’s policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.
	3.4	Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.

Strategic Goal	Objective	Objective Statement
<b>Goal 4: Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points</b>	4.1	Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.
	4.2	Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.
	4.3	Expand the quality and use of OPM’s Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.
	4.4	Improve OPM’s ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of leading practices across Government. By FY 2026, provide Federal agencies with 25 leading practices.
	4.5	Revamp OPM’s policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs by 8 percentage points.
	4.6	Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.

# Organizational Framework

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



\*During 2023, OPM changed the title of Employee Services to Workforce Policy and Innovation.



## Executive Offices

**Office of the Director** provides guidance, leadership, and direction necessary to achieve OPM's mission to lead and serve the Federal Government by delivering policies and services to achieve a trusted, effective civilian workforce.

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

**Human Capital Data Management and Modernization (HCDMM)** leads the Government-wide use of human capital data as a strategic asset through innovations in human capital service delivery models, interoperable data management, and decision-support analytics and tools.

HCDMM establishes human capital data standards and manages data collection processes including the Federal guides for working with and managing human capital data, requirements for data file submissions to OPM, protocols for human capital data releases, statistical analyses, data science, product development, and delivery of analytical tools and services.

HCDMM includes the Human Resource Quality Services Management Office, which is establishing a marketplace of services and products that enables agencies to improve the delivery of human capital activities in alignment with OPM's human capital data standards.

**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 planning and decision-making. The OC oversees the development of all video products, printed materials, and web content

generated by OPM offices. The office develops briefing materials for the Director and other OPM officials for various activities and events. The OC also plans events that amplify the Administration's and OPM's agency and Government-wide initiatives.

**Office of Diversity, Equity, Inclusion & Accessibility (ODEIA)** is committed to leading and providing Government-wide guidance on DEIA initiatives, including technical assistance to agencies, policy guidance, management of intergovernmental working groups on DEIA, and the Government-wide DEIA Strategic Plan. ODEIA provides Federal agencies with concrete strategies and leading practices to recruit, hire, include, develop, retain, engage, and motivate a diverse, high-performing workforce. ODEIA primarily focuses its actions on externally facing customers and matters, but it also has an advisory function to senior leaders for internal OPM DEIA efforts.

**Office of the Executive Secretariat, Privacy, and Information Management (OESPIM)** was established to combine the complementary functions of the Office of Privacy and Information Management (OPIM) and the Executive Secretariat (OES), which had previously been in the Office of the Director. OESPIM, led by a Senior Executive Service Executive Director, is responsible for privacy, Freedom of Information Act, records management, forms management/Paperwork Reduction Act, Controlled Unclassified Information, correspondence management, coordination of OPM's internal clearance processes (to include policy and program proposals), and regulatory affairs (to include serving as the agency's liaison with the Office of Management and Budget and the Federal Register).

**Office of the General Counsel (OGC)** provides legal advice and representation to the Director and OPM managers and leaders. OGC does this by rendering opinions, reviewing proposed policies and other work products, commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and, thus, benefit other OPM offices or the Executive Branch as a whole. For

example, OGC is responsible for promulgating 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. Consistent with the Government in Ethics Act, OGC, along with the Department of Justice, consults with the United States Office of Government Ethics on any regulations related to the Standards of Conduct the Office of Government Ethics plans to issue. OGC also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act and other statutes and determines when OPM personnel or documents should be made available in discovery to parties in litigation to which OPM is not a party.

**Security, Suitability, and Credentialing Line of Business (SSLOB)** is an interagency organization that is administratively housed within OPM. The Security, Suitability, and Credentialing Line of Business supports the Security, Suitability, and Credentialing Performance Accountability Council, including the Suitability and Credentialing and Security Executive Agents (the Director of OPM and the Director of National Intelligence). OMB's Deputy Director for Management chairs the Council and is accountable to the President for promoting the alignment of personnel vetting processes and driving enterprise-wide reforms. The Security, Suitability, and Credentialing Line of Business assists the Council and the Executive Agents – through the Council's Program Management Office – in its personnel vetting mission by identifying/implementing investments, simplifying the delivery of services, and establishing shared services, as well as promoting reciprocity, efficiency, and effectiveness across the enterprise.

## Management Offices

**Equal Employment Opportunity (EEO)** provides a fair, legally correct, and expeditious Equal Employment Opportunity complaints process, including Equal Employment Opportunity counseling, Alternative Dispute Resolution, and Equal Employment Opportunity Complaints Intake, Investigation, Adjudication, and Record-Keeping.

**Facilities, Security and Emergency Management (FSEM)** manages the agency's real property, building operations, space design and layout, mail management, physical security and safety, and occupational health programs. FSEM provides personnel security, suitability, and national security adjudicative determinations for OPM personnel. FSEM oversees OPM's Personal Identification Verification program and provides shared services in support of other Government agencies' adjudicative programs. FSEM directs the operations and oversees OPM's classified information, industrial security, insider threat, and preparedness and emergency response programs. In addition, it oversees publishing and printing management for internal and external design and reproduction, as well as the agency's mail center operations.

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

**Office of the Chief Financial Officer (OCFO)** is responsible for OPM's strategic financial management, fiscal responsibility, transparency, and accountability. OCFO advises the OPM Director and senior leadership on all aspects of financial management and delivers services to OPM customers, enabling OPM to achieve its strategic plan objectives and deliver on its mission. OCFO facilitates financial planning, budgeting, and accounting functions, ensuring adherence to financial regulations and compliance standards. OCFO also assesses organizational performance management through research and evaluation, manages the agency's financial systems, conducts comprehensive enterprise risk assessments, and performs internal control reviews. OCFO aligns financial decisions with the agency's goals and decision-making processes, optimizing resource allocations and showcasing the effective management of

taxpayer dollars. OCFO strives for excellence in strategic financial management, leading OPM with the practice of sound financial management in program development and operations and the stewardship of public resources.

**Office of the Chief Information Officer (OCIO)** defines the enterprise information technology (IT) vision, strategy, policies, and cybersecurity for OPM. The OCIO determines the most effective use of technology to support of the agency's strategic plan, including the enterprise architecture, platform, systems, and applications. The OCIO is responsible for modernizing information technology, developing and maintaining the agency's information technology security policies, and operating and enhancing the agency's cybersecurity program. The OCIO leads the IT governance processes and IT investment management to develop IT strategies and budgets across the agency. The OCIO provides technical strategies and guidance, cloud technology and services, application and system development and maintenance, IT project management, agile frameworks, collaboration and communication tools, hardware, software, and infrastructure such as the OPM Help Desk services to support OPM's business operations. The OCIO manages pre- and post-implementation reviews of information technology programs and projects. The OCIO reviews and oversees IT acquisitions, services, and spending. Additionally, the OCIO partners with other agencies on Government-wide initiatives such as IT modernization, the optimization of enterprise services, and the development of long-term plans for human resource IT strategies.

**Office of Procurement Operations (OPO)** awards and administers contracts and interagency agreements. OPO provides acquisition services to OPM's programs and provides assisted acquisition services for other Federal agencies that require support under OPM contracts. OPO is responsible for the agency suspension and debarment program and supports OPM's small business utilization efforts in accordance with law and OPM contracting policies. The Acquisition Policy and Innovation function within OPO provides acquisition policy development and guidance agency-wide, as well as compliance and oversight for OPM's procurement program. OPO provides acquisition support and oversight for all Contracting Officers and Contracting Officer's Representatives

and manages and oversees the agency purchase card program. OPO serves as OPM's liaison to the Office of Federal Procurement Policy, Chief Acquisition Officers Council, and other key external agency partnerships.

**Office of Small and Disadvantaged Business Utilization (OSDBU)** is authorized by the Small Business Act (Act) to oversee OPM's compliance with the achievement of annual small business goals. The 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 Act also directs the Office of Small and Disadvantaged Business Utilization to manage its in-reach and outreach activities under three lines of business: advocacy, outreach, and unification of the business process.

## Other Offices

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

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

**President's Commission on White House Fellows** was founded in 1964 and is one of America's most prestigious programs for leadership and public service. White House Fellowships offer exceptional young professionals firsthand experience working at the highest levels of the Federal Government. Selected individuals typically spend one year working as a full-time, paid Fellow to senior White

House staff, Cabinet Secretaries, and other top-ranking Government officials. Fellows also participate in an education program consisting of roundtable discussions with renowned leaders from the private and public sectors. Fellowships are awarded on a strictly nonpartisan basis.

## Program Offices

**Healthcare and Insurance (HI)** consolidates OPM's healthcare and insurance benefits responsibilities into a single organization. This includes contracting, contracting oversight, program development, and management functions for the Federal Employees Health Benefits (FEHB) Program, the Federal Employees' Group Life Insurance Program, the Federal Long-Term Care Insurance Program, the Federal Employees Dental and Vision Insurance Program, and the Federal Flexible Spending Account Program. HI consists of Program Development and Support, Federal Employees Insurance Operations, Postal Service Insurance Operations, Office of the Actuaries and Operations, Resource Management divisions, and front office staff, including the Chief Pharmacy Officer and the Chief Medical Officer.

Program Development and Support is responsible for extensive operational, analytical, and systems development and support; policy and program development and implementation; data collection and analysis; and stakeholder outreach and education for programs administered by HI. Program Development and Support also manages the annual Federal Benefits Open Season.

Federal Employees Insurance Operations (FEIO) is responsible for the contracting operations for all insurance programs, the Plan Performance Assessment function connecting health plan quality to carrier profit, the Audit Resolution & Compliance function facilitating and tracking audit responses and resolution, and the Contract Administration and Program Support responsible for leading projects important to insurance operations, including carrier brochure changes and contract amendments.

Postal Service Insurance Operations will perform similar functions to FEIO for the new Postal Service Health

Benefits Program. The Office of the Actuaries reviews premium proposals from FEHB and Federal Employee Dental Vision Insurance Plan carriers, determines the actuarial liabilities, contributions, and funding payments for the Retirement, Health and Life Insurance programs, and provides actuarial support for employee benefit programs including the FEHB program, Federal Employees' Group Life Insurance, Federal Long-Term Care Insurance Program, Federal Employee Dental Vision Insurance Plan, Civil Service Retirement System, Federal Employees Retirement System, and Federal Flexible Spending Account Program.

**Human Resources Solutions (HRS)** provides human capital products and services that support Federal agencies in meeting their mission. Through both internal human capital experts and/or private sector partners, HRS helps agencies recruit and hire top talent, cultivate leaders, build Federal human resources capacity, optimize the performance management process, and sustain effective results-oriented organizations. HRS operates under the provisions of the Revolving Fund, 5 U.S.C. §1304 (e)(1), that authorizes OPM to perform personnel management services for Federal agencies on a cost reimbursable basis. HRS consists of four practice areas that work directly with customer agency partners via Interagency Agreement to deliver a complete range of human resources products and services, including government-to-government and private sector solutions. Some of this work is directed by statute, and other aspects are performed at the option of an agency that engages HRS in this work. This includes recruiting and examining candidates for positions for employment by Federal agencies nationwide; delivering leadership and development courses and programs, including the Leadership for a Democratic Society program; providing custom-designed technology systems (e.g., USAJOBS, USA Staffing, USA Hire<sup>SM</sup>, USA Performance<sup>®</sup>, and USALearning) to support Federal agency recruitment, talent acquisition, performance management, and training priorities; developing organization and performance management strategies; and providing human capital management, organizational performance improvement, and training and development expertise delivered through best-in-class contracts.



### **Merit System Accountability & Compliance (MSAC)**

is responsible for a range of functions that support OPM's mission as a Federal human capital leader and its stewardship of the merit system. MSAC provides rigorous oversight to determine if Federal agency human resources programs are effective and efficient and comply with merit system principles and related civil service regulations. MSAC evaluates agencies' programs through a combination of OPM-led evaluations and as participants in agency-led reviews. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements and are free of political influence. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals, all of which provide Federal employees with administrative procedural rights to challenge compensation and related agency decisions without having to seek redress in Federal courts. 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 and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Further, MSAC serves as the liaison between OPM program offices and oversight groups such as the Office of the Inspector General and the Government Accountability Office (GAO) and helps to coordinate audit activities to resolve recommendations.

**Retirement Services (RS)** is responsible for the administration of the Federal Retirement Program covering approximately 2.8 million active employees, including the United States Postal Service, and more than

2.7 million annuitants, survivors, and family members. RS develops and administers benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include maintaining records and servicing credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death according to relevant statutes and regulations. Once a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending annual cost of living and tax information, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post-adjudication activities.

**Suitability Executive Agent (SuitEA)** was established as a distinct program office within OPM in December 2016 to strengthen processes for personnel vetting, suitability determinations for Federal employment and Government contract work, and personnel credentialing for access to agency systems and facilities across the Government. SuitEA prescribes suitability, fitness, and credentialing standards and procedures and oversees functions delegated to the heads of agencies while retaining jurisdiction for certain suitability determinations and taking Government-wide suitability actions when appropriate. It also issues guidelines and instructions to the heads of agencies to promote appropriate uniformity, centralization, efficiency, effectiveness, reciprocity, timeliness, and security in suitability/fitness/credentialing processes, and delivers training to suitability and fitness adjudicators across Government.

**Workforce Policy and Innovation (WPI)** is OPM's workforce policy office. Formerly known as Employee Services (ES), WPI administers statutory and regulatory provisions related to recruitment, hiring, classification, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, reskilling, work/life/wellness programs, labor and employee relations, and oversight of Federal Executive Boards. WPI equips Federal agencies with tools, flexibilities, and authorities, as well as forward-leaning strategic workforce planning products, to enable agencies to hire, develop, and retain an effective Federal workforce.

# Agency Priority Goals

Agency Priority Goals (APGs) reflect the top performance improvement priorities of agency leadership and the Administration. APGs reflect measurable results that leadership wants to accomplish over a two-year period, advancing progress toward longer-term strategic goals and objectives in the agency's strategic plan. The Federal Government uses a three-pronged approach to manage APGs: 1) public goal-setting; 2) data-driven performance review meetings with agency leadership no less than quarterly; and 3) quarterly public updates on [Performance.gov](https://www.performance.gov). For additional information on APGs, please refer to [Performance.gov](https://www.performance.gov).

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



## **APG 1: Drive a data-driven and leading practices approach to recruitment, assessment, and hiring strategies that strengthens and supports diversity, equity, inclusion, and accessibility across the Federal Government.**

By September 30, 2023, increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by 5 points.

### **Related Strategic Objective: 1.1**

#### **FY 2023 Progress Update**

OPM did not meet its two-year goal to increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by five points, with results decreasing 1.5 percentage points to 41.6 percent from FY 2022 to FY 2023.

In FY 2023, OPM developed guidance and resources for stakeholder groups to review on Applicant Flow Data structure, access, and use by agencies' hiring managers. OPM plans to coordinate with the Chief Human Capital Officers Council to release this guidance in FY 2024.

## **APG 2: Capitalize on new workplace flexibilities to recruit and retain talent.**

By September 30, 2023, increase the Government-wide number of on-board military spouses by 5 percent, employees with disabilities/targeted disabilities by 5 percent, and early career employees (to include interns, post-secondary, and recent graduates) by 10 percent, as compared to a September 2021 baseline, using existing and new workplace incentives and flexibilities put in place during the COVID-19 pandemic.

**Related Strategic Objectives:** 1.2 and 1.3

### **FY 2023 Progress Update**

OPM did not meet its two-year goal to increase the Government-wide number of on-board military spouses by five percent, employees with disabilities/targeted disabilities by five percent, and early career employees by ten percent, as compared to a September 2021 baseline. By the close of this APG cycle, the number of military spouses hired and on-boarded Government-wide under non-competitive appointment of certain military spouse authorities increased 3.22 percent to 10,838, the number of employees with disabilities/targeted disabilities decreased 9.61 percent to 49,815, and the number of early career employees (defined as Federal employees onboard via Pathways Intern, Pathways PMF, and Pathways Recent Graduate programs) increased 4.36 percent to 9,412.

In FY 2023, OPM developed paid internship guidance for agencies and issued a proposed rule to modernize the Pathways Program regulations to assist with utilization and implementation of early career programs. In addition to this new guidance and proposed policy, OPM conducted outreach sessions with affinity organizations at a variety of colleges and universities, including minority-serving institutions, community colleges, and tribal colleges. To increase hiring among military spouses, OPM also conducted eight webinars to train agency hiring managers and HR professionals on the use of expanded hiring authorities. To increase knowledge and interest among constituent groups, OPM developed, updated, and shared training materials regarding hiring individuals with disabilities.

## **APG 3: Improve data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies that support improved equitable services through a more engaged workforce.**

By September 30, 2023, create easy to use, insight-focused DEIA dashboards used by 75 percent of target agencies, and score an average 4/5 on a customer survey that tests decision-support effectiveness.

**Related Strategic Objectives:** 1.1 and 4.3

### **FY 2023 Progress Update**

OPM partially achieved its goal to create an easy-to-use, insight-focused DEIA dashboard. In FY 2023, OPM developed and rolled out the DEIA dashboard to 100 percent of CFO Act agencies through OPM's enterprise role-based data portal, exceeding the target of 75 percent. However, OPM achieved an average customer rating on decision-support effectiveness of 3.6 out of 5 points, below the target of 4 out of 5 points.

With the DEIA dashboard, users can access demographic data that help agencies successfully implement DEIA-focused programs, practices, and policies that support equitable services through a more engaged workforce. The agency also established Human Capital Data Champions at each agency to disseminate and integrate this and other OPM dashboards into management decision-making.

## **APG 4: Support critical and urgent recruitment and hiring throughout the Federal Government.**

By September 30, 2023, help Infrastructure Investment and Jobs Act (IIJA) agencies fill 75 percent of surge hiring positions identified in the first quarter of FY 2022.

**Related Strategic Objective:** 1.1

### **FY 2023 Progress Update**

OPM exceeded its goal, helping Bipartisan Infrastructure Law agencies fill 100 percent of surge hiring positions to support this once-in-a-generation investment in America's infrastructure and competitiveness.

In FY 2023, OPM served as a strategic workforce partner for seven Federal agencies and supported surge hiring for key positions, including wildland firefighters, engineers, scientists, project managers, IT and HR specialists, and construction managers. The agency also established integrated tiger teams to provide support in numerous areas, including technical HR assistance, diversity outreach, data analytics, training, and communications. In addition to the Bipartisan Infrastructure Law, these teams supported agencies in implementing the Creating Helpful Incentives to Produce Semiconductors for America (CHIPS) and Science Act, Inflation Reduction Act, and Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics Act. OPM launched new USAJOBS portals offering one-stop shopping for Federal positions to connect candidates to open Bipartisan Infrastructure and science, technology, engineering, and math positions. OPM also issued numerous hiring flexibilities, such as Schedule A and B excepted service hiring authorities, direct hire authorities, and dual compensation waivers and delegations.

### **APG 5: Close gender and racial pay gaps in the Federal Government.**

By September 30, 2023, issue regulations that will address the use of salary history in the hiring and pay-setting processes for Federal employees.

**Related Strategic Objectives:** 1.1 and 1.2

#### **FY 2023 Progress Update**

OPM did not issue final regulations by September 30, 2023, but has published a Notice of Proposed Rulemaking related to the use of salary history in the hiring and pay-setting processes for Federal employees. OPM intends to publish final regulations in January 2024. To further support pay equity efforts, OPM developed draft guidance for agencies on conducting pay equity reviews and developed a draft memo to request reports from agencies with major pay systems outside of Title V of the U.S. code on any changes they implemented to advance pay equity.

### **APG 6: Improve customer experience by making it easier for Federal employees, annuitants, and other eligible persons to make a more informed health insurance plan selection.**

By September 30, 2023, complete user-centered design and develop a minimum viable product for a new, state-of-the-art Decision Support Tool that will give eligible individuals the necessary information to compare plan benefits, provider networks, prescription costs, and other health information important to them and their families.

**Related Strategic Objectives:** 1.1 and 3.4

#### **FY 2023 Progress Update**

OPM is delayed in achieving its goal to develop a minimum viable product for a Federal Employees Health Benefits (FEHB) Program Decision Support Tool due to the agency's necessary pivot to Postal Service Health Benefits implementation. The agency made significant progress in developing a Decision Support Tool for the Postal Service Health Benefits Program that will allow OPM to provide increased capabilities to a portion of the FEHB Program population. OPM conducted user-centered design focus groups and focus groups with subject matter experts to inform the design and functionality of a Decision Support Tool. The new tool will provide users with the ability to view detailed cost information estimates, provider information, and pharmacy cost information. In FY 2024, OPM plans to develop a working prototype of the Decision Support Tool and test these expanded capabilities with the new Postal Service Health Benefits System. OPM aims to eventually offer this updated tool to the entire FEHB Program population.



# Cross-Agency Priority Goals

OPM plays a leading role in advancing the President's Management Agenda Priority 1 to strengthen and empower the Federal workforce and contributes to Priority 2 to deliver excellent, equitable, and secure Federal services and customer experience. Per the *Government Performance and Results Modernization Act of 2010* requirement to address Cross-Agency Priority Goals in the agency strategic plan, the Annual Performance Plan, and the Annual Performance Report, please refer to [Performance.gov](https://www.performance.gov) for OPM's contributions to those goals and progress where applicable.



# Summary of Performance Results

In this section, OPM summarizes the performance results for each objective in its FY 2022-2026 Strategic Plan. OPM gauges its progress toward each objective using one or more performance measures.

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

The tables that follow display performance results, ordered by strategic goal, for FY 2023, where available. Trends are visualized in small “spark” charts that represent the FY 2023 results, subject to data availability. Note that the scales of spark charts are not displayed, and they are automatically adjusted to “zoom in” on the data. This can have the effect of making small changes appear more significant, while making large changes appear less significant.


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



## Strategic Goal 1: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points.



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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019-FY 2023 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	-	69	71	72	Not Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019-FY 2023 Trend
1.2.001	Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	-	-	-	81.82%	61.29%	84.82%	Not Met	
1.2.002	Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	-	-	-	69.70%	63.33%	72.70%	Not Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
1.3.001	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	81	82	80	79	80	81	Not Met	
1.3.002	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	-	-	-	4.17	4.04	4.18	Not Met	
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	-	9.05%	10.54%	8.12%	11.43%	7.00%	Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	-	195,389	156,066	205,149	Not Met	



## Strategic Goal 2: Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management.

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

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	84.80%	85.80%	80.90%	82.30%	83.64%	<b>81.67%</b>	<b>Met</b>	


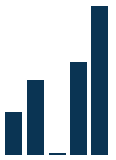
**Strategic Objective 2.2: Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	-	93.94%	90.63%	<b>94.94%</b>	<b>Not Met</b>	
2.2.008	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	-	27.27%	37.50%	<b>33.27%</b>	<b>Met</b>	



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

- No historical data available for this period.


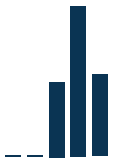
Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	-	94.34%	84.58%	95.00%	Not Met	
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	40.27%	47.73%	30.00%	51.90%	65.14%	73.00%	Not Met	

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

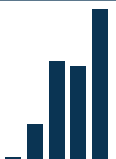
- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	54	-	-	-	54	Establish Baseline	Establish Baseline	
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	62	-	-	-	63	Establish Baseline	Establish Baseline	

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

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019-FY 2023 Trend
2.5.010	Percent of software projects implementing adequate incremental development	100.00%	85.71%	85.71%	100.00%	100.00%	94.00%	Met	
2.5.011	Score for utilization of the working capital fund to support IT modernization and security	2.00	2.00	3.00	4.00	3.10	2.81	Met	


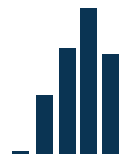

**Strategic Objective 2.6: Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM’s Leaders Lead Score by 3 points.**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019-FY 2023 Trend
2.6.001	OPM Leaders Lead score	61	64	69	68	72	69	Met	

## Strategic Goal 3: Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5.

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	-	31.02	45.72	5.00	Not Met	
3.1.002	Average number of days to process retirement cases	55.70	68.50	78.96	88.41	77.38	60.00	Not Met	
3.1.003	Average satisfaction score for services received from Retirement Services	4.10	4.12	3.92	3.74	3.45	4.05	Not Met	








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

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	-	3.87	3.88	3.93	3.95	Not Met	
3.2.002	Average ease score (desktop)	-	-	3.74	3.76	3.78	3.77	Met	
3.2.003	Average efficiency score (desktop)	-	-	3.74	3.78	3.81	3.77	Met	
3.2.004	Average transparency score (desktop)	-	-	4.16	4.18	4.31	4.18	Met	
3.2.005	Average website helpfulness score (desktop)	-	-	3.84	3.84	3.86	3.86	Met	
3.2.011	Average trust score (desktop)	-	-	3.75	3.74	3.79	3.77	Met	
3.2.012	Average effectiveness score (desktop)	-	-	3.77	3.78	3.78	3.78	Met	
3.2.013	Average overall satisfaction score with USAJOBS (mobile)	-	-	4.21	4.23	4.16	4.23	Not Met	

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.014	Average trust score (mobile)	-	-	4.11	4.13	4.09	4.13	Not Met	
3.2.015	Average effectiveness score (mobile)	-	-	4.11	4.14	4.04	4.12	Not Met	
3.2.016	Average ease score (mobile)	-	-	4.09	4.12	4.06	4.11	Not Met	
3.2.017	Average efficiency score (mobile)	-	-	4.08	4.09	4.01	4.06	Not Met	
3.2.018	Average transparency score (mobile)	-	-	4.39	4.37	4.38	4.42	Not Met	
3.2.019	Average website helpfulness score (mobile)	-	-	4.14	4.16	4.10	4.18	Not Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	-	4.31	4.42	4.38	4.32	Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.4.001	Average effectiveness score	-	-	-	-	-	Establish Baseline	Establish Baseline	
3.4.002	Average ease score	-	-	-	-	-	Establish Baseline	Establish Baseline	

Note: The survey for measures 3.4.001 and 3.4.002 was not deployed until the first quarter of FY 2024, and FY 2023 results are not available.

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

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
4.1.001	OPM Innovation score	-	-	-	67.22	71.37	70.22	Met	
4.1.004	Percent of OPM leaders trained in innovation techniques (Cumulative)	-	-	-	6.67%	21.66%	8.43%	Met	

Note: OPM corrected the FY 2022 result for the measure “Percent of OPM leaders trained in innovation techniques” from 6.74 percent to 6.67 percent in May 2023.

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

- No historical data available for this period.




Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	Establish Baseline	Establish Baseline	
4.2.003	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	-	48.48%	46.88%	51.50%	Not Met	
4.2.004	Percent of low-risk delegations granted to agencies (Cumulative)	-	-	10.00%	10.00%	20.00%	Establish Baseline	Establish Baseline	

Note: Results for measure 4.2.001 are not expected until FY 2024.




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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.3.001	Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	-	-	-	54.55%	56.67%	59.55%	Not Met	
4.3.002	Average quarterly number of users of OPM’s publicly available human capital dashboards	-	-	-	-	4,441.00	133.09	Met	
4.3.003	Average quarterly number of authenticated users of OPM’s human capital dashboards	-	-	-	67.67	140.25	71.05	Met	



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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	-	9	7	5	Met	


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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	-	38.46%	0%	<b>43.46%</b>	<b>Not Met</b>	
4.5.002	Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs	-	-	-	54.55%	67.74%	<b>59.55%</b>	<b>Met</b>	

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

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	-	24.14%	<b>Establish Baseline</b>	<b>Establish Baseline</b>	

# Performance Details

## Strategic Goal 1: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points.

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

### FY 2023 Progress Update

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

OPM launched the inaugural [Diversity, Equity, Inclusion, and Accessibility \(DEIA\) Summit: A Whole-of-Government Approach to Disability Employment](#) to provide strategies to agencies to improve access and equity for employees with disabilities. The fully virtual three-day event featured remarks and presentations from more than 70 leaders and experts from the Federal Government, academia, and nonprofit and private-sector organizations. Nearly 1,700 Federal employees and others from the public and private sectors attended the summit.

OPM also hosted a [virtual national engagement](#), attended by 1,090 participants, to share updates, tips, and promising practices with Federal and non-Federal (public, private, education, nonprofit) senior executives and DEIA thought-leaders from across the nation. In addition, OPM hosted its second annual Employee Resource Group Summit, which was attended by more than 650 participants from 120 agencies, to celebrate group leaders and members who make their agencies



diverse and inclusive spaces to thrive. OPM convened the [Chief Diversity Officers Executive Council](#) and established member-led working groups with plans to build a community that promotes and sustains DEIA work across Government.

OPM also developed a pilot program, Level-Up to Public Service, to conduct outreach to underserved communities by increasing awareness of and interest in public service careers among early career talent. The nearly 240 participants received instruction on creating a USAJOBS profile and applying for Federal Government internships using the new [Internship Portal](#). OPM also convened a Recruitment Community of Practice to coordinate Government-wide efforts to facilitate recruitment of historically underrepresented groups. OPM created a social media campaign linked to a branded


search page on USAJOBS with messaging to attract early career talent, individuals with disabilities and the formerly incarcerated to public service careers.

In addition, OPM published an inaugural Government-wide annual report [Government-wide DEIA: Our Progress and Path forward to Building a Better Workforce for the American People](#). OPM also released updates to its [Guidance Regarding Gender Identity and Inclusion in the Federal Workplace](#), originally released in 2015, as well as [Guidance on Promoting Internships and other Student and Early Career Programs in the Federal Government](#). Further, OPM issued a [fact sheet](#) to agencies on collecting and reporting DEIA-related data.

OPM also assessed bias in the personnel vetting process and identified ways to eliminate barriers to transgender, gender non-conforming, and non-binary employees and applicants; rolled out a DEIA dashboard to CFO Act agencies to enable the identification of trends across the employee lifecycle; published proposed regulations that would prohibit the use of salary history in setting pay for Federal employment offers; conducted DEIA research projects, including a formative evaluation of agency retirement readiness programs and qualitative user research on the design of the OPM plan comparison tool; and launched a study on the affordability of the FEHB Program.

**Table 1.1.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	-	69	71	72	Not Met	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM Federal Employee Viewpoint Survey (FEVS) from May 8 through July 14, 2023. With 625,568 Government-wide respondents, the response rate was 39 percent. While the Government-wide DEIA Index score increased from 69 in FY 2022 to 71 in FY 2023, OPM did not meet its FY 2023 target of 72. From FY 2022 to FY 2023, the Government-wide scores for each component of the index score also increased: the Diversity Index score increased one percentage point from 70 percent to 71 percent, the Equity Index score increased two percentage points from 65 percent to 67 percent, the Inclusion Index score increased one percentage point from 75 percent to 76 percent, and the Accessibility Index score increased two percentage points from 67 percent to 69 percent. In FY 2024, OPM will take additional actions to improve this result and meet the FY 2024 target of 73, including implementing interventions recommended by a FY 2023 assessment of the personnel vetting process to eliminate barriers to transgender, gender non-conforming, and non-binary employees and applicants; expanding data in the DEIA dashboard shared with agencies; expanding outreach to promote public service careers, particularly with underserved communities; piloting a campaign focused on recruitment and retention of early career talent and underrepresented communities; increasing access to public resources, common templates, and other relevant DEIA documents generated from the Chief Diversity Officers Council; publishing final regulations that would prohibit the use of salary history in setting pay for Federal employment offers; and providing guidance to agencies on climate and culture assessment, barrier analysis, and intersectionality.

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

**FY 2023 Progress Update**

OPM issued a high-level roadmap for OPM’s Future of the Workforce vision to serve as a foundation for this effort. Within the roadmap, OPM outlined five priority areas for the agency: policy and resources, research and evaluation, training and technical assistance, data analytics, and stakeholder engagement.

OPM also issued several policies and resources to support agencies in their Future of the Workforce efforts, including paid internship guidance, artificial intelligence and digital career field studies, a workforce planning guide, a foresight guidebook, telework frequently asked questions, and remote hiring frequently asked questions. Additionally, OPM supported the development and release of the President’s Management Agenda Priority Memo, which highlights four key priority measures for agencies. OPM also collaborated with OMB on OMB Memo M-23-15 *Measuring What Matters: Organizational Health and Performance* and provided support on related data analytics.

To advance research and evaluation priorities, OPM conducted multiple research studies, including: a research study on the effect of the USAJOBS remote designation on applicant interest, an analysis of trends in data related to tech talent, and a review of measurement of Future of the Workforce concepts. OPM also presented OPM FEVS results on telework, remote work, and hybrid work at the Society for Human Resource Management National Conference.

In addition, OPM leaders participated as keynote speakers or panel members in conferences and webinars, including the Society of Human Resources Management, the Unleash Conference, the Global Government Forum in London, and the American Council for Technology and Industry Advisory Council. OPM held two in-person private-sector roundtables in Las Vegas, Nevada, and in Washington, D.C., to meet with private-sector human resource and other industry leaders to inform OPM’s Future of the Workforce efforts.


OPM also successfully conducted free in-person and virtual Government-wide training for all Federal employees on succeeding in a hybrid work environment. In the “Thriving in a Hybrid Environment” training, Federal employees learned how to develop and implement hybrid work environment best practices within their agencies. Through FY 2023, OPM conducted 18 training sessions attended by more than 23,000 employees. Through these trainings, OPM brought together leaders and evidence generators from across the Federal Government, as well as external experts, who shared the latest research, discussed leading practices, and identified actionable ways to collaborate. Additionally, OPM conducted a customized training specifically for more than 200 members of the Senior Executive Service from across Government.

To improve Federal agencies’ ability to understand the status of the Federal workforce with respect to telework and remote work, OPM issued guidance and implementation procedures for new data variables in the Enterprise Human Resources Integration system.



**Table 1.2.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
1.2.001	Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	-	-	-	81.82%	61.29%	84.82%	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, 19 of 31 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that they have the necessary guidance and resources from OPM to inform their future of workforce planning. OPM conducted the survey in October 2022. With 31 respondents, the response rate was 70 percent. Results decreased by 20.53 percentage points from FY 2022 to FY 2023, and OPM did not meet its FY 2023 target of 84.82 percent. In FY 2024, OPM will continue to work with CHCOs to better deliver what they need and will refine and explore legislative and regulatory recommendations, issue policy and guidance, and develop additional technical assistance and fee-for-service solutions to support agencies in preparing for the future of the workforce.

**Table 1.2.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
1.2.002	Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	-	-	-	69.70%	63.33%	72.70%	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, 19 of 30 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that they find the services from OPM to inform their future of the workforce planning helpful. OPM conducted the survey in October 2022. With 30 respondents, the response rate was 63 percent. Results decreased 6.37 percentage points from FY 2022 to FY 2023, and OPM did not meet its FY 2023 target of 72.70 percent. In FY 2024, OPM will refine and explore legislative and regulatory recommendations, issue policy and guidance, and develop additional technical assistance and fee-for-service solutions to support agencies in preparing for the future of the workforce.

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

**FY 2023 Progress Update**

OPM released a memo to the Chief Human Capital Officers Council that provided agencies information and tools to strengthen supervisory engagement and supplemental training courses to assist HR practitioners in preparing for the Delegated Examining Certification Assessment. OPM geared the training courses toward improving the 40 percent failure rate for the Delegated Examining certification assessment.

OPM worked to streamline the hiring experience by promoting pooled and shared hiring actions. OPM also provided training to more than 1,000 HR managers and professionals Government-wide on how to use the Agency Talent Portal and facilitate their agency's ability to share qualified applicants' information for potential hiring across Government. OPM posted a pooled hiring action for an early career HR specialist and referred 56 applicants with eligible preference to agencies. In tandem with this hiring action, OPM provided these new hires with the opportunity to participate in OPM's 90-day HR Training Bootcamp, which provides foundational knowledge of Federal staffing.

To solidify the use and accuracy of talent pools, OPM carried out two two-day sessions of Subject Matter Expert Qualification Assessments (SME-QA) Train the Trainer training, which were attended by 40 participants from 18 agencies. The training focused on writing specialized experience statements, which are used during the structured resume review and structured interviews to verify whether candidates demonstrate the required specialized experience (that is, experience that has equipped the applicant with the knowledge, skills, and abilities to successfully perform the duties of the position).

OPM launched the USA Staffing Resume Review tool to streamline the structured interview assessment process by using automation for resume review. In FY 2023, seven agencies used the structured resume functionality as part of 70 hiring actions (including two cross-Government actions) to review 9,442 resumes.

In support of Executive Order 13932 *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, OPM held a webinar with more than 400 Federal HR professionals previewing procedural adjustments required to comply with the executive order, recommendations on best practices, and answers to common questions.

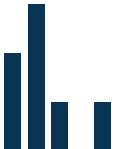
In collaboration with OMB and the Department of Labor, OPM launched the Federal Internship Portal, a centralized search and application hub that houses hundreds of available internships for prospective Federal interns.

OPM also provided two briefings with agencies on a proposed Rule of Many, reaching 240 participants. With the completion of the proposed Rule of Many regulation in FY 2024, agencies will have more flexibility when hiring. They will be able to use numerical scores to make more granular distinctions among applicants, and hiring managers will be able to select from more than just the three highest-scoring applicants.

OPM also proposed modifications to Pathways Program regulations to better meet the Federal Government's needs for recruiting and hiring interns and recent graduates. Among these changes, OPM proposed updates to facilitate a better applicant experience, improve development opportunities for program participants, and streamline agencies' ability to hire program participants, especially those who successfully completed their Pathways requirements and are eligible for conversion to term or permanent positions.

OPM also completed and issued competency models that will assist agencies in addressing and closing skills gaps for human resources management, artificial intelligence, and Government-wide general competencies.

**Table 1.3.001**


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
1.3.001	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	81	82	80	79	80	81	Not Met	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM FEVS from May 8 through July 14. 625,568 Federal employees responded Government-wide for a response rate of 39 percent. While the Government-wide percentage of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals increased one percentage point from FY 2022 to FY 2023, OPM did not meet its FY 2023 target of 81. In FY 2024, OPM plans to evaluate the end-to-end hiring model, carry out studies on current hiring practices and potential solutions to hiring challenges, and publish the final Rule of Many regulation and Pathways Program regulations. OPM will also provide a training on the use of Government-wide Direct Hire Authority and promote the use of assessments and structured interviews to assist hiring managers in adequately assessing applicant skills.

**Table 1.3.002**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
1.3.002	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	-	-	-	4.17	4.04	4.18	Not Met	

**FY 2023 Analysis of Results:**

OPM conducted the Hiring Manager Satisfaction Survey from October 1, 2022, through September 30, 2023, and received 1,951 responses regarding applicants referred for human resources, acquisitions, and cybersecurity positions. Results decreased .13 points from FY 2022 to FY 2023, and OPM did not meet its FY 2023 target of 4.18 out of 5. The average score for hiring manager satisfaction was 4.27 out of 5 points for human resources positions, 3.81 out of 5 points for acquisitions positions, and 3.97 out of 5 points for cybersecurity positions. In FY 2024, OPM plans to evaluate the end-to-end hiring model, carry out studies on current hiring practices and potential solutions to hiring challenges, and publish the final Rule of Many regulation and Pathways Program regulations. OPM will also provide a training on the use of Government-wide Direct Hire Authority and promote the use of assessments and structured interviews to assist hiring managers in adequately assessing applicant skills.

**Table 1.3.003**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	-	9.05%	10.54%	8.12%	11.43%	7.00%	Met	

Note: In FY 2023, OPM revised previously reported results to consistently exclude direct hire announcements, though some direct hire announcements may still be found in the dataset due to challenges identifying and excluding such announcements.

**FY 2023 Analysis of Results:**

In FY 2023, agencies used alternative assessments to replace or augment the self-report occupational questionnaire for 24,861 of 217,534 vacancies. Results increased 3.31 percentage points from FY 2022 to FY 2023, and OPM met its FY 2023 target of 7 percent.





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

**FY 2023 Progress Update**

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

OPM established an interagency working group concentrated specifically on recognizing and elevating the Federal workforce. The working group includes CHCOs, Deputy CHCOs, and other senior employee engagement leads from across Government. This working group also launched an Employee Engagement Community of Practice for any interested HR practitioners throughout the Federal Government and identified three priorities for action planning: engaging leadership, improving recognition and retention strategies, and acting on the OPM FEVS results.

OPM completed several actions to increase attention to programs that regularly spotlight workers at OPM and across the Federal Government throughout the year. OPM completed an early career talent employee spotlight video series featuring four Federal employees and a Tech2Gov employee spotlight video series featuring six employees from different Federal agencies. For Public Service Recognition Week, OPM hosted three free Government-wide webinars with nearly 4,000 participants on employee engagement and professional development, human-centered design, and resources for those aspiring to join the Senior Executive Service.

OPM also took steps to improve the effectiveness of social media activities, including consolidating social media accounts, streamlining the agency’s internal social media processes, analyzing trends for popular content, and improving the coordination of social media planning for agency policy rollouts and speaking engagements. OPM also advanced efforts to create new worker empowerment content on [OPM.gov](https://www.opm.gov).

**Table 1.4.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	-	195,389	156,066	205,149	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, X (formerly Twitter) and LinkedIn users engaged with OPM’s recognition-focused social media content 159,793 times. Results decreased 18.2 percent, and OPM did not meet its FY 2023 target of 205,149 engagements. Social media users engaged with this content 40,343 times on X and 115,723 times on LinkedIn. In FY 2024, OPM will primarily focus on improving engagement on LinkedIn where target audiences for certain recognition-focused campaign content are more likely to engage.

## Strategic Goal 2: Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management.

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

### **FY 2023 Progress Update**

OPM established a Strategic Hiring Committee to assess requests for filling vacancies from internal organizations. The committee uses human capital and budget data, strategic objective alignment, and information from a workforce study to align skills gaps to vacant positions and inform hiring priorities. The agency formalized its internal reorganization policy and implemented new processes throughout the agency. Reorganizations include both restructuring and the establishment of new organizations to improve strategic positioning of agency functions, with the agency Talent Team (Workforce Strategies and Solutions) partnering with agency leaders.

OPM created human capital dashboards to visualize hiring data and improve transparency. These include an OPM-wide dashboard and organization-specific dashboards with granular position data available to all relevant employees. The dashboards integrate budget data, position counts, and recruitment activities in a user-friendly format for data-driven decision-making.

OPM established relationships with nearly 200 educational institutions, including minority-serving institutions. Additionally, OPM increased its collaboration and partnership with several minority-serving groups or those serving underrepresented communities, such as the Interagency Veterans Advisory Council, Military Spouse

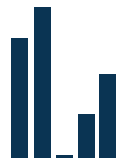
Employment Partnership, and the Veteran Employment Program Office. These partnerships enabled OPM to share its job vacancies with a wider audience to drive traffic to OPM job postings and diversify the agency’s hiring pool. OPM conducted outreach to more than 1,200 schools through career service job boards and reached 56 Historically Black Colleges and Universities to advertise OPM internship opportunities. Where possible, OPM leverages non-competitive hiring authorities by engaging with the Workforce Recruitment Program, a referral program that connects Federal and private-sector employers nationwide with highly motivated college students and recent graduates with disabilities. OPM increased its use of these special hiring authorities by 92 percent in FY 2023.

The agency also strengthened its population of student internships through the Pathways Program, using a new internship cohort program and emphasizing the importance of early career talent. OPM’s new internship cohorts leverage enterprise-wide partnerships to promote both summer and year-long positions designated for students. These practices will help to establish a pipeline of early career and diverse talent for OPM positions in vital areas.

OPM leveraged modern technology solutions to promote vacant positions through social media and other forums. A newly established employee experience working group aims to improve touchpoints along the employee lifecycle, from onboarding to separation.

OPM onboarded a new Chief Learning Officer to oversee efforts to develop and implement a plan to address skill gaps. The agency also began planning and coordinating developmental opportunities for employees in cyber roles participating in the Cyber Workforce Rotational Program. Additionally, OPM invested in technological enhancements such as a web-based individual development plan tool for employees and supervisors within the learning management system.

**Table 2.1.001**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019-FY 2023 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	84.80%	85.80%	80.90%	82.30%	83.64%	<b>81.67%</b>	<b>Met</b>	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM FEVS from May 8 through July 14, 2023. Approximately 1,595 OPM employees participated, for a response rate of 61.7 percent. The percentage of respondents who agree their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals increased by 1.3 percentage points from FY 2022 to FY 2023, exceeding the FY 2023 target. In FY 2023, OPM onboarded a new Chief Learning Officer to head a Learning Team and strengthen the internal training function to close knowledge gaps.

**Strategic Objective 2.2: Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 8 percentage points.**

**FY 2023 Progress Update**

OPM developed 12 legislative proposals for submission to the Congress in support of the Chief Human Capital Officers’ Council, delegations to agencies, pay and benefits updates, and the recruitment and retention of critical talent. OPM also engaged with stakeholders in new ways, participating in round tables with private-sector leaders and improving OPM’s ability to share and receive data, conduct research, and exchange ideas with academia and the private sector.


OPM collaborated with OMB and the General Services Administration to co-host a President’s Management

Agenda Learning Agenda Workforce Symposium with more than 800 attendees. The Workforce Symposium provided Federal practitioners with examples of evidence-informed approaches related to Federal workforce topics. Staff from the Federal evaluation community, Federal practitioners, and external researchers and academics shared their experiences and research. The event included sessions on recruiting the next generation of Federal employees, maximizing an effective hybrid work environment, improving organizational health and performance, and promoting Federal employee mental health and wellbeing.

OPM also identified priority topics for evaluation, policy guidance, and research in the upcoming fiscal years. Identification of these topics is a key first step to setting baselines, identifying resources, and tracking reports to completion in FY 2024.

**Table 2.2.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	-	93.94%	90.63%	<b>94.94%</b>	<b>Not Met</b>	

**FY 2023 Analysis of Results:**

In FY 2023, 29 of 32 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM treats them as strategic partners. These results represent a decrease of more than three percentage points compared to FY 2022, and OPM did not meet its target of 94.94 percent. OPM conducted the survey in October 2022. With 32 respondents, the survey response rate was 73 percent. OPM has planned additional actions to improve this result in FY 2024.

**Table 2.2.008**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.2.008	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	-	27.27%	37.50%	<b>33.27%</b>	<b>Met</b>	

**FY 2023 Analysis of Results:**

In FY 2023, 12 of 32 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey strongly agreed that OPM treats them as strategic partners. These results represent an increase of more than ten percentage points compared to FY 2022, and OPM exceeded its target of 33.27 percent. OPM conducted the survey in October 2022. With 32 respondents, the survey response rate was 73 percent.



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


**FY 2023 Progress Update**

OPM executed the final version of an Enterprise Acquisition Planning Policy and posted an improved Acquisition Forecast. The agency also successfully migrated its Procurement Center, improving the

system’s operational capacity and enabling the launch of dashboards, that allows offices to review acquisition project statuses in real time. Additionally, OPM launched a Section 508 Pilot to refine requirement definitions and evaluation approaches to support the delivery of accessible goods and services. The acquisition workforce also engaged in a comprehensive clean-up and training effort to resolve outstanding issues with Contractor Performance Assessment Reporting System reports. As a result, OPM’s compliance rates significantly improved.

**Table 2.3.001**

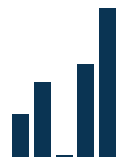
- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	-	94.34%	84.58%	95.00%	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, OPM actively managed \$472,509,840 of \$558,638,118 according to category management principles. OPM’s spend under management decreased by nearly 10 percentage points from FY 2022 to FY 2023, and OPM did not meet the FY 2023 target of 95 percent. To improve this result in FY 2024, OPM plans to execute training and guidance for Contracting Officer’s Representatives and reassess its Enterprise Acquisition Policy.

**Table 2.3.002**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019-FY 2023 Trend
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	40.27%	47.73%	30.00%	51.90%	65.14%	<b>73.00%</b>	<b>Not Met</b>	

**FY 2023 Analysis of Results:**

In FY 2023, 284 of 436 of OPM’s contracting actions complied with Government-wide past performance reporting requirements. The result of 65 percent represents an increase of more than 13 percentage points from FY 2022, though OPM did not meet its target of 73 percent. OPM conducted comprehensive clean-up and training to resolve outstanding issues with the Contracting Performance Assessment Reporting System reports and will continue these efforts in FY 2024 to improve the result.

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

**FY 2023 Progress Update**


OPM trained the agency’s Resource Management Officers on the OPM budget and organizational performance management processes and posted the training materials on an OCFO portal for future reference. The agency also developed five additional micro-training videos on topics related to organizational performance management, evaluation, and evidence-building. The training sessions and resources were intended to help OPM improve decision-making related to the allocation and utilization

of resources and support prioritization of initiatives based on performance plans and results.

OPM leveraged the creation of the IT Working Capital Fund to support technology-related initiatives through investments for current and future year projects it identified. The agency also submitted a proposal to OMB to establish an OPM Working Capital Fund in FY 2025. Additionally, OPM began reviewing common services across the agency to assess financing alignment with the delivery of those services. The agency developed a framework for capturing the use of enterprise services (such as human resources, information technology, financial management, acquisitions, facilities, and security) by OPM program offices.

**Table 2.4.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	54	-	-	-	54	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM FEVS from May 8 through July 14, 2023. Approximately 1,562 OPM employees participated for a response rate of 60.4 percent. The percentage of OPM managers who indicated that they have sufficient resources to get their job done was 54 percent.

**Table 2.4.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019- FY 2023 Trend
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	62	-	-	-	63	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM FEVS from May 8 through July 14, 2023. Approximately 1,562 OPM employees participated for a response rate of 60.4 percent. The percentage of OPM staff who indicated that they have sufficient resources to get their job done was 63 percent.

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


**FY 2023 Progress Update**

OPM conducted market research, met with industry stakeholders, and awarded a contract to develop a Postal Health Benefits IT System. Additionally, OPM developed and deployed the minimum viable product, including

carrier account creation, carrier account authentication, and carrier application. The agency also deployed its first chatbot to support Retirement Services survivor benefits, with plans to expand the chatbot to include additional questions and to cover other program areas.

OPM leveraged cloud technology and services to deliver incremental and modern capabilities and solutions to programs and customers. OCIO developed cloud migration strategies for current on-premises systems and applications, deployed 30 applications in OPM’s cloud environment, and migrated on-premises and mainframe-based databases.


**Table 2.5.010**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019-FY 2023 Trend
2.5.010	Percent of software projects implementing adequate incremental development	100.00%	85.71%	85.71%	100.00%	100.00%	94.00%	Met	

**FY 2023 Analysis of Results:**

In FY 2023, 38 of 38 OPM software projects implemented adequate incremental development. With a result of 100 percent, OPM met its target of 94 percent.

**Table 2.5.011**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019-FY 2023 Trend
2.5.011	Score for utilization of the working capital fund to support IT modernization and security	2.00	2.00	3.00	4.00	3.10	2.81	Met	

**FY 2023 Analysis of Results:**

In FY 2023, the score for utilization of the working capital fund decreased from 4.00 to 3.10, and OPM exceeded its target. OPM transferred funds to the newly established IT Working Capital Fund and is accepting and evaluating project proposals to utilize the fund.

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

**FY 2023 Progress Update**

OPM developed an agency-wide Engagement Plan for FYs 2023-2025, focusing on several challenge areas identified based on OPM FEVS results. These areas include career development, performance recognition, decision-making involvement and communication, and workload management. OPM shared the Engagement Plan with its workforce through Town Halls and other communications. Program and support offices created office-specific engagement plans, cascading from the agency-wide plan.

The agency established a Principal Deputies Council, which includes senior leadership from across OPM, to coordinate enterprise-wide initiatives and leverage organizational resources to drive progress. For the Director’s Awards program, OPM added a requirement to the nomination process for a narrative describing how the recipient contributed to agency-wide activities and an enterprise mindset.

OPM began implementation of its agency-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan. To promote a safe workplace, OPM updated the agency’s anti-harassment policy to align with Equal Employment Opportunity Commission leading practices and will offer training on the new policy beginning in FY 2024 to all employees. OPM reviewed and updated the agency’s Reasonable Accommodation policy, offered training on updated procedures to supervisors, and established weekly office hours with accessibility subject matter experts. The agency also hired a dedicated strategic recruiter and improved the careers page on OPM’s website to better reflect the agency’s commitment to DEIA. To strengthen its ability to attract applicants, OPM transitioned its internships to paid positions, eliminating the use of unpaid internships across the agency. OPM launched a tiger team to design a six-month mentoring cohort pilot for FY 2024 and conducted listening sessions and membership drives for employee resource groups to promote equitable opportunities and foster a culture of inclusion. The agency also hired an awards program manager and established a performance recognition fund.

**Table 2.6.001**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019-FY 2023 Trend
2.6.001	OPM Leaders Lead score	61	64	69	68	72	69	Met	

**FY 2023 Analysis of Results:**

OPM conducted the 2023 OPM FEVS from May 8 through July 14, 2023. Approximately 1,595 OPM employees participated, for a response rate of 61.7 percent. The OPM Leaders Lead score increased by four points between FY 2022 and FY 2023, and OPM exceeded its target. OPM scored highest (77.7 percent) on the Leaders Lead item “Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor,” and lowest (61.9 percent) on “In my organization, senior leaders generate high levels of motivation and commitment in the workforce.” In FY 2023, OPM developed an agency-wide engagement plan based on focus areas identified from the 2022 OPM FEVS results.



## Strategic Goal 3: Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5.

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

### FY 2023 Progress Update

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

OPM used human-centered design to develop a three-page guide to help customers prepare for their retirement journey. The guide includes an overview of the Federal voluntary retirement process, a checklist to track progress, a summary of items that might delay processing, definitions of key terms, and a general timeline to help customers understand when they can expect to receive their annuity payment.

OPM also strengthened retirement-related resources on the [OPM.gov](https://www.opm.gov) website. OPM reorganized and created a more intuitive Retirement Services landing page, streamlined frequently asked questions, and provided simplified information on the different types of retirement and survivor benefits. OPM also piloted a chatbot, which provides a new way to access retirement information.


To address retirement case processing delays caused by incomplete or inaccurate retirement applications, OPM developed three informational resource sheets for [human resources offices](#), [payroll offices](#), and [Federal employees](#) to help them provide more complete and accurate retirement application packages to OPM. The resources provide tips and recommendations on how to avoid the most frequent errors in retirement application packages.

OPM continued to build upon its library of on-demand training videos for Retirement Services staff. The standardized curriculum covers five core areas: foundations, basic claims, disability claims, post-adjudication claims, and survivor claims. OPM completed the foundations videos in FY 2023.

OPM also piloted an online retirement application pilot, which allows prospective retirees from selected agencies to apply for their retirement payments electronically rather than on paper.

**Table 3.1.001**

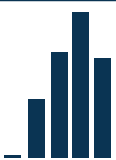
- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	-	31.02	45.72	5	Not Met	

### FY 2023 Analysis of Results:

In FY 2023, OPM handled 1,148,256 calls, 335,425 fewer calls than in FY 2022. The average number of minutes to answer phone calls increased by nearly 15 minutes from FY 2022. Monthly average call wait times remained consistent and ranged from 41.47 to 46.73 minutes, exceeding the target of five minutes. In FY 2024, OPM plans to onboard additional agents to help reduce call wait times. OPM will continue to modernize the Retirement Services website, improve the chatbot, and enhance contact center applications. OPM expects that these actions, in combination with increased staff, will improve call wait times.


**Table 3.1.002**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.1.002	Average number of days to process retirement cases	55.70	68.50	78.96	88.41	77.38	60	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, OPM processed 99,747 retirement cases. The average number of days to process cases decreased by more than 11 days from FY 2022. Monthly average case processing times ranged from 70.60 to 93.17 days, exceeding the target of 60 days. In FY 2024, OPM will continue to onboard additional staff, modernize the Retirement Services website on [OPM.gov](https://opm.gov), leverage interagency staff support during surges, deploy tiger teams, and escalate requests for missing information to agency benefits officers, CHCOs, and Deputy Secretaries.

**Table 3.1.003**

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.1.003	Average satisfaction score for services received from Retirement Services	4.10	4.12	3.92	3.74	3.45	4.05	Not Met	

Note: FY 2019 results are only available for Q3 and Q4. FY 2020 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the Retirement Services Quarterly Customer Satisfaction Survey between December 1 and 7, 2022, March 1 and 7, 2023, June 1 and 7, 2023, and September 1 and 7, 2023. With 11,237 respondents in FY 2023, the response rate was 11 percent. Results decreased by 0.29 points from FY 2022 to FY 2023, and OPM did not meet its target of 4.05 out of 5. In FY 2024, OPM plans to onboard additional call center agents and processing staff, improve navigation and content on Services Online, leverage interagency support during surges, deploy tiger teams, and escalate requests for missing information to agency benefits officers, CHCOs, and Deputy Secretaries.

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

**FY 2023 Progress Update**

OPM successfully launched a remote work feature on USAJOBS, which allows job seekers to search for and more easily find remote job opportunities. OPM conducted analyses on the effect of remote jobs and found that, while remote jobs made up approximately four percent of jobs posted on USAJOBS in FY 2023, such positions received approximately 30 percent of all applications from job seekers. Remote jobs received, on average, about 11 times more applications than non-remote jobs.

OPM also developed USAJOBS branded search pages tailored to specific positions across Government. In addition to providing job seekers a place to find positions that may align with their career interests, agencies can use these pages in recruitment materials to educate seekers and drive applicants to their job opportunity announcements. These search pages include [tech.usajobs.gov](https://tech.usajobs.gov) to attract tech professionals to Federal careers, [stem.usajobs.gov](https://stem.usajobs.gov) to highlight Science, Technology, Engineering and Mathematics (STEM) positions at multiple agencies across a variety of job series, [natsec.usajobs.gov](https://natsec.usajobs.gov) to highlight positions related to national security, and [ai.usajobs.gov](https://ai.usajobs.gov) to highlight artificial intelligence positions at multiple agencies across a variety of job series.

OPM launched [a Federal Internship Portal](#) as a one-stop location for internship postings on USAJOBS. OPM also partnered with the intelligence community to develop and host an [Intelligence Careers site](#) as a one-stop location for seekers to learn about intelligence agencies and open positions in intelligence fields.

To improve Federal agencies' ability to use data to draw from the diversity of America, OPM used human-centered design and user testing to update the design and content of the demographic details page on USAJOBS. After implementation in FY 2022, the average percent of applicants who agreed to link their demographic details to their application increased from 75 percent in the second quarter of FY 2022 to 90 percent as of the third quarter of FY 2023.


Based on user feedback and a review of help desk tickets, OPM implemented features to streamline the USAJOBS user interface for pre-application, including a countdown showing the time remaining to apply to a posting. OPM expects these changes to enable Federal job seekers to better understand how to interpret Federal job postings, more easily follow and accurately complete the application process, and apply for jobs with fewer technological and user interface barriers.

OPM published four USAJOBS informational videos to educate seekers about the Federal application process. The videos are available to the public on the [OPM YouTube channel: USAJOBS: Gateway to the Federal Government, What it means to be Eligible and Qualified, Creating a USAJOBS Profile, and Federal Application and Hiring Process](#).

To help increase the use of pooled hiring across Government, OPM implemented a Talent Pools feature within the USAJOBS Agency Talent Portal that allows agencies to share certificates of eligible applicants. In FY 2023, OPM and agencies created ten Talent Pools. Talent Pools reduce applicant burden because the seeker can apply one time and receive consideration by numerous agencies. To increase awareness with agency HR specialists, OPM circulated three one-page documents advertising Talent Pools and held ten trainings with 2,278 HR attendees.

**Table 3.2.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	-	3.87	3.88	3.93	3.95	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,886 responses, the response rate was .05 percent. OPM increased results by 0.05 points from FY 2022 to FY 2023 but did not meet its FY 2023 target of 3.95 out of 5. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and improve overall satisfaction with the USAJOBS desktop experience.

**Table 3.2.002**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.002	Average ease score (desktop)	-	-	3.74	3.76	3.78	3.77	Met	

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey between October 1, 2022, and September 30, 2023. With 11,963 responses, the response rate was .05 percent. OPM increased results by 0.02 points from FY 2022 to FY 2023, exceeding its FY 2023 target of 3.77 out of 5 by 0.01 points.

**Table 3.2.003**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.003	Average efficiency score (desktop)	-	-	3.74	3.78	3.81	3.77	Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,941 responses, the response rate was 0.05 percent. OPM increased results by 0.03 points from FY 2022 to FY 2023, exceeding its FY 2023 target of 3.77 out of 5 by 0.04 points.

**Table 3.2.004**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.004	Average transparency score (desktop)	-	-	4.16	4.18	4.31	4.18	Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,870 responses, the response rate was 0.05 percent. OPM increased results by 0.13 points from FY 2022 to FY 2023, exceeding its FY 2023 target of 4.18 out of 5 by 0.13 points. In FY 2023, the average transparency score of 4.31 out of 5 was the highest score OPM achieved among the USAJOBS desktop survey measures.

**Table 3.2.005**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.005	Average website helpfulness score (desktop)	-	-	3.84	3.84	3.86	3.86	Met	

Note: FY 2023 results are only available for Q1, Q3, and Q4.


**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,901 the response rate was by 0.05 percent. OPM increased results by 0.02 points from FY 2022 to FY 2023 to meet its FY 2023 target of 3.86 out of 5.



**Table 3.2.011**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.011	Average trust score (desktop)	-	-	3.75	3.74	3.79	3.77	Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,891 responses, the response rate was 0.05 percent. OPM increased results by 0.05 points from FY 2022 to FY 2023, exceeding its FY 2023 target of 3.77 out of 5 by 0.02 points.

**Table 3.2.012**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.012	Average effectiveness score (desktop)	-	-	3.77	3.78	3.78	3.78	Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the desktop survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 11,951 responses, the response rate was 0.05 percent. While results did not change from FY 2022 and FY 2023, OPM met its FY 2023 target of 3.78.

**Table 3.2.013**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.013	Average overall satisfaction score with USAJOBS (mobile)	-	-	4.21	4.23	4.16	4.23	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 21,989 responses, the response rate was 0.25 percent. Results decreased by 0.07 points from FY 2022 to FY 2023 to 4.16, and OPM did not meet its FY 2023 target of 4.23 out of 5. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and improve overall satisfaction with the USAJOBS mobile experience.

**Table 3.2.014**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.014	Average trust score (mobile)	-	-	4.11	4.13	4.09	4.13	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 21,909 responses, the response rate was 0.25 percent. Results decreased by 0.04 points from FY 2022 to FY 2023 to 4.09, and OPM did not meet its FY 2023 target of 4.13 out of 5. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and improve trust in the USAJOBS mobile experience.

**Table 3.2.015**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.015	Average effectiveness score (mobile)	-	-	4.11	4.14	4.04	4.12	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 21,971 responses, the response rate was 0.25 percent. Results decreased by 0.10 points from FY 2022 to FY 2023 to 4.04, and OPM did not meet its FY 2023 target of 4.12 out of 5. Of the USAJOBS mobile survey measures, the average effectiveness score decreased the most compared to the previous year. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and improve the effectiveness of the USAJOBS mobile platform.

**Table 3.2.016**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.016	Average ease score (mobile)	-	-	4.09	4.12	4.06	4.11	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 22,037 responses, the response rate was 0.25 percent. Results decreased by 0.06 points from FY 2022 to FY 2023 to 4.06, and OPM did not meet its FY 2023 target of 4.11 out of 5. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and make it easier for users to complete actions on the [USAJOBS.gov](https://www.usajobs.gov) site using a mobile device.

**Table 3.2.017**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.017	Average efficiency score (mobile)	-	-	4.08	4.09	4.01	4.06	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 21,024 responses, the response rate was 0.25 percent. Results decreased by 0.08 points from FY 2022 to FY 2023 to 4.01, and OPM did not meet its FY 2023 target of 4.06 out of 5. In FY 2023, the average efficiency score was the lowest scoring item on the mobile survey. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and decrease the time it takes users to complete actions on the [USAJOBS.gov](https://www.usajobs.gov) site using a mobile device.

**Table 3.2.018**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.2.018	Average transparency score (mobile)	-	-	4.39	4.37	4.38	4.42	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 21,983 responses, the response rate was 0.25 percent. OPM increased results by 0.01 points from FY 2022 to FY 2023 to 4.38 but did not meet its FY 2023 target of 4.42 out of 5. In FY 2023, the average transparency score was the only mobile survey score to increase compared to the previous year. The average transparency score was also the highest scoring mobile score in FY 2023. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and increase the transparency of the [USAJOBS.gov](https://www.usajobs.gov) site on a mobile device. OPM will also continue the migration of the [USAJOBS.gov](https://www.usajobs.gov) website to the cloud environment to limit system downtime and prevent disruptions to user access.

**Table 3.2.019**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
3.2.019	Average website helpfulness score (mobile)	-	-	4.14	4.16	4.10	4.18	Not Met	

Note: FY 2023 results are only available for Q1, Q3, and Q4.

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey from October 1, 2022 to December 31, 2022 and from April 1, 2023 to September 30, 2023. With 22,008 responses, the response rate was 0.25 percent. Results decreased by 0.06 points from FY 2022 to FY 2023 to 4.10, and OPM did not meet its FY 2023 target of 4.18 out of 5. In FY 2024, OPM will launch a redesigned [USAJOBS.gov](https://www.usajobs.gov) homepage and improve the search experience. OPM will also conduct a review of the mobile experience to determine if any website enhancements implemented in FY 2023 are not performing as intended. Additionally, OPM will continue conducting user testing and analyzing feedback from customers to inform improvements that enhance the applicant experience and meet their needs while on [USAJOBS.gov](https://www.usajobs.gov) site using a mobile device.

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

**FY 2023 Progress Update**

OPM conducted Human Capital Reviews with the 24 CFO Act Agencies as part of an annual evidence-based review of agencies’ design and implementation of their respective Human Capital Operating Plans, independent audits, and HRStat programs. OPM focused the FY 2023 Human Capital Reviews on four Government-wide topics: workforce planning and analysis, DEIA, evaluation system development, and innovation. By bringing together leaders and subject matter experts from MSAC, WPI, HRS, HCDMM, and ODEIA in individual meetings with agency human capital leaders, OPM identified and shared successful practices, identified root causes of issues, developed solutions, and highlighted crosscutting human capital challenges that warrant further attention.

OPM established recurring agency meetings comprised of a specialized OPM team with representatives from WPI, HRS, and MSAC focused on supporting agencies

impacted by the Bipartisan Infrastructure Law, later expanded to include agencies impacted by the Creating Helpful Incentives to Produce Semiconductors and Science Act and the Inflation Reduction Act. OPM leveraged these sessions as part of its successful surge hiring efforts, reviewing agency-specific data integrated into OPM dashboards, obtaining subject-matter expert vetted answers to agency-requested information, and coordinating talent surge planning next steps.


To further enhance intra-agency collaboration, OPM reestablished a meeting for managers and senior advisors from organizations across OPM, including WPI, MSAC, and HRS, to identify opportunities for collaboration. Focus areas include sharing new regulations, policy, guidance, and tools; promoting engagement across organizations; and facilitating holistic approaches to offer solutions to agency challenges.

In addition, in response to feedback from CHCOs and other stakeholders, OPM developed a clearance process dashboard to provide agency HR offices with more transparency on the status of OPM approvals. OPM will pilot the dashboard with the Department of Veterans Affairs.



**Table 3.3.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	-	4.31	4.42	4.38	4.32	Met	

**FY 2023 Analysis of Results:**

OPM conducted the mobile survey between October 1, 2022, and September 30, 2023. OPM received 1,182 responses in FY 2023. While results decreased 0.04 points from FY 2022 to FY 2023, OPM met its FY 2023 target of 4.32. In FY 2024, OPM will pilot HR data and digital products for HR practitioners and employees, revise a Succession Management Guide, develop a Merit System Principles Maturity Model, and develop a process to identify opportunities for cross-collaborative guidance, support, and service.



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

**FY 2023 Progress Update**

OPM awarded a contract and onboarded the in-house product team needed to drive successful development and implementation of a minimum viable product for its refreshed website. OPM also procured the services for hosting the website’s content management system on a Cloud FedRAMP Platform as a Service. The vendor will provide all the patching, maintenance, and support for the platform (including technical support for implementation).

To inform the [OPM.gov](https://www.opm.gov) modernization effort, OPM developed draft [OPM.gov](https://www.opm.gov) user personas and stood up a sandbox instance of a new content management system. OPM also began user research and took steps to implement a user survey on the website, which OPM will deploy in FY 2024. The agency also developed an initial draft of a new content management strategy, conducted an initial audit of the existing site and its traffic, and began researching a new site structure and navigation.

OPM established an internal program office working group to share updates and solicit feedback as well as an initial Digital Governance Board to review digital projects. The agency began in-depth work on select content areas with the appropriate OPM program offices.

**Table 3.4.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.4.001	Average effectiveness score	-	-	-	-	-	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

In FY 2023, OPM did not administer an [OPM.gov](https://www.opm.gov) customer experience survey. OPM began deployment of a new [OPM.gov](https://www.opm.gov) survey in FY 2024, the results of which OPM plans to publish in the next report.

**Table 3.4.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
3.4.002	Average ease score	-	-	-	-	-	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

In FY 2023, OPM did not administer an [OPM.gov](https://www.opm.gov) customer experience survey. OPM began deployment of a new [OPM.gov](https://www.opm.gov) survey in FY 2024, the results of which OPM plans to publish in the next report.

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

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


### FY 2023 Progress Update

OPM executed a second run of its Innovation in Service Delivery Design Program. Three new teams at OPM participated in a series of workshops and coaching with the Lab at OPM, which helps Government organizations transform their programs, processes, and people through human-centered design. The teams participated in a

series of human-centered design and service delivery workshops and considered a service or program through the lens of service delivery and customer experience. Following the second pilot, OPM developed a summary of learnings and utilized the evaluation of the pilot to inform an open enrollment course offered to Federal employees Government-wide on a fee-for-service basis. Six additional OPM teams participated in the Service Design for Teams open enrollment course, formerly known as the Innovation in Service Delivery Design Pilot Program. Additionally, OPM hosted three “Lunch and Learns” for its employees focused on improving the customer experience, breaking silos, and showcasing a Retirement Services quick guide. The “Lunch and Learns” and the Innovation in Service Delivery Design Program are cross-organizational opportunities to bring OPM employees together to engage with innovation projects and ideas. OPM also hosted its first enterprise-wide “Accelerator,” a fast-paced, interactive session using an innovation jam methodology, with more than 200 participants focused on promoting an innovative and creative culture. Cumulatively, more than 800 OPM employees across 20 offices participated in at least one of these events.

**Table 4.1.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
4.1.001	OPM Innovation score	-	-	-	67.22	71.37	<b>70.22</b>	<b>Met</b>	

### FY 2023 Analysis of Results:

OPM conducted the 2023 OPM FEVS from May 8 through July 14, 2023. Approximately 1,595 OPM employees participated, for a response rate of 61.7 percent. Results increased by more than four points from FY 2022, and OPM exceeded the target. OPM scored highest (76.76 percent) on the Innovation Index item “Employees in my work unit consistently look for new ways to improve how they do their work,” and lowest (62.85 percent) on “My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).”

**Table 4.1.004**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.1.004	Percent of OPM leaders trained in innovation techniques (Cumulative)	-	-	-	6.67%	21.66%	8.43%	Met	

Note: OPM corrected the FY 2022 result for the measure “Percent of OPM leaders trained in innovation techniques” from 6.74 percent to 6.67 percent in May 2023.

**FY 2023 Analysis of Results:**

OPM trained 112 of 517 OPM supervisors, managers, team leaders, and management officials in innovation techniques. The FY 2023 result represents an increase of nearly 15 percentage points from FY 2022, and OPM exceeded its target. OPM launched a second run of the OPM Innovation in Service Delivery Design program and an Accelerator program. These programs created additional opportunities for OPM leaders to be trained in innovation techniques.

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

**FY 2023 Progress Update**

OPM issued a final rule providing improved time-limited hiring flexibilities. OPM also identified additional transactions to consider for delegation and performed risk assessments on those transactions. The agency submitted three legislative delegations / flexibilities to the Congress for consideration and added one additional transactional activity, Dual Compensation Waivers, to propose for delegation to agencies in FY 2024. OPM also briefed the CHCO Council on its progress identifying transactions to be delegated and the tentative timeline for delegating them.

**Table 4.2.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

Results for this measure are not expected until FY 2024.

**Table 4.2.003**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.2.003	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	-	48.48%	46.88%	<b>51.50%</b>	<b>Not Met</b>	

**FY 2023 Analysis of Results:**

In FY 2023, 15 of 32 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM provides appropriate delegations to agencies. This result represents a decrease of 1.6 percentage points, and OPM did not meet its target. OPM conducted the survey in October 2022. With 32 respondents, the response rate was 73 percent. OPM will work to advance additional delegations in FY 2024.

**Table 4.2.004**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.2.004	Percent of low-risk delegations granted to agencies (Cumulative)	-	-	10.00%	10.00%	20.00%	<b>Establish Baseline</b>	<b>Establish Baseline</b>	

**FY 2023 Analysis of Results:**

In FY 2023, OPM granted one additional low-risk delegation to agencies and has now granted two of the 10 designated low-risk delegations since FY 2021.



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

**FY 2023 Progress Update**

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

OPM developed and released its [FY 2023-2026 Data Strategy](#) and rolled out a new [data portal](#) to seamlessly deliver human capital data products and services to agencies, employees, and the public. Data products provided in the rollout include the DEIA, OPM FEVS, Cyber Workforce, Time to Hire, and Attrition dashboards. More than 700 agency senior leaders, CHCOs, and agency-identified stakeholders now have access to OPM data products. In addition, OPM developed a roadmap for developing other high-priority dashboards and insights to meet agency priorities.

OPM continued efforts to enhance data quality and timeliness for analysis and reporting. The agency deployed a new data quality tool to its production environment to enable no-code data testing, reconciliation, and validation. Through its work with agencies and shared service providers, OPM recently achieved an improved time-to-insight mark, releasing three months of EHRI Dynamics data within 24 hours and completing the FY 2022 Dynamics dataset in record time. OPM also began modernization of its data platforms (including Enterprise Human Resources Integration and the electronic Official Personnel Folder) to build a unified platform offering advanced data management,

integration, and governance capabilities. Additionally, OPM is developing new applications to offer improved experiences to Federal employees and HR specialists.


OPM identified Human Capital Data Champions across CFO Act agencies to support agency adoption of OPM dashboards and support quality and timeliness of data submitted to OPM. The agency also established a Data Stewardship Committee working group to operationalize data governance and implement a data stewardship framework. OPM established a Data Inventory to improve data discovery and lay the foundation for classification and protection of its data assets.

To develop the skills of the Federal workforce, OPM’s Human Capital Data Analytics Community of Practice held monthly meetings where OPM and agency speakers presented work and best practices. The Community of Practice grew to more than 400 members across the Federal community, with an average of 150 people attending the meetings each month. The Data Analytics Community of Practice also held two upskilling webinars focused on descriptive analytics tools and practices and predictive analytics. More than 200 Federal community members attended each webinar.

OPM identified gaps in data skills of the OPM workforce through an organization-wide data skills assessment and provided an initial index of training resources aligned to the gaps identified in the assessment. A data visualization support team at OPM offered weekly office hours to more than 50 participants per week, and a data visualization Community of Practice now includes more than 380 members. OPM also partnered with agencies to initiate a Federal data analyst hiring action, which resulted in more than 100 candidates passing the structured interview process. Agencies may leverage this hiring vehicle through August of 2024.

**Table 4.3.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.3.001	Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	-	-	-	54.55%	56.67%	59.55%	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, 17 of 30 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM provides agencies with high quality workforce data and information for decision-making. While the result increased by more than two points from FY 2022, OPM did not meet the target. To improve this result, OPM plans to develop an enterprise human capital analytics platform and implement EHRI payroll data quality improvements in FY 2024. OPM conducted the survey in October 2022. With 30 respondents, the response rate was 68 percent.

**Table 4.3.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.3.002	Average quarterly number of users of OPM's publicly available human capital dashboards	-	-	-	-	4,441.00	133.09	Met	


Note: OPM revised the definition, calculation method, and historical results for this measure in FY 2023 due to changes to the measurement process. Data is not available for the first, second, or third quarters of FY 2023.

**FY 2023 Analysis of Results:**

The FY 2023 result reflects only the result for the fourth quarter. With 4,491 users of the publicly available human capital dashboards, OPM exceeded its target. In FY 2023, OPM launched an updated data portal for agency partners and stakeholders to access the human capital dashboards. As OPM makes additional human capital dashboards available, the agency anticipates the number of users to increase.

**Table 4.3.003**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.3.003	Average quarterly number of authenticated users of OPM's human capital dashboards	-	-	-	67.67	140.25	71.05	Met	

Note: The reported result for FY 2022 is the quarterly average for quarters one, three, and four. Data is not available for the second quarter of FY 2022. In FY 2023, OPM revised the definition for measure 4.3.003 to clarify the user type (authenticated) included in the calculation.

#### FY 2023 Analysis of Results:

The number of users of eight OPM dashboards (Attrition, Cyber Workforce, DEIA, FEVS, OPM Hiring Process, Talent Acquisition, Talent Surge, and Time to Hire) increased each quarter, by 201 percent from Q1 to Q4. The number of users more than doubled from FY 2022, and OPM exceeded the target. The most viewed dashboard was the DEIA dashboard, and the least viewed was the Time to Hire dashboard. In FY 2023, OPM launched an updated data portal for agency partners and stakeholders to access the human capital dashboards.


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

#### FY 2023 Progress Update

OPM's leading practices showcase series for agencies featured human capital data and dashboard work across OPM, including the FEVS Dashboard, the DEIA Dashboard, and the Cyber Workforce Dashboard. OPM also issued guidance sharing leading practices on topics including workforce planning, student and early career programs, and wellness programs. OPM collected leading practices through a President's Management Agenda data call, Human Capital Reviews, CHCO Council working groups and direct collaboration with agencies. The agency also established an internal portal for collecting and sharing leading human capital practices.

**Table 4.4.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	-	9	7	5	Met	

#### FY 2023 Analysis of Results:

In FY 2023, OPM shared seven leading practices with agencies, including OPM's Workforce Planning Guide and Data-to-Decisions Dashboard, the Defensive Finance and Accounting Service's Robotics Process Automation program, and the National Aeronautics and Space Administration's recruitment strategies. While the number of practices shared with agencies decreased by two from FY 2022, OPM exceeded the target.

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

**FY 2023 Progress Update**


OPM completed a clearance process improvement project, which included process mapping, interviews with 40 OPM employees from 13 offices, analysis of 20-months of data on approximately 3,200 packages that were reviewed approximately 24,000 times, and adoption of 19 recommendations to improve the process. To support

these improvements, OPM developed a dashboard for ongoing monitoring of the clearance process. OPM also focused on increasing regulatory process knowledge and capacity within the agency, including the completion of a pilot program on regulatory training and hiring for new regulatory positions, and began the planning process to evaluate policies.

The agency also conducted a preliminary study of Federal employees’ use of the paid parental leave benefit, leveraging OPM human resources data and OPM FEVS data to answer questions related to the number of users of paid parental leave, amount of the leave benefit used, and reasons for not using the full amount of the benefit.

**Table 4.5.001**

- No historical data available for this period.


Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	-	38.46%	0%	43.46%	Not Met	

**FY 2023 Analysis of Results:**

In FY 2023, OPM did not issue any of the three priority policy guidance documents by the deadline, a decline from FY 2022, and did not meet its target. To improve timeliness, OPM conducted a clearance process improvement project, and will begin to implement the recommendations in FY 2024.

**Table 4.5.002**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/Not Met	FY 2019 - FY 2023 Trend
4.5.002	Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs	-	-	-	54.55%	67.74%	59.55%	Met	

**FY 2023 Analysis of Results:**

In FY 2023, 21 of 31 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM’s policy approach is responsive to agency needs. The result increased by more than 13 percentage points from FY 2022, and OPM exceeded the target. OPM conducted the survey in October 2022. With 31 respondents, the response rate was 70 percent.


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

**FY 2023 Progress Update**

OPM conducted outreach to agencies to better understand their perspectives and priorities, and worked with HCDMM, CLIA, OCIO, OC and program offices to understand options available to alleviate burden, as well as the pros, cons, and likelihood of success for various approaches. The long lead time associated with many approaches has led the team to focus primarily on improving communication and coordination of data collection requirements.

**Table 4.6.001**

- No historical data available for this period.

Table	Performance Measure	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2023 Target	FY 2023 Target Met/ Not Met	FY 2019 - FY 2023 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	-	24.14%	Establish Baseline	Establish Baseline	

**FY 2023 Analysis of Results:**

In FY 2023, seven of 29 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey agreed that human capital management system changes resulted in less burden to agencies. OPM conducted the survey in October 2022. With 29 respondents, the response rate was 65 percent.



# Other Requirements

## Major Management Priorities and Challenges

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

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

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

Please refer to the "Performance Details" section of this report for the FY 2023 progress updates, performance measures, results, and analysis of results for each of these objectives.

## Evidence-Building

OPM has integrated its discussion of evidence-building into the "Performance Details" section of this document. Please refer to the FY 2023 progress updates for Objectives 1.1, 1.2, 3.1, 3.2, and 4.5 within the "Performance Details" section.

## Customer Experience

OPM efforts to advance customer experience work are reflected in Goal 3 to create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5. Please refer to Objectives 3.1 and 3.2 within the "Performance Details" section for FY 2023 progress updates, performance measures, results, and analysis of results related to OPM's efforts to advance customer experience work for its two High Impact Service Providers, USAJOBS® and Retirement Services.

# Appendix

## Data Validation and Verification Overview

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

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

- OPM developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in *Results OPM* performance review meetings at least quarterly. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.
- The Office of the Chief Financial Officer (OCFO) provides guidance to Objective Teams on data quality and developed a standard form for Objective Teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The OCFO reviews such documentation for adequacy, providing feedback and recommendations for improvement to Objective Teams. This documentation serves as a job aid to performance measurement and reporting staff, helping to promote the use of consistent definitions and methods.
- To reduce manual processes and the risk of human error, OCFO has developed a new application for performance data collection and reporting and began using the application in FY 2022.
- OCFO, Goal Owners, and Objective Owners assess the use and effectiveness of the agency's performance measures and consider alternative measures during the agency's annual performance budgeting process. Cross-organizational teams of Objective Owners establish consensus on the validity of the measures.

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



## Measure Definitions, Data Sources, Verification, and Validation

### Strategic Goal 1: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points.

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

Performance Measure	Government-wide Diversity, Equity, Inclusion, and Accessibility index score
<p><b>Definition</b></p>	<p>The average of the scores on a one-hundred-point scale (strongly disagree to strongly agree) for the following OPM FEVS items related to diversity, equity, inclusion, and accessibility:</p> <ul style="list-style-type: none"> <li>My organization’s management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).</li> <li>My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).</li> <li>I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.</li> <li>My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).</li> <li>In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).</li> <li>Employees in my work unit treat me as a valued member of the team.</li> <li>Employees in my work unit make me feel I belong.</li> <li>Employees in my work unit care about me as a person.</li> <li>I am comfortable expressing opinions that are different from other employees in my work unit.</li> <li>In my work unit, people’s differences are respected.</li> <li>I can be successful in my organization being myself.</li> <li>I can easily make a request of my organization to meet my accessibility needs.</li> <li>My organization responds to my accessibility needs in a timely manner.</li> <li>My organization meets my accessibility needs.</li> </ul>
<p><b>Data Source</b></p>	<p>OPM Federal Employee Viewpoint Survey (FEVS)</p>
<p><b>Frequency</b></p>	<p>Annual</p>
<p><b>Verification and Validation</b></p>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at <a href="https://www.opm.gov">opm.gov</a>. OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values;</p>
<p><b>Data Limitations</b></p>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

<b>Performance Measure</b>	<b>Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “My agency has the necessary guidance and resources from OPM to inform our future of work planning” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability. OPM subject matter experts and the CHCO executive council validated the items. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

<b>Performance Measure</b>	<b>Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “OPM’s services to inform future of work planning are helpful” divided by the total number of CHCOs who responded to the survey item.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability. OPM subject matter experts and the CHCO executive council validated the items. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

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

Performance Measure	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals
<b>Definition</b>	<p>The number of Federal employees who responded positively (strongly agree or agree) to the following OPM FEVS item, divided by total number of Federal employees who responded to the item:</p> <p>My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals</p>
<b>Data Source</b>	OPM Federal Employee Viewpoint Survey (FEVS)
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the append</p> <hr/>
<b>Data Limitations</b>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>



Performance Measure	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job
<b>Definition</b>	<p>The average weighted hiring manager ratings on a scale of 1 – 10 (with 1 being strongly disagree and 10 being strongly agree) for the Hiring Manager Satisfaction Survey questions below, converted to a 5-point scale:</p> <p>17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent).</p> <p>18. The applicants who were referred had the skills to perform the job (weighted 40 percent).</p> <p>23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent).</p> <p>24. The overall hiring process occurred in a timely manner (weighted 15 percent).</p>
<b>Data Source</b>	Hiring Manager Satisfaction Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>The vendor that administers the Hiring Manager Satisfaction Survey provides quarterly verification of data completeness and accuracy. As part of the verification process, responses to the survey items are checked for appropriate and accurate coding, including no out of range responses and responses corresponded with survey skip patterns. A team of industrial and organizational psychologists assists in the creation, development, and monitoring of the survey process. The survey, including individual questions, has been vetted and approved by subject matter experts and the CHCO Council.</p>
<b>Data Limitations</b>	<p>Data and results are based upon the responses from those who voluntarily complete the survey and who self-identify as having participated in the hiring process. These responses provide a portrayal of their perceptions and experiences regarding the timeliness of services and quality of applicants received. However, the number of service recipients is currently unknown as not every hiring manager completes the survey. To promote use of the survey, USA Staffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process. Because three agencies represent almost 70 percent of responses, they have a disproportionate impact on the overall results of the Hiring Quality and Timeliness Index.</p>

Performance Measure	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire
<b>Definition</b>	The number of Government-wide competitive permanent and term jobs open to the public and open to Federal employees posted to USAJOBS and sourced from USA Staffing and Monster hiring systems that use an assessment type other than or in addition to a self-assessment questionnaire (such as a multiple-choice online exam to assess skills like reasoning, judgment, and interaction), divided by the number of Government-wide competitive jobs open to the public and open to Federal employees posted to USAJOBS and sourced from USA Staffing and Monster hiring systems.
<b>Data Source</b>	USA Staffing and Monster hiring systems
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM, OMB, and GSA publish a publicly available dashboard, enabling all agencies to verify their data.
<b>Data Limitations</b>	Not all manual assessments are tracked in the Talent Acquisition Systems, resulting in potentially underreporting for those assessment types. The results reflect jobs posted to USAJOBS and sourced from USA Staffing and Monster hiring systems. The results represent hires into the competitive service (Delegated Examining and Merit Promotion), which represent a slice of overall agency hires. Other hiring authorities such as direct hire and excepted service positions are excluded from the data, however, some of those positions are still found in the dataset due to challenges identifying and excluding such positions.

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

Performance Measure	Number of social media engagements on recognition-focused content
<b>Definition</b>	<p>The number of engagements on recognition-focused content shared by OPM on X and LinkedIn. In FY 2022, the number also included content shared on Facebook.</p> <p>Engagements are defined as the number of times users liked, @replied, retweeted, or clicked on posts (not including quote tweets) on X and reacted to, commented on, shared, or clicked on posts on LinkedIn.</p> <p>Recognition-focused content includes content shared on OPM social media that is designed to engage, recognize, or elevate the Federal workforce.</p>
<b>Data Source</b>	Sprout Social Profile Performance Report
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	The responses are tracked by the social media companies and reviewed by OC in the Sprout Social Profile Performance Report.
<b>Data Limitations</b>	The data may not reflect all viewers of the content who may see it via other platforms, or who may not engage with the content sufficiently to be captured.

**Strategic Goal 2: Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management.**

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

Performance Measure	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals
<b>Definition</b>	The number of OPM employees who responded positively (strongly agree or agree) to the following OPM FEVS item, divided by the number of OPM employees who responded to the FEVS item: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
<b>Data Source</b>	OPM Federal Employee Viewpoint Survey (FEVS)
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendi</p> <hr/>
<b>Data Limitations</b>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

<b>Performance Measure</b>	<b>Percent of CHCOs indicating that OPM treats them as strategic partners</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “OPM treats CHCOs as strategic partners” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability. OPM subject matter experts and the CHCO executive council validated the items. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

<b>Performance Measure</b>	<b>Percent of CHCOs who strongly agree that OPM treats them as strategic partners</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “strongly agree” with the statement “OPM treats CHCOs as strategic partners” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability. OPM subject matter experts and the CHCO executive council validated the items. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

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

<b>Performance Measure</b>	<b>Percent of OPM’s spend under management (SUM) (Cumulative)</b>
<b>Definition</b>	The amount of OPM’s spend that is actively managed according to category management principles divided by the amount of OPM’s spend. Category management refers to the business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the Government’s acquisition programs.
<b>Data Source</b>	Federal Procurement Data System
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM compares contract data from GSA SUM reports with contract data reported in OPM’s contract writing system to verify GSA’s SUM calculation.
<b>Data Limitations</b>	There are no significant data limitations.

<b>Performance Measure</b>	<b>Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)</b>
<b>Definition</b>	The number of completed performance evaluations divided by the number of contract actions that are subject to performance evaluation reporting requirements.
<b>Data Source</b>	Contractor Performance Assessment Reporting System
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	The U.S. Navy, administrator of the Contractor Performance Assessment Reporting System, validates the methodology and verifies the data. OPM verifies the narratives and reviews contracts in the system contract pool and works directly with system customer service representatives to remove all contracts that do not require past performance reporting from the calculation pool.
<b>Data Limitations</b>	There are no significant data limitations.



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

Performance Measure	Percent of OPM managers who indicate that they have sufficient resources to get their job done
<b>Definition</b>	The number of OPM managers who responded agree or strongly agree to the following Federal Employee Viewpoint Survey item: “I have sufficient resources (for example, people, materials, budget) to get my job done” divided by the total number of OPM managers who responded.
<b>Data Source</b>	OPM Federal Employee Viewpoint Survey (FEVS)
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendi</p> <hr/>
<b>Data Limitations</b>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

Performance Measure	Percent of OPM staff who indicate that they have sufficient resources to get their job done
<b>Definition</b>	The number of non-supervisory OPM staff who responded agree or strongly agree to the following Federal Employee Viewpoint Survey item: “I have sufficient resources (for example, people, materials, budget) to get my job done” divided by the total number of OPM staff who responded.
<b>Data Source</b>	OPM Federal Employee Viewpoint Survey (FEVS)
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendi</p> <hr/>
<b>Data Limitations</b>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

<b>Performance Measure</b>	<b>Percent of software projects implementing adequate incremental development</b>
<b>Definition</b>	The number of OPM projects that have at least one associated activity that plans to deliver functionality in approximately six months divided by the total number of OPM current IT projects.
<b>Data Source</b>	Federal Information Technology Acquisition Reform Act Dashboard, Agency Chief Information Officer Authority Enhancements (Incremental Development)
<b>Frequency</b>	Semi Annual
<b>Verification and Validation</b>	OMB requires agencies' investments to deliver functionality every six months. Congress, OMB, and GAO's work support the use of incremental development practices. OPM reports the data to the Committee on Oversight and Reform and is then verified by additional subject matter experts.
<b>Data Limitations</b>	There are no significant data limitations.

<b>Performance Measure</b>	<b>Score for utilization of the working capital fund to support IT modernization and security</b>
<b>Definition</b>	OPM's average monthly score for using working capital funds, on a 5-point scale, based on the Federal Information Technology Acquisition Reform Act scoring methodology. An agency receives a five (or A) if it has a Modernizing Government Technology Act-specific working capital fund with a Chief Information Officer in charge of decision-making, a four (or B) if it plans to setup a Modernizing Government Technology working capital fund in the current or next fiscal year, a three (or C) if it has a department working capital fund or equivalent, a two (or D) if it has some other IT related funding method, and a one (or F) otherwise.
<b>Data Source</b>	Federal Information Technology Acquisition Reform Act Dashboard
<b>Frequency</b>	Semi Annual
<b>Verification and Validation</b>	The OCIO data collection lead develops the information requested for the Committee on Oversight and Reform's bi-annual scorecard. The OPM Chief Information Officer reviews the information before submittal to the Committee on Oversight and Reform.
<b>Data Limitations</b>	There are no significant data limitations.

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

Performance Measure	OPM Leaders Lead score
<b>Definition</b>	<p>The average of the scores for the following OPM FEVS items, which reflects OPM employees’ perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation:</p> <ul style="list-style-type: none"> <li>• In my organization, senior leaders generate high levels of motivation and commitment in the workforce.</li> <li>• My organization’s senior leaders maintain high standards of honesty and integrity.</li> <li>• Managers communicate the goals of the organization.</li> <li>• Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?</li> <li>• I have a high level of respect for my organization’s senior leaders.</li> </ul>
<b>Data Source</b>	OPM Federal Employee Viewpoint Survey (FEVS)
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendi</p> <hr style="width: 10%; margin-left: 0;"/>
<b>Data Limitations</b>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

**Strategic Goal 3: Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5**

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

<b>Performance Measure</b>	<b>Average number of minutes to answer phone calls (Cumulative)</b>
<b>Definition</b>	The average amount of time contacts spent waiting for an agent to answer after requesting to speak with an agent (from “in queue” state to “active” state). It does not include abandoned calls.
<b>Data Source</b>	CXone Platform
<b>Frequency</b>	Monthly
<b>Verification and Validation</b>	OPM reviews data collection and reporting procedures and tests data to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years, researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management control devices are built into these data collection mechanisms to verify accuracy and reliability.
<b>Data Limitations</b>	There are no significant data limitations.

<b>Performance Measure</b>	<b>Average number of days to process retirement cases</b>
<b>Definition</b>	The average number of days from when OPM receives a retirement application from the annuitant’s agency (or for disability cases, when OPM approves the medical determination) to when final adjudication and payment is issued.
<b>Data Source</b>	Annuity Roll Processing System
<b>Frequency</b>	Monthly
<b>Verification and Validation</b>	OPM reviews data collection and reporting procedures and tests data to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years, researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management control devices are built into these data collection mechanisms to verify accuracy and reliability.
<b>Data Limitations</b>	The processing times do not include the time period before OPM receives the applications from the annuitant’s agencies, and for disability cases, do not include the time period before OPM approves the medical determination.



Performance Measure	Average satisfaction score for services received from Retirement Services
<b>Definition</b>	The average survey recipient response, on a five-point scale (very dissatisfied to very satisfied), for the following statement: I am satisfied with the service received from OPM Retirement Services
<b>Data Source</b>	RS Quarterly Customer Satisfaction Survey
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM has validated survey items with survey experts for comprehension. OPM reviews the data and compares historical trends where applicable.
<b>Data Limitations</b>	The survey is administered quarterly and limited to annuitants who have a valid email address on file with OPM and who received their full annuity payment within the previous three-month period. The scope of this survey does not include certain populations such as those with Civil Service Retirement System deferred cases, survivors, or former spouses. Responses may also be impacted by the amount of time between the customer's transaction and the completion of the survey.

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

Performance Measure	Average overall satisfaction score with USAJOBS (desktop)
<b>Definition</b>	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: What is your overall satisfaction with this site?
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, OPM checks responses to the survey for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns), enhancing data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias in responses and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding satisfaction. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure	Average ease score (desktop)
<b>Definition</b>	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: It was easy to complete what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, OPM checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns), enhancing data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the ease of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure	Average efficiency score (desktop)
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It took a reasonable amount of time to do what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the timeliness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average transparency score (desktop)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: I understand what is being asked of me throughout the Federal application process.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the transparency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average website helpfulness score (desktop)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statements: The website helped me do what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding website helpfulness. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average trust score (desktop)</b>
<b>Definition</b>	The average survey recipient score, on a 5-point scale, for the following statement: This interaction increased my trust in USAJOBS.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondent's perceptions and experiences regarding their trust of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average effectiveness score (desktop)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree, for the following statement: My need was addressed.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the effectiveness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average overall satisfaction score with USAJOBS (mobile)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: What is your overall satisfaction with this site?
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding satisfaction. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average trust score (mobile)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: This interaction increased my trust in USAJOBS.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding their trust of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure	Average effectiveness score (mobile)
<b>Definition</b>	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: My need was addressed.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the effectiveness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure	Average ease score (mobile)
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It was easy to complete what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the ease of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.



<b>Performance Measure</b>	<b>Average efficiency score (mobile)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It took a reasonable amount of time to do what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the efficiency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average transparency score (mobile)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: I understand what is being asked of me throughout the Federal application process.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the transparency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average website helpfulness score (mobile)</b>
<b>Definition</b>	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: The website helped me do what I needed to do.
<b>Data Source</b>	Verint Foresee survey service (USAJOBS survey)
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	As part of the verification process, the USAJOBS data analyst checks responses to the survey item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). By double-checking the coding of each survey item, the office enhances data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers, and a large sample size is used to ensure statistical validity.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding the helpfulness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

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

<b>Performance Measure</b>	<b>Average score for helpfulness of OPM human capital services in achieving human capital objectives</b>
<b>Definition</b>	Average response on a five-point scale (strongly disagree to strongly agree) of human capital community respondents to the following survey item: OPM was helpful in achieving your human capital objectives.
<b>Data Source</b>	Customer Satisfaction Surveys (WPI, MSAC, HRS)
<b>Frequency</b>	Semi Annual
<b>Verification and Validation</b>	OPM checks the responses to the questions for appropriate and accurate coding. For example, OPM checks that there are no out of range responses or unaccounted for responses. Double checking the responses for each survey item enhances data quality by promoting accuracy, completeness, and reliability.
<b>Data Limitations</b>	Data and results are based on the responses from those who voluntarily respond to the questions and who self-identified as having received human capital services from OPM. These responses provide an accurate portrayal of their perceptions and experiences regarding the quality of services received. It is likely that the voluntary nature of the survey and self-identification as a service recipient underestimates the actual number of service recipients.

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

<b>Performance Measure</b>	<b>Average effectiveness score</b>
<b>Definition</b>	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: I found what I needed on the site.
<b>Data Source</b>	Website feedback survey.
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM checks the responses to the questions for appropriate and accurate coding. For example, OPM checks that there are no out of range responses or unaccounted for responses. Double checking the responses for each survey item enhances data quality by promoting accuracy, completeness, and reliability.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding OPM's website. However, the sample may not be fully representative of the population of website users as some may not have elected to complete the survey.

<b>Performance Measure</b>	<b>Average ease score</b>
<b>Definition</b>	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree) for the following statement: It was easy to find what I needed.
<b>Data Source</b>	Website feedback survey.
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM checks the responses to the questions for appropriate and accurate coding. For example, OPM checks that there are no out of range responses or unaccounted for responses. Double checking the responses for each survey item enhances data quality by promoting accuracy, completeness, and reliability.
<b>Data Limitations</b>	Data and results are based upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding OPM's website. However, the sample may not be fully representative of the population of website users as some may not have elected to complete the survey.

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

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

Performance Measure	OPM Innovation score
<p><b>Definition</b></p>	<p>The average of the scores for the following OPM FEVS items:</p> <ul style="list-style-type: none"> <li>• My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).</li> <li>• Employees in my work unit incorporate new ideas into their work.</li> <li>• Employees in my work unit consistently look for ways to improve how they do their work.</li> <li>• Management encourages innovation.</li> </ul>
<p><b>Data Source</b></p>	<p>OPM Federal Employee Viewpoint Survey (FEVS)</p>
<p><b>Frequency</b></p>	<p>Annual</p>
<p><b>Verification and Validation</b></p>	<p>Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendi</p> <hr/>
<p><b>Data Limitations</b></p>	<p>The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historic effect) could possibly influence results.</p> <p>Not all executive agencies participate in the OPM FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

<b>Performance Measure</b>	<b>Percent of OPM leaders trained in innovation techniques (Cumulative)</b>
<b>Definition</b>	The number of OPM employees classified as supervisors and managers, team leaders, leaders, and management officials trained in innovation techniques divided by the total number of supervisors and managers, team leaders, leaders, and management officials.
<b>Data Source</b>	OPM HR employee supervisor status report and innovation training tracking spreadsheet
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	The OPM program offices that coordinate the innovation trainings and workshops verify the attendee lists. OPM crosschecks the attendee lists from innovation trainings and workshops with the list of supervisors and managers, team leaders, leaders, and management officials.
<b>Data Limitations</b>	There are no significant data limitations.

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

<b>Performance Measure</b>	<b>Percent of low-risk delegations with errors identified through OPM or agency led evaluations</b>
<b>Definition</b>	The number of errors found in a representative sampling of delegated low risk transactions during OPM-led evaluations and by CHCO agency internal reviews divided by the number of actions reviewed by OPM and the agency.
<b>Data Source</b>	Results of OPM-led Human Capital Management Evaluations, Delegated Examining reviews, or special studies, and results of annual agency internal assessment that are provided to OPM
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM will verify the number of low-risk transactions processed by agencies through OPM's Enterprise Human Resource Integration (EHRI) or, for those transactions not captured in EHRI, through a data call to agencies. OPM will verify the number of low-risk transactional errors identified in OPM-issued reports during the review and clearance process. OPM will also verify the number of errors identified in agency led assessments.
<b>Data Limitations</b>	There are no significant data limitations.

<b>Performance Measure</b>	<b>Percent of CHCOs who agree that OPM provides appropriate delegations to agencies</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “OPM provides appropriate delegations to agencies” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	Items were verified by OPM subject matter experts and the CHCO executive council. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council. As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

<b>Performance Measure</b>	<b>Percent of low-risk delegations granted to agencies</b>
<b>Definition</b>	The number of low-risk delegations granted to agencies from OPM divided by the number of potential transactions determined by OPM to be low risk.
<b>Data Source</b>	Tracking spreadsheet that includes all transactions identified for potential delegation to agencies
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM’s Merit System Accountability and Compliance, Workforce Policy and Innovation, and Suitability Executive Agent Programs offices review the list of delegations for accuracy and completeness.
<b>Data Limitations</b>	There are no significant data limitations.



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

<b>Performance Measure</b>	<b>Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “OPM provides agencies with high quality workforce data and information for decision-making” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	Items were verified by OPM subject matter experts and the CHCO executive council. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council. As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

<b>Performance Measure</b>	<b>Average quarterly number of users of OPM’s publicly available human capital dashboards</b>
<b>Definition</b>	The average quarterly number of unique visitors to OPM’s human capital dashboards featured or housed on the public OPM Data Portal.
<b>Data Source</b>	Universal Analytics
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM subject matter experts review the data and research any anomalies.
<b>Data Limitations</b>	The number of dashboards will increase over time.

Performance Measure	Average quarterly number of authenticated users of OPM’s human capital dashboards
<b>Definition</b>	The average quarterly number of unique users who access OPM’s human capital dashboards through some authenticated means as a precursor to gaining access.
<b>Data Source</b>	Interactive data visualization software that tracks web traffic and analytics
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM validates the number of users who request access and view the human capital dashboards.
<b>Data Limitations</b>	Given that some OPM dashboards contain sensitive/confidential information, not all human capital dashboards are made public.

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

Performance Measure	Number of leading practices shared with Federal agencies
<b>Definition</b>	The number of leading practices shared with Federal agencies via publications or events. Leading practices demonstrate efficiency and effectiveness for delivering a particular outcome. They may be specific to organizational context and time period. Leading practices are continuously developing.
<b>Data Source</b>	Internal database
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	The OPM program offices who issue the publications or coordinate the events in which leading practices are shared with agencies verify the counts. OPM also verifies the data using records of communications and event resources, including agendas and presentations.
<b>Data Limitations</b>	The reported results do not capture leading practices shared informally via OPM technical assistance.

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

<b>Performance Measure</b>	<b>Percent of priority policy guidance issued by the deadline</b>
<b>Definition</b>	The number of priority policy guidance documents issued by the deadline divided by the number of policy guidance documents issued. Priority guidance is statutorily required, related to OPM’s Strategic Plan, or related to the President’s Management Agenda. For this measurement, the deadline for a priority policy guidance document is based on an 18-day review period.
<b>Data Source</b>	Document approval system
<b>Frequency</b>	Quarterly
<b>Verification and Validation</b>	OPM uses internal reporting from the document approval system to verify when documents are approved and if the documents were approved by the established deadline.
<b>Data Limitations</b>	As OPM transitions from its legacy internal document approval system to a new system, there is a risk of inconsistencies in data collection procedures.

<b>Performance Measure</b>	<b>Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “OPM’s policy approach is responsive to agency needs” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	Items were verified by OPM subject matter experts and the CHCO executive council. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council. As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

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

<b>Performance Measure</b>	<b>Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies</b>
<b>Definition</b>	The number of CHCO survey respondents who indicate that they “agree” or “strongly agree” with the statement “Human capital management system changes resulted in less administrative burden to agencies” divided by the total number of CHCOs who responded to the survey item. CHCOs are defined as the CHCOs and Deputy CHCOs of the CHCO Act of 2002 agencies.
<b>Data Source</b>	CHCO Council Survey
<b>Frequency</b>	Annual
<b>Verification and Validation</b>	Items were verified by OPM subject matter experts and the CHCO executive council. Data is cross referenced with other feedback channels and coordination efforts through the CHCO Council. As part of the verification process, responses to the survey item are checked for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns). Double-checking the coding of each survey item enhances data quality, supporting accuracy, completeness, and reliability.
<b>Data Limitations</b>	This data is collected annually and, therefore, reflects CHCO opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. In addition, turnover in some agency CHCO positions can be high, meaning that the sample is not stable over time. Other key limitations are response rate, which may vary by year, and sample size, which is expected to be low and limits the ability to make precise determinations or comparisons.

# Acronyms

Acronym	Definition
<b>APG</b>	Agency Priority Goal
<b>CHCO</b>	Chief Human Capital Officer
<b>CLIA</b>	Congressional, Legislative, and Intergovernmental Affairs
<b>DEIA</b>	Diversity, Equity, Inclusion, and Accessibility
<b>EHRI</b>	Enterprise Human Resources Integration
<b>FEHB</b>	Federal Employees Health Benefits
<b>FSEM</b>	Facilities, Security & Emergency Management
<b>FY</b>	Fiscal Year
<b>GSA</b>	General Services Administration
<b>HCDMM</b>	Human Capital Data Management and Modernization
<b>HI</b>	Healthcare and Insurance
<b>HR</b>	Human Resources
<b>HRS</b>	Human Resources Solutions

Acronym	Definition
<b>IT</b>	Information Technology
<b>MSAC</b>	Merit System Accountability & Compliance
<b>OC</b>	Office of Communications
<b>OCFO</b>	Office of the Chief Financial Officer
<b>OCIO</b>	Office of the Chief Information Officer
<b>ODEIA</b>	Office of Diversity, Equity, Inclusion, and Accessibility
<b>OGC</b>	Office of the General Counsel
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	Office of Personnel Management
<b>OPM FEVS</b>	OPM Federal Employee Viewpoint Survey
<b>OPO</b>	Office of Procurement Operations
<b>RS</b>	Retirement Services
<b>WPI</b>	Workforce Policy and Innovation



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