

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Annual Performance Report

Fiscal Year 2020



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Message from the Director

In Fiscal Year (FY) 2020, the United States Office of Personnel Management (OPM) advanced its efforts to serve the Federal workforce, agencies, job seekers, and retirees. As OPM looks to the future, we take stock of the progress we have made and the challenges we have confronted in the previous year.

In this report, OPM provides an overview of its FY 2020 efforts to achieve the strategic objectives in OPM's FY 2018-2022 Strategic Plan. Over the course of the year, OPM made progress in improving the Federal hiring process, providing the Federal workforce quality and affordable healthcare, assisting agencies to meet their human capital objectives, improving customer service to retirees and annuitants, and optimizing the agency's performance.

OPM advanced these efforts while playing a vital role in the Federal Government's response to the COVID-19 pandemic. To support agencies in their efforts, OPM provided guidance, flexibilities, and services to partner agencies to help them adapt to new demands and fulfill the needs of those they serve. Among our accomplishments, OPM provided agencies guidance on leave usage, telework, and employee and labor relations, and issued hiring authorities that allowed agencies to use emergency flexibilities to quickly staff up and respond to the pandemic.

DRIVING IMPROVEMENTS TO THE HIRING PROCESS

In FY 2020, OPM advanced a series of reforms to improve the Federal hiring process. OPM transmitted legislation to the Congress that would allow Federal agencies to consider time-limited employees for permanent positions through merit promotion procedures. The agency also identified a series of flexibilities to allow for the use of noncompetitive term-limited appointments of highly qualified experts, the expansion of term/temporary hiring authorities, an industry exchange program for Science, Technology, Engineering, and Mathematics (STEM) occupations, and the noncompetitive hiring of students and recent graduates.

To facilitate the implementation of the President's *Executive Order 13932 Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, OPM also developed guidance to promote the use of competency-based assessments in the Federal hiring process. Government-wide hiring manager satisfaction increased 4.4 percentage points in FY 2020—from 73.5 percent to 77.9 percent—exceeding the agency's FY 2020 target by 1.1 percentage points.

IMPROVING HEALTHCARE QUALITY AND AFFORDABILITY

To promote competition and provide Federal employees, annuitants, and their families with improved healthcare quality and affordability, OPM made 18 new plan options available under the Federal Employees Health Benefits (FEHB) program, including two new options under the nationwide Indemnity Benefit Plan. The agency also advanced its Agency Priority Goal to establish an FEHB Program Master Enrollment Index that, by the end of FY 2021, will serve as a single source of authoritative FEHB enrollment data that will be used to promote effective program management and improve program integrity. As part of the Federal Government's response to the COVID-19 pandemic, OPM monitored the pandemic's healthcare-related impacts and worked with FEHB carriers to implement flexibilities in coverage to better serve the needs of subscribers.

ADVANCING AGENCIES' HUMAN CAPITAL OBJECTIVES

In FY 2020, 89.2 percent of survey respondents agreed that OPM's human capital services help them to achieve their human capital objectives, exceeding the agency's target of 88.8 percent and improving upon the previous year's results by nearly six percentage points.

Over the course of the year, OPM provided 34 strategic human capital management tools, flexibilities, and authorities to Chief Financial Officer (CFO) Act agencies to enable them to better meet their human capital objectives, including new assessment options for the Senior Executive Service and supervisors through USA HireSM. OPM also drafted and issued 22 Chief Human Capital Officers (CHCO) Council transmittals, Frequently Asked Questions, and other documents to help guide and support agencies in their COVID-19 pandemic responses.

STRENGTHENING RETIREMENT CUSTOMER SERVICE

In FY 2020, OPM handled more than 1.53 million retirement-related phone calls—a six percent increase from the previous fiscal year. OPM

continued a four-year trend of lowering the average time it takes to respond to retirement-related phone calls from 17.9 minutes in FY 2016 to 6.3 minutes in FY 2020. Throughout the fiscal year, the agency engaged with the United States Digital Service to identify and create new infrastructure improvements and efficiencies that will further improve the agency's provision of customer service to retirees and annuitants.

OPTIMIZING AGENCY PERFORMANCE

In FY 2020, the agency met its performance targets for OPM senior supervisory employee satisfaction with the agency's financial management, human capital, and informational technology services. To exceed the Government-wide average scores by FY 2022, the agency's mission support offices are reviewing survey findings and identifying additional actions to improve.

To further enhance agency performance, OPM completed an initial rollout of tools to promote collaboration while also enabling continuous operations during the COVID-19 maximum telework period. The agency also completed an interim Learning Agenda that will guide the agency's efforts to use research, evaluation, statistics, and other analytical methodologies to build evidence to better inform agency decision-making.

CONCLUSION

In the face of complex challenges like the COVID-19 pandemic, OPM advanced important initiatives in FY 2020 that will have a positive impact on the Federal human capital management landscape in the years ahead. As the agency progresses into FY 2021, OPM commits to using the lessons from the year past to drive positive outcomes, advance merit systems principles, and enable agencies and the Federal workforce to better serve the American people.



Michael Rigas
Acting Director
January 19, 2021

OPM Overview

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



KEY FUNCTIONS

Human Capital Management Leadership

Policy

OPM interprets and enforces governing law and provides policy direction and leadership in designing, developing, and promulgating Government-wide human 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 responds to agency requests to exercise certain Government-wide personnel management

authorities that are centrally administered or subject to OPM approval under law, and oversees the implementation of key Administration priorities and goals concerning Government-wide human capital management matters.

Service

OPM provides customized human capital and training products and services to Federal agencies to maximize their organizational and individual performance and to drive their mission results. Utilizing the agency's internal human capital experts, shared service providers within Government, and/or private-sector contractors, OPM's personnel management 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 the Human Capital and Training Solutions Contracts, an Office of Management and Budget (OMB) designated Best-In-Class contract, as part of the Government-wide Category Management effort.

The private contractors, comprised of 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.

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

OPM generates Government-wide benefit through Human Resources Information Technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resources Integration, USA Learning®, USAJOBS®, USA Staffing®, USA HireSM, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. Through Human Capital Data Management and Modernization (HCDMM), OPM leads the Government-wide transformation of human resources information technology by focusing on modernization, integration, and performance assessment.

OPM maintains USAJOBS®, the Federal Government's official job employment site connecting applicants with Federal employment opportunities across the United States and around the world. The primary purpose of USAJOBS is to deliver a workforce, jointly with Federal agencies, that effectively serves the public. Through USAJOBS, OPM promotes fair and open competition in Federal hiring as described by the first of the Merit System Principles, as

codified in United States Code Title 5, Section 2301. It is the one-stop source for Federal jobs and employment information. USAJOBS provides an efficient means for Federal agencies to meet their legal obligations to provide public notice of Federal employment opportunities. The USAJOBS website is the official source for Federal recruitment and includes job announcements and application details for most Government positions.

Oversight

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

Benefits

Federal Benefits for Employees and Annuitants

OPM facilitates access to the high-caliber healthcare and insurance programs offered by the Federal Government, including health insurance, dental and vision insurance, flexible spending accounts, life insurance, and long-term care insurance. OPM benefit offerings make Federal employment more attractive, and thus enabling agencies to compete for good candidates with other potential employers. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, and employees of tribes or tribal organizations.

Effective in 2019, OPM also offers dental and vision plans to individuals who are eligible as military retirees and their families, members of the Retired Reserve, non-active Medal of Honor recipients, or survivors and family members of active-duty service members. In addition, under

section 713 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019¹, current TRICARE Dental Program beneficiaries, including military reservists and active duty military family members, will become eligible for dental coverage under the Federal Employees Dental and Vision Insurance Program (FEDVIP) starting with the first contract year that begins on or after January 1, 2022.

Retirement

OPM is responsible for the administration of the Federal Retirement Program covering nearly 2.5 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. OPM also administers, develops, and provides Federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death based on a myriad of statutes and regulations; post-retirement changes due to numerous life events; health and life insurance enrollments; Federal and state tax deductions; as well as other payroll functions.

Vetting

Through FY 2019, OPM was responsible for providing investigative products and services for more than 100 Federal agencies to use as the basis for a variety of adjudicative decisions, including but not limited to security clearance and suitability decisions as required by Federal law. OPM's investigations program focused on continual process improvement through innovation, stakeholder engagement, and agile acquisition strategy. Just prior to the beginning of FY 2020, certain investigative functions previously performed by the National Background Investigations Bureau (NBIB) moved to the Department of Defense. OPM retains oversight over non-national security investigations.

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

HISTORY

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

¹ Public Law No. 115-232, available at <https://www.congress.gov/bill/115th-congress/house-bill/5515>

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

PROFILE

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has field offices in 16 locations across the country, and operating centers in Pennsylvania, Maryland, and Georgia. OPM's FY 2020 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled nearly \$952 million. In FY 2020, the agency had 2,519 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was \$299,755,000. OPM received an additional \$12,100,000 from the CARES Act legislation for improvements in remote work capacity.

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

Purpose and Scope

The FY 2020 Annual Performance Report (APR) provides an overview of OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2018-FY 2022 Strategic Plan. The APR is 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 2020. The FY 2020 APR meets reporting requirements in the Government Performance and Results Modernization Act of 2010, which focuses on improving performance and accountability in Federal agencies, and guidance described in Office of Management and Budget (OMB) Circular A-11.



The report does not include performance information for additional mission activities aligned to key functions or additional mission support activities. This includes certain functions required by statute, regulation, or Executive Order, as well as information technology, contracting, facilities and security, financial management, and overhead functions that are difficult to align directly with a specific strategic goal within the Strategic Plan.

The objectives in OPM's FY 2018-FY 2022 Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency developed performance measures and targets aligned to the objectives.

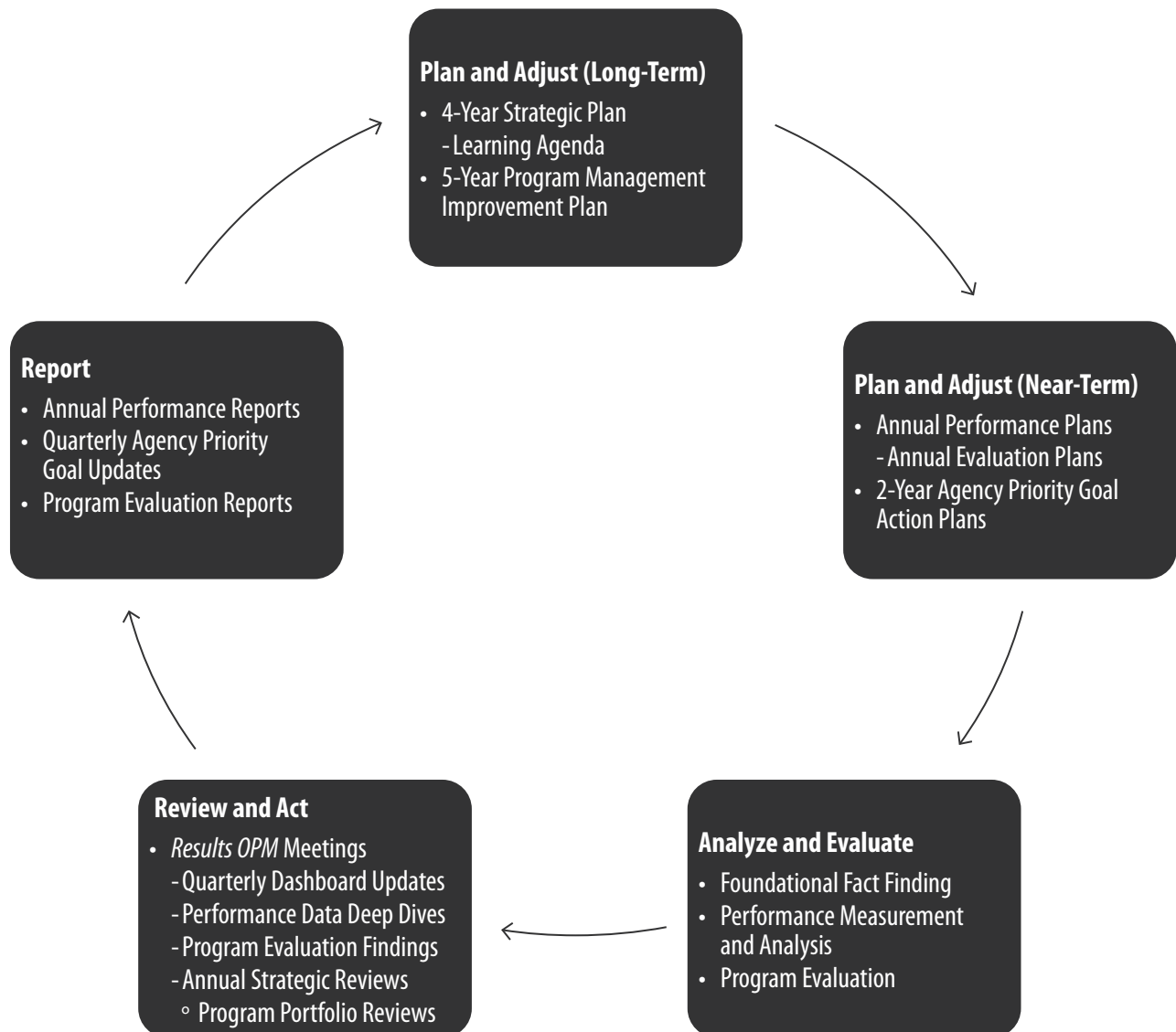
The targets indicate the agency's planned levels of performance and were set based on the amount of resources requested for each objective. In this report, the agency compares these planned levels of performance to actual performance, explaining any variances or trends. OPM identifies successful or promising practices relative to the performance targets, and 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 the OPM website at <https://www.opm.gov/about-us/budget-performance/performance/>.

OPM's Performance Management Approach

RESULTS OPM

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



- 1 **Plan and Adjust (long-term):**
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. Every five-years, OPM also institutes a Program Management Improvement Plan.
- 2 **Plan and Adjust (near-term):**
As a 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 to answer a subset of questions included in the Learning Agenda. OPM submits the Annual Performance Plan and Annual Evaluation Plan to OMB each September. 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. The Agency Priority Goals are near-term priorities and results that the agency wants to accomplish.
- 3 **Analyze and Evaluate:**
To better understand agency performance, OPM carries out foundational fact-finding, performance measurement and analysis, and program evaluation activities as outlined in its Annual Performance Plan and Annual Evaluation Plan.
- 4 **Review and Act:**
OPM conducts data-driven performance review (or Results OPM) meetings at least quarterly, to review key data and to bring together the people, resources, and analysis needed to drive progress. The meetings are chaired by the Director or CMO. Agency leaders diagnose problems and opportunities, learn from past experiences, and decide next steps to improve performance. During the meetings, leaders review quarterly dashboard updates on progress towards objectives outlined in the Strategic Plan, performance data deep dives on priority program or mission support areas, and program evaluation findings, as appropriate. On an annual basis, OPM carries out an annual strategic review, which includes program portfolio reviews, to assess agency progress.
- 5 **Report:**
Every year, OPM publishes an Annual Performance Report that outlines the agency's progress towards achieving the goals and objectives described in the agency's Strategic Plan and Annual Performance Plan. The Annual Performance Report also includes key findings from agency program evaluations and progress on the agency's two-year Agency Priority Goals. The agency also publicly reports on progress towards Agency Priority Goals on a quarterly basis.

OPM's Strategic Framework

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

OPM's Strategic Plan includes three strategic goals as well as one operational excellence goal to improve both program operations and cross-cutting management functions. The plan includes 13 strategic objectives aligned to the goals, and the agency monitored the performance results aligned to each objective to track its progress towards achieving the goals. OPM's FY 2018–FY 2022 Strategic Plan is available at <https://www.opm.gov/about-us/budget-performance/strategic-plans/2018-2022-strategic-plan.pdf>.

VISION

“Empowering Excellence in Government through Great People”

MISSION

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

VALUES

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

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

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

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

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

STRATEGIC GOALS & OBJECTIVES

Strategic Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce

OBJECTIVE	OBJECTIVE STATEMENT
1.1	Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner
1.2	Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets
1.3	Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform
1.4	Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans

Strategic Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions

OBJECTIVE	OBJECTIVE STATEMENT
2.1	Improve collection and analysis of data to better inform human capital management decisions
2.2	Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives adoption of the Software as a Service model by the end of 2022
2.3	Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements

Strategic Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs

OBJECTIVE	OBJECTIVE STATEMENT
3.1	Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives
3.2	Achieve recognition as the trusted human capital management advisor

Strategic Goal 4: Optimize agency performance

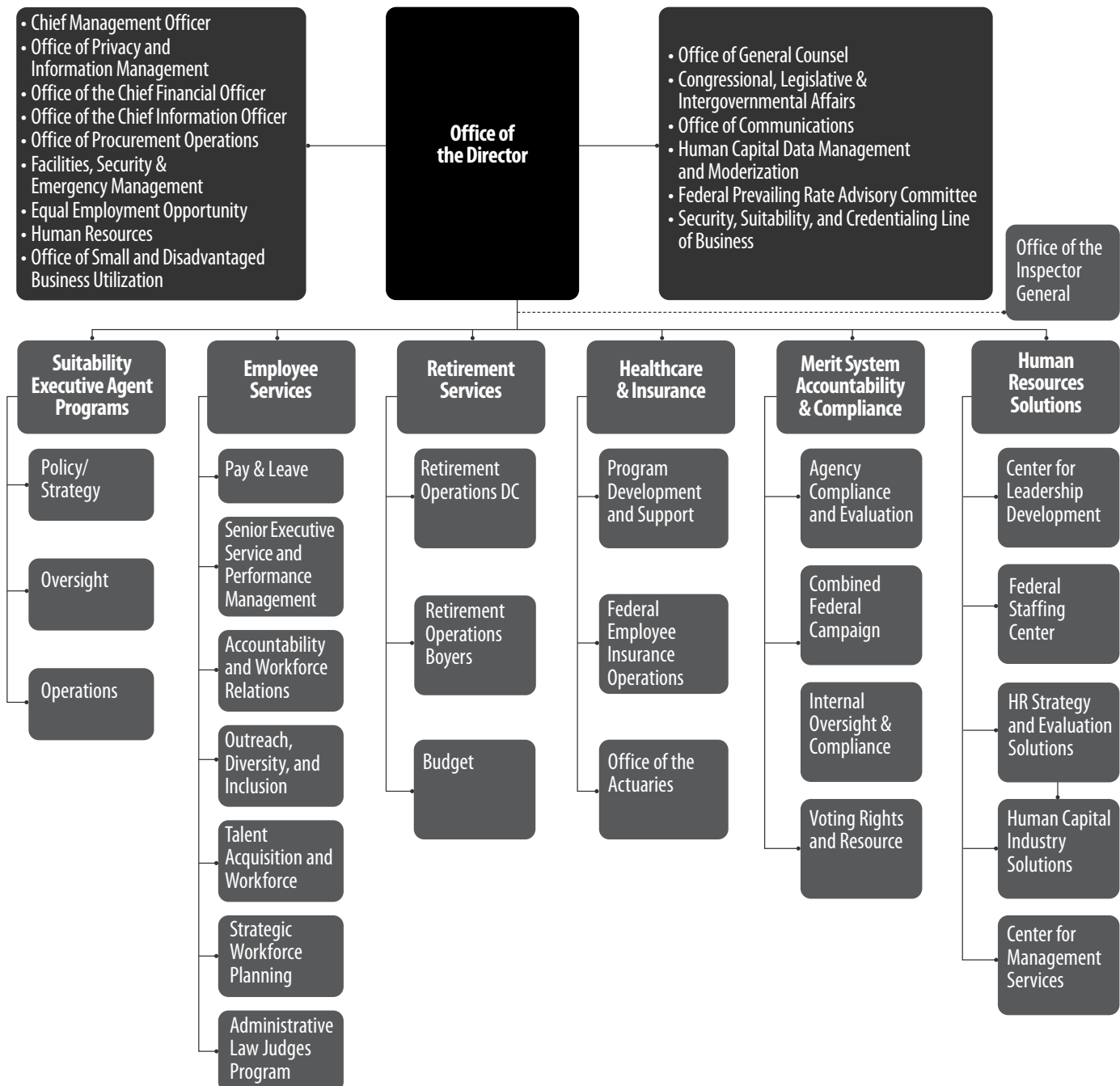
OBJECTIVE	OBJECTIVE STATEMENT
4.1	Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
4.2	Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points
4.3	Exceed the Government-wide average satisfaction score for each agency mission support service
4.4	Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

Performance and accountability at OPM begin with the Strategic Plan.

Organizational Structure

OPM's offices and employees within them implement the programs and deliver the services that enable the agency to meet its strategic goals, while continuing to perform statutory duties. Together, these organizations execute and enable OPM's mission.

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



EXECUTIVE OFFICES

The Office of the Director (OD) 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. Included within OD is the Executive Secretariat (ExecSec) function, which is responsible for coordination and review of agency correspondence, policy and program proposals, regulations, and legislation. The ExecSec serves as the agency's regulatory interface with the Office of Management and Budget and the Federal Register. The office is also responsible for the administrative and resource management support for the OD and other executive offices. Additionally, the ExecSec coordinates OPM's international affairs activities and contacts.

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

Office of the General Counsel (OGC) provides legal advice and representation to the Director and OPM managers and leaders so they can work to provide the Federal Government an effective and trusted civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice in its

representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and, thus, benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for the Government-wide Hatch Act regulations, administers the internal agency Hatch Act and ethics programs, and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review. Further, consistent with the Government in Ethics Act, OGC, along with DOJ, consults with the United States Office of Government Ethics (OGE) on any regulations related to the Standards of Conduct OGE plans to issue. OPM also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act.

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

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

materials for the Director and other OPM officials for various activities and events. The OC also plans events that amplify the Administration's and OPM's key initiatives within the agency as well as Government-wide. The office is also responsible for Section 508 Accessibility.

Security, Suitability, and Credentialing Line of Business (SSCLOB) is an interagency organization that is administratively housed within OPM's Office of the Director. It was established by and is operationally directed by the Security, Suitability and Credentialing Performance Accountability Council. The Council is chaired by OMB's Deputy Director for Management and is accountable to the President for promoting the alignment of personnel vetting processes and driving enterprise-wide reforms. The SSCLOB assists the Council—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.

Human Capital Data Management and Modernization (HCDMM) works to lead Government-wide human capital strategic management through innovation of interoperable data, services, and operations. HCDMM encompasses: the Federal Human Resources Line of Business with governance via the Multi-Agency Executive Strategy Committee encompassing the 24 CFO Act agencies; programmatic responsibility for Enterprise Human Resources Integration program that is the primary Government-wide human resources data collection platform and the FedScope web portal that provides statistical information about the Federal civilian workforce to the public and; the electronic Official Personnel Folder solution that is a Government-wide mission critical application, which aggregates HR information and displays HR and retirement documents accumulated during a Federal employee's career. HCDMM works to implement a modern model and standards for Government-wide HR business practices, service delivery, and

acquisition requirements through the Human Capital Business Reference Model, the Human Capital Federal Integrated Framework and the Human Capital Information Model. HCDMM oversees governance related to human capital data management, including via Federal guides for working with and managing human capital data, requirements for data file submissions to OPM, and protocols for human capital data releases. HCDMM also manages the dissemination of Federal human resources data to the Congress, the Government Accountability Office (GAO), the White House and other external entities.

PROGRAM OFFICES

Employee Services (ES) 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, diversity and inclusion, labor and employee relations, and the Administrative Law Judges Program. ES does so by equipping Federal agencies with tools, flexibilities, and authorities, as well as forward-leaning strategic workforce planning, to enable agencies to hire, develop, and retain an effective Federal workforce.

Retirement Services (RS) is responsible for administering, developing, and providing Federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. RS is responsible for administering the Civil Service Retirement System and the Federal Employees Retirement System (FERS), serving nearly 2.7 million Federal retirees and survivors who receive monthly annuity payments. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending out 1099-Rs, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post adjudication activities.

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

Merit System Accountability & Compliance (MSAC) provides rigorous oversight to determine if Federal agency human resources programs are effective and efficient and comply with merit system principles and related civil service regulations. MSAC evaluates agencies' programs through a combination of OPM-led evaluations and as participants in agency-led reviews. The evaluations may focus on all or some of the four systems of OPM's Human Capital Framework: (1) strategic planning and alignment of human resources to mission, (2) performance culture, (3) talent management, and (4) evaluation systems. MSAC reports may identify required corrective actions, which agencies must show evidence of implementing, as well as recommendations for agencies to improve their systems and procedures. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements and are free of political influence. MSAC is required to report to Congress on its review and determinations concerning these appointments. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals (where the grade or pay is equal to or greater than the retained grade (5 CFR 536.402), all of which provides Federal employees with administrative

procedural rights to challenge compensation and related agency decisions without having to resort to seeking redress in Federal courts. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights programs. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Internal Oversight and Compliance drives the resolution of audit recommendations. Internal Oversight and Compliance serves as the liaison between OPM program offices and oversight groups such as the OIG and GAO, and helps to coordinate audit activities to resolve recommendations.

Human Resources Solutions (HRS) provides customized human capital and training products and services to Federal agencies to maximize their organizational and individual performance and to drive their mission results. Utilizing internal human capital experts and/or private sector partners, HRS helps agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, manage the performance management process, and achieve long-lasting human capital results. HRS operates under the provisions of the Revolving Fund, 5 U.S.C. §1304 (e)(1), that authorizes OPM to perform human resources services for Federal agencies on a cost reimbursable basis. HRS is a fee-based organization comprised of four practice areas offering a complete range of tailored and standardized human resources products and services, on a cost-reimbursable basis, designed to meet the unique and dynamic needs of the Federal Government. These services operationalize Government-wide HR policies and other key human capital initiatives to support agencies' mission critical human capital needs. Much of this work is directed by statute, and other aspects are performed at the option of an agency

that engages HRS in this work. HRS provides customer agencies with innovative, high quality government-to-government and private-sector solutions to help them develop leaders and, attract and build a high-quality public sector workforce, and achieve long-lasting mission success. This includes recruiting and examining candidates for positions for employment by Federal agencies nationwide; managing the Leadership for a Democratic Society program and other leadership, management, and professional development programs; automating the full range of Federal rules and procedures for staffing, learning, and performance management; operating the USAJOBS® online recruitment employment site; developing specialized assessments and performance management strategies; providing comprehensive HR strategy; providing learning record systems or and learning ecosystems and offering Federal customers human capital management, organizational performance improvement, and training and development expertise delivered through best-in-class contracts.

Suitability Executive Agent (SuitEA) was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of vetting for and determinations of suitability or fitness for Federal employment or to perform work under a Government contract and eligibility for credentials (that is, logical and physical access to agency systems and facilities) across the Government. SuitEA prescribes suitability, fitness, and credentialing standards and conducts oversight of functions delegated to the heads of agencies while retaining jurisdiction for certain suitability determinations and taking Government-wide suitability actions when appropriate. SuitEA also issues guidelines and instructions to the heads of agencies to promote appropriate uniformity, centralization, efficiency, effectiveness, reciprocity, timeliness, and security in suitability/fitness/credentialing processes. In the wake of the delegation to DOD of investigations relating to suitability, fitness, or credentialing, SuitEA will also be responsible for setting standards for those investigations and exercising oversight over DOD's performance of those investigations.

MISSION SUPPORT SERVICES

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) leads and performs OPM's financial management services, accounting, financial systems, budget, performance, enterprise risk management, and internal controls programs which enable the agency to achieve strategic objectives and mission. Additionally, the OCFO facilitates the completion of timely and accurate financial reports that support decision making, comply with Federal requirements, and demonstrate effective management of taxpayer dollars.

Office of the Chief Information Officer (OCIO) defines the enterprise information technology vision, strategy, information technology policies, and cybersecurity for OPM. The OCIO manages the IT network and communications infrastructure and applications that support OPM's business applications and operations. Additionally, the OCIO determines and operates the agency's cybersecurity program and protections. The OCIO also determines the most effective use of technology in support of the agency's strategic plan, including the long-term enterprise strategic architectures, platforms, and applications. The OCIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as project tracking at critical review points. The OCIO provides review and oversight of major information technology acquisitions for consistency with the agency's architecture and the information technology budget and is responsible for the development of the agency's information

technology security policies in a manner consistent with Federal law and mandates. The OCIO leads the agency's information technology architecture engineering to further architecture integration, design consistency, and compliance with Federal standards. The OCIO also partners with other agencies on Government-wide projects such as IT Modernization, optimizing enterprise services through the OMB Cloud Smart Directive, and developing long-term plans for human resource information technology strategies.

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

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 in support of other Federal agencies that require support under OPM contracts. OPO is responsible for the agency suspension and debarment program, as well as supports the small business utilization efforts for OPM in accordance with law and OPM contracting policies. The Acquisition Policy and Innovation function within OPO provides acquisition policy development and guidance agency-wide, as well as provides compliance and oversight over OPM's procurement program. OPO provides acquisition support and oversight for all Contracting Officers and Contracting Officer Representatives, and manages and provides oversight of the purchase card program. OPO serves as OPM's liaison to the Office of Federal Procurement Policy, Chief

Acquisition Officers Council, and other key external agency partnerships.

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

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

OTHER OFFICES

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

Office of the Inspector General (OIG) is the independent office that conducts comprehensive and 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 OIG keeps the Director and Congress fully informed about problems and deficiencies in the administration of agency programs and operations, and the need for and progress of corrective action.

Agency Priority Goals

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



OPM'S APGS COVERING FY 2020–FY 2021 ARE AS FOLLOWS:

APG	Related Strategic Objective
<p>1. Enable agencies to effectively address current and projected workforce needs to meet mission objectives. By September 30, 2021, OPM will provide agencies with at least 48 significant tools, flexibilities, and authorities needed to advance their human capital objectives including mitigating skill gaps in 80 percent of identified high risk mission critical occupations, compared to a 2017 baseline.</p>	Strategic Objective 3.1
<p>2. Establish an FEHB Master Enrollment Index. By September 30, 2021, OPM will establish a Master Enrollment Index for the FEHB Program that includes at least 90 percent of FEHB subscribers and family members. The Master Enrollment Index will consist of a Master Person Index that includes FEHB subscribers and family members and a Master Enrollment File that includes FEHB enrollment transactions.</p>	Strategic Objective 1.4

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

Cross-Agency Priority Goals

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



Pursuant to the Government Performance and Results Modernization Act requirement to address CAP goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to www.Performance.gov for the agency's contributions to these goals and progress made.

CAP GOAL 3

Developing a Workforce for the 21st Century

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

- improving employee performance management and engagement;
- reskilling and redeploying human capital resources; and
- enabling efficient and strategic hiring practices.

OPM's work to improve employee performance management and engagement focuses on efforts to transform agency culture through targeted approaches to support Federal supervisors, bolster employee engagement, accelerate high performance, and support employee retention to increase mission delivery and service to the American taxpayer. In a manner consistent with Federal law, OPM will assess the value of a proactive approach to performance management

by reviewing and testing performance management solutions in which managers provide real-time feedback to employees.

As Federal agencies identify opportunities to increase efficiency by adopting automation, OPM supports their efforts by identifying emerging and mission critical skills, as well as career path options, and investing in opportunities to develop these skillsets in the Federal workforce with opportunities. OPM has accomplished this work, for example, through reskilling academies and other training programs in order to reskill employees and redeploy them to other work.

In support of the simple and strategic hiring sub-goal, OPM is testing approaches to make it easier and faster to recruit and hire top talent including the use of assessments, cut scores, and shared certificates. OPM is also considering the viability and advisability of legislative and regulatory changes that might expand hiring and pay authorities and flexibilities.

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

CAP GOAL 13

Security Clearance, Suitability, and Credentialing Reform

OPM is also a co-leader of the CAP Goal on Security Clearance, Suitability, and Credentialing Reform. The agency will continue to direct resources to this goal to continue mitigating risks posed by personnel with access to Government facilities, systems, and other personnel. To achieve this objective, OPM and the Office of the Director of National Intelligence, the two Executive Agents, will work in consultation with the Performance Accountability Council (PAC) to achieve the following:

- develop aligned and consistent policy for reporting potential security risks or observable behaviors of concern;
- establish an agile, data-driven, and transparent policy-making process that simplifies traditional policy development processes, as appropriate;
- review current end-to-end Security Clearance, Suitability, and Credentialing processes and identify the most cost-effective and efficient methods to vet the Federal workforce, in accordance with applicable law;
- as appropriate and consistent with applicable law, modernize the lifecycle using agency federated systems and shared services; and
- as appropriate and consistent with applicable law, expand the use of outcome-based performance measures.

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

OTHER CAP GOALS

OPM also contributes to the following CAP goals:

CAP GOAL 1

Modernize IT and Increase Productivity and Security.

OPM continues to lead efforts to improve the way the Federal Government recruits, retains, and reskills IT and cybersecurity talent. Specifically, OPM will continue to support efforts related to the Cybersecurity Reskilling Academy, improved cybersecurity assessments, and strategic IT and cybersecurity hiring, compensation, and development.

CAP GOAL 2

Leveraging Data as a Strategic Asset.

By developing solutions to provide training and close competency gaps related to data management and data transformation skills, OPM plans to support strategies to advance the use of data in decision-making and to improve accountability across Government, including through participation in the Data Science Training Program. OPM will continue to participate in the Federal Data Strategy initiative.

CAP GOAL 4

Improving Customer Experience with Federal Services.

OPM is improving the customer experience with respect to USAJOBS and retirement services. Please see strategic objectives 1.1 and 4.4 for additional information.

CAP GOAL 5

Sharing Quality Services.

OPM will continue to collaborate with GSA on the New-Pay Initiative and provide guidance where needed. As part of its Federal human capital mission and responsibility, OPM continues to advance human capital strategies and policies for more effective human capital operations, increase the value of human capital services delivery to Federal agencies, and facilitate compliance with innovative and transformational standards and requirements, in partnership with Federal agencies across the Government.

CAP GOAL 6

Shifting from Low-Value to High-Value Work.

To further this goal, OPM has focused on administrative changes to streamline agency reporting requirements, where needed and appropriate. OPM is also developing strategic human capital strategies to support agency efforts to implement workload automation technologies like Robotic Process Automation, Artificial Intelligence, and Machine Learning. Information about these strategies can be found in the RPA Playbook, produced with OPM support through the RPA Community of Practice.

CAP GOAL 7

Category Management.

OPM leads the Human Capital Category to identify ways to help the Government improve the procurement of human capital services and manage spending under this category. Human Capital Category Management is working closely with GSA on the use of common contract solutions, primarily best-in-class (pre-vetted, Government-wide) contract solutions, to meet the human capital needs of customer agencies.

CAP GOAL 9

Getting Payments Right.

OPM is a participating agency in efforts to prevent improper payments that result in a monetary loss to taxpayers. For additional information on OPM's efforts to prevent improper payments, please refer to the Other Requirements chapter of this document.

CAP GOAL 11

Improve Management of Major Acquisitions.

In support of this CAP goal and the Program Management Improvement Accountability Act, OPM is strengthening the talent capabilities of program and project managers with respect to managing major acquisitions by developing program and project management competencies and career paths, as well as deploying a competency assessment tool.

Summary of Performance Results

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



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

The tables that follow display performance results, ordered by strategic goal, for FY 2016–FY 2020, where available. FY 2016–FY 2017 results precede the current strategic plan but are included to show long-term trends. Trends are visualized in small charts that represent the FY 2016–FY 2020 results, subject to data availability. Note that the

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

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

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

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
1.1	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	75.2	71.5	74.3	73.5	77.9	≥76.8	Met	

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

Table	FY 2020 Milestone	Met/ Not Met
1.2	Develop additional options for reforming Federal employee compensation and leave benefits systems (regulatory and administrative)	Met

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

Table	FY 2020 Milestone	Met/ Not Met
1.3	Submit at least two retirement reform proposals to the Office of Management and Budget (OMB) for interagency clearance	Met

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


Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
1.4 A	Percent of FEHB enrollees in quality affordable plans	74.3%	74.2%	70.9%	80.9%	Expected March 2021	≥72%	Expected March 2021	
★ 1.4 B	Percent of known subscribers and family members in the Master Person Index	-*	-*	-*	-*	89.1%	≥90%	Not Met	

-* No historical data available for this period.

★ Agency Priority Goal measure

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

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
2.1 A	Percent of OPM policies that embed data analysis and research	-*	-*	72.7%	100%	90.9%	≥80%	Met	

-* No historical data available for this period.

Table	FY 2020 Milestone	Met/Not Met
2.1 B	Finalize OPM's Research Agenda	Met

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

Table	FY 2020 Milestone	Met
2.2	Complete and approve the Employee Relations and Continuous Vetting, Labor Relations, and Human-Capital Integrated Business Frameworks	Not Met*

-*OPM aims to complete this milestone by June 30, 2021.


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

Table	FY 2020 Milestone	Met
2.3	Release Federal integrated data standards	Not Met*

-*OPM aims to complete this milestone by September 30, 2021.

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

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
3.1 A	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	-*	86.5%	83.1%	89.3%	89%	Met	
★ 3.1 C	Number of strategic human capital management tools, flexibilities, and authorities provided to CFO Act agencies (Cumulative)	-*	-*	-*	-*	29	23	Met	
★ 3.1 D	Percent of CFO Act agencies that have actively mitigated identified Mission Critical Occupations skill gaps (conducted root cause analysis, submitted an action plan, developed targets, and submitted quarterly reports) (Cumulative)	-*	-*	-*	-*	86.4%	70%	Met	
★ 3.1 E	Percent of CFO Act agencies that successfully accomplished a reduction in one or more of the Multi Factor Model categories (2-year retention, quit rate, retirement rate, applicant quality) from their 2015 baseline (Cumulative)	-*	-*	-*	-*	86.4%	70%	Met	

-* No historical data available for this period.

★ Agency Priority Goal measure

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
3.2	Percent of the Federal human capital management community satisfied with OPM's services and guidance	_*	_*	No Survey	No Survey	No Survey	Establish Baseline	Establish Baseline	

_* No historical data available for this period.

STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
4.1 A	Collaborative Management Score	60.5%	61.5%	61.6%	65.1%	Expected Feb 2021	63.5%	Expected Feb 2021	
4.1 B	Collaborative Management Score - Managers and Supervisors	72.4%	84.9%	80.7%	75.9%	Expected Feb 2021	81.7%	Expected Feb 2021	

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
4.2	Percent of employees satisfied with steps taken to address poor performance	43.8%	43.9%	45.4%	46.5%	Expected Feb 2021	≥45.8%	Expected Feb 2021	

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

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
4.3 A	Average satisfaction score for financial management quality from OPM senior supervisory employees	4.33	4.70	4.88	5.01	5.00	≥4.9	Met	
4.3 B	Average satisfaction score for human capital services quality from OPM senior supervisory employees	5.09	5.09	4.67	4.83	4.74	≥4.5	Met	
4.3 C	Average satisfaction score for information technology services quality from OPM employees	4.63	3.99	4.44	4.65	4.97	≥4.4	Met	
4.3 D	Average satisfaction score for contracting services quality from OPM senior supervisory employees	2.89	4.35	3.94	4.64	4.43	≥4.9	Not Met	
4.3 E	Percent of employees satisfied with real property services at OPM's largest nine buildings	-*	49.6%	53.4%	60.9%	Expected Feb 2021	≥52%	Expected Feb 2021	

-* No historical data available for this period.

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

Table	Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
4.4 A	Average number of minutes to answer phone calls	24.2	17.7	8.6	6.60	6.30	≤5	Not Met	
4.4 B	Average number of days to process retirement cases	54.1	67.0	58.6	55.7	68.5	≤60	Not Met	

Performance Details



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

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

FY 2020 Progress Update

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

In FY 2020, ES transmitted legislation to the Congress, which would allow Federal agencies to consider time-limited employees at their agency for permanent positions through merit promotion procedures. ES also transmitted an amendment to the expedited hiring authority for post-secondary students that amends the cap on the number of hires in the existing statute and an amendment to probationary period legislation

that modifies the definition of “employee” to provide greater flexibility for agencies to use longer probationary periods. In addition, ES cleared dual compensation legislation for inclusion in the National Defense Authorization Act.

ES also identified several flexibilities within current authorities in OPM’s purview to incorporate through administrative changes. These flexibilities include the use of noncompetitive term-limited appointment of highly qualified experts, expanded flexibility to select candidates from referral list “certificates,” the expansion of term/temporary hiring authorities, an industry exchange program for STEM occupations, and noncompetitive hiring of students and recent graduates. In addition, ES issued the final regulation and guidance for delegating Direct Hire Authority decisions to agency heads for the IT management (2210) occupational series and will continue to provide guidance and in-person support to the Chief Human Capital Officers (CHCO) Council, CIO Council, and HR professionals and managers on how to implement the new delegation.

In addition, ES issued the OPM memorandum “Improving Federal Hiring through the Use of Effective Assessment Strategies to Advance Mission Outcomes,” which includes information on the effective use of assessments, promising practices, and calls to action for the agency. Further, on June 26, 2020, the President signed Executive Order 13932, **Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates**, which directs merit-based reforms to expand the use of valid, competency-based assessments and narrow the use of educational qualifications in the Federal hiring process. In support of the Executive Order, on September 25th, ES issued a memo for agency comments on qualifications policy to update General Schedule Qualifications standards requiring education. In lieu of education requirements, agencies will now be able to rely more heavily on competency-based assessments to screen candidates and fill jobs. Through the development of competency-based assessments, OPM aims to strengthen the Federal workforce by generating larger pools of highly skilled job candidates from which agencies may choose their employees, thereby enabling highly skilled workers with non-traditional educational paths to serve the American public.

During FY 2020, ES continued the US Digital Services pilot begun in FY 2019 to test an assessment process which used Subject Matter Experts and focused on enhancing the quality of hires through a partnership with the agency hiring manager, human resources specialist, and Subject Matter Experts using a documented multiple hurdled assessment process. This approach used multiple review and assessment hurdles so that candidates meet the highly specialized requirements for IT and other technical positions. In FY 2020, the US Digital Services expanded the pilot, in coordination with OPM, to multiple agencies to assess the use for other Government-wide functions such as customer experience.

Also, in FY 2020, SuitEA worked with HRS to integrate information needed for vetting into current hiring tools such as USAJOBS and USA Staffing. This integration of information helps to eliminate “stove-piped” processes that increase the time to hire. SuitEA also worked to facilitate increased mobility of the Federal workforce by providing expanded training offerings to agencies’ fitness adjudicators on the use of consistent and reciprocal standards for adjudicating applicant suitability.

In response to the COVID-19 pandemic, ES assessed the agency’s capabilities to determine the emergency hiring flexibilities that may be available for agencies to quickly staff up to respond to the pandemic. Among its responses, ES issued the Government-wide Coronavirus (COVID-19) Schedule A Hiring Authority, which authorizes the use of excepted service appointments to fill positions on a temporary basis for up to one year with a one-year extension. This authority allows for the appointment of individuals nationwide, at any grade level. OPM also issued 14 COVID-19 agency-specific Direct Hire Authorities to several agencies. These agencies include, but are not limited to, the Department of the Treasury, the Department of Health and Human Services, the Small Business Administration, and the Department of Veterans Affairs. In addition, OPM issued and approved the Dual Compensation Waivers (Delegation and Individual) flexibility that allow agencies to rehire former retirees with specialized experience to help agencies respond to the pandemic. Agencies such as the Department of Veterans Affairs, the Department of Health and Human Services, the Small Business Administration, the Department of the Treasury, and others may use this flexibility to rehire health, medical, science, nursing, facility and building management, loan, and public health specialists, among others.

Table 1.1 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	75.2	71.5	74.3	73.5	77.9	≥76.8	Met	

FY 2020 Analysis of Results:

OPM conducted the survey between October 1, 2019 and September 30, 2020 and received 23,292 responses. To improve the applicant referral process, OPM launched Subject Matter Expert Qualification Assessment pilots, implemented cut scores on USA Hire assessments, and provided agency-specific and Government-wide hiring authorities in response to the COVID-19 pandemic.

Given the variance in agency administration of the Hiring Manager Survey, which provides the data for the Hiring Manager Satisfaction Index, OPM does not have available data to estimate the survey response rate.

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

FY 2020 Progress Update

OPM supported the Federal Salary Council by providing its recommendations on locality pay in 2021 to the President’s Pay Agent.² The agency also issued the Calendar Year 2018 student loan repayment report to Congress that identified barriers to the program’s use and worked with stakeholders on legislative improvements. Further, OPM issued the President’s Pay Agent report responding to the Federal Salary Council recommendations for changes in locality pay methodology.³ OPM also held meetings of the Federal Salary Council working group to continue discussions on methodological issues for

measuring pay comparability for General Schedule (GS) employees, provided technical assistance on various pay and leave legislative proposals for inclusion in the National Defense Authorization Act for FY 2021, and issued interim regulations to implement new paid parental leave benefits.⁴

In response to COVID-19, OPM issued numerous memos and fact sheets to agencies providing pay, leave, work scheduling, and workplace flexibilities guidance.⁵ The agency also issued detailed guidance on new leave benefits under the Families First Coronavirus Response Act in coordination with the Department of Labor,⁶ provided guidance to agencies on the new premium pay limitation waiver authorities in the Coronavirus Aid, Relief and Economic Security Act for COVID-19 related work,⁷ released a fact sheet on recruitment, relocation, and retention incentive waiver requests for the COVID-19

² <https://www.opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/federal-salary-council/recommendation19.pdf>

³ <https://www.opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/pay-agent-reports/2018report.pdf>

⁴ <https://www.federalregister.gov/documents/2020/08/10/2020-14832/paid-parental-leave>

⁵ <https://www.opm.gov/policy-data-oversight/covid-19/>

⁶ <https://www.opm.gov/policy-data-oversight/covid-19/opm-summary-of-statutory-and-regulatory-requirements-in-connection-with-the-emergency-paid-sick-leave-act-epsla.pdf>

⁷ <https://www.opm.gov/policy-data-oversight/covid-19/opm-memorandum-waiver-of-the-premium-pay-limitation-and-aggregate-pay-limitation-for-employees-working-in-response-to-coronavirus-disease-2019-covid-19/>

pandemic health crisis,⁸ responded to agency waiver requests, issued guidance on annual leave and other paid time off balances and limitations,⁹ and published interim regulations on scheduling of annual leave by employees determined necessary to respond to certain national emergencies.¹⁰ OPM also contributed technical assistance on numerous legislative proposals on pay and leave benefits related to COVID-19.

OPM met this objective's FY 2020 milestone despite unanticipated challenges related to the COVID-19 national emergency, such as the significant shift in urgent policy research and development priorities and the movement of OPM staff to a maximum, long-term telework posture.

Table 1.2

FY 2020 Milestone	Met/Not Met
Develop additional options for reforming Federal employee compensation and leave benefits systems (regulatory and administrative)	Met

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

FY 2020 Progress Update

In FY 2020, OPM continued to consider legislative proposals to create savings for the Government and increase the mobility of benefits so that agencies can attract qualified talent for Federal employment. OPM also began researching

and prioritizing areas of focus for additional potential legislative proposals to facilitate Government savings and reduce the complexity of administering retirement earned benefits. OPM continued to research and develop cost-benefit and return-on-investment analyses for these potential proposals.

As RS develops potential proposals, it will continue to collaborate with CLIA and OPM leadership to determine which proposals best align with the vision of the Administration and improve the administration of retirement benefits.

Table 1.3

FY 2020 Milestone	Met/Not Met
Submit at least two retirement reform proposals to the Office of Management and Budget (OMB) for interagency clearance	Met

⁸ <https://www.opm.gov/policy-data-oversight/covid-19/opm-fact-sheet-recruitment-relocation-and-retention-incentive-waiver-requests-for-covid-19-pandemic-health-crisis>

⁹ <https://www.opm.gov/policy-data-oversight/covid-19/annual-leave-and-other-paid-time-off-guidance.pdf>

¹⁰ https://www.regulations.gov/document?D=OPM_FRDOC_0001-1650

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

Agency Priority Goal: Establish an FEHB Master Enrollment Index

Goal Statement: By September 30, 2021, OPM will establish a Master Enrollment Index for the FEHB Program that includes at least 90 percent of FEHB subscribers and family members. The Master Enrollment Index will consist of a Master Person Index that includes FEHB subscribers and family members and a Master Enrollment File that includes FEHB enrollment transactions.

FY 2020 Progress Update

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


In the 2020 plan year, HI made 18 new plan options available to Federal employees, annuitants, and their families under the FEHB Program, including two new options under the nationwide Indemnity Benefit Plan, further increasing competition in the Program. In addition, OPM fielded the Federal Employee Benefits Survey, conducted biennially, to gather information on benefit features of particular value to the Federal workforce. The agency will use this information to inform future program planning activities.

OPM also expanded on its efforts to improve the FEHB enrollment experience. The agency completed an in-depth estimate of the current costs of the decentralized FEHB enrollment process to better inform efforts to improve efficiency. To enhance program integrity, HI formed an integrated project team to address issues surrounding coverage of family members under FEHB enrollments. Among its initiatives, the team drafted expanded guidance to agencies and FEHB carriers on verifying family member eligibility and removing ineligible individuals from enrollments. The team also began an initiative to educate FEHB enrollees about eligibility rules. In addition, HI and OCIO

enhanced the capability of the FEHB Data-Hub to receive and process information on enrollees' eligible family members. HI also began work on OPM's Agency Priority Goal to construct the FEHB Master Enrollment Index by the end of FY 2021, which will merge and consolidate data from a variety of sources to create a single source of authoritative FEHB enrollment data. HI identified data sources to populate the Master Enrollment Index and defined the index's structure, components, and associated standard protocols for integrating data.

OPM continues to closely monitor the impact of the COVID-19 pandemic on the FEHB Program in order to maximize enrollees' access to affordable and high-quality care. However, the ultimate impact of the pandemic on the cost and availability of care, and the effects of delayed treatment, are currently unknown. As this public health crisis began, OPM urged FEHB Carriers to implement flexibilities in coverage to better facilitate the availability of health care services, such as by expanding telehealth, and subsequently provided guidance on additional coverage requirements enacted into law. HI also assessed the impact of changes in clinical quality measurement due to the pandemic on the FEHB Plan Performance Assessment methodology. In sum, the pandemic is likely to impact results toward this objective in FY 2020 and beyond, but the scope and timing of that impact is unclear.

Table 1.4 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2019 Target	FY 2019 Target Met/ Not Met	FY 2020 Results	FY 2020 Target	FY 2016-FY 2020 Trend
Percent of FEHB enrollees in quality affordable plans	74.3%	74.2%	70.9%	80.9%	≥75%	Met	Expected March 2021	≥72%	


FY 2020 Analysis of Results:

FY 2020 results are not expected until March 2021.

In FY 2019, 1,551,878 of 1,919,434 FEHB enrollees were enrolled in quality affordable plans. OPM's FY 2019 performance results, reported in March 2020, are based on 2019 premiums and 2019 carrier scores for Clinical Quality, Customer Service, and Resource Use. Overall, the average score for 2019 of 80.9 percent, reported in FY 2020, increased from the 2018 average of 70.9 percent.

OPM's results were higher than in the previous year due to increases in carrier scores for Clinical Quality, Customer Service, and Resource Use combined with the lowest increase in FEHB premiums since the 1996 plan year and an increase in the affordability threshold established by the IRS from 9.56 percent in 2018 to 9.86 percent for 2019.

Table 1.4 B ★

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
Percent of known subscribers and family members in the Master Person Index	_*	_*	_*	_*	89.1%	≥90%	Not Met	

_* No historical data available for this period.

★ Agency Priority Goal measure

FY 2020 Analysis of Results:

As of the end of FY 2020, 7,254,134 FEHB subscribers and family members out of an estimated population of 8,139,911 are included in the Master Person Index. This reflects data from two carriers, which includes family members, and a combination of data from Centralized Enrollment Clearinghouse and Health Benefits Data File sources. The addition of Centralized Enrollment Clearinghouse data aims to capture that all current subscribers are now represented in the Master Person Index. The addition of records from Health Benefits Data File sources includes individuals who are eligible but not enrolled as a subscriber under the program. This group is not included in the calculation of the expected population.



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

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

FY 2020 Progress Update

In FY 2020, OPM established a Research Steering Committee, comprised of OPM executives from throughout the agency, to identify, prioritize, and approve research questions for OPM’s interim Learning Agenda and Annual Evaluation Plans required by the *Foundations for Evidence-Based Policymaking Act of 2018*. The agency’s interim Learning Agenda identifies the key research questions the agency seeks to answer to improve operational and programmatic

outcomes and inform decisions to support mission accomplishment. OPM also established a Research Work Group of experts in research, evaluation, and statistics. The work group refined draft research questions developed by the Committee; identified data, tools, methods, and analytic approaches to answer the research questions; and strengthened methodological rigor via peer reviews. Further, OPM finalized the re-organization of data and survey analysis functions to improve organizational effectiveness and efficiency.

Table 2.1 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of OPM policies that embed data analysis and research	-*	-*	72.7%	100%	90.9%	≥80%	Met	

-* No historical data available for this period.

FY 2020 Analysis of Results:

In FY 2020, OPM embedded data analysis and research into ten of the eleven policies relating to this objective. This includes CHCO memos such as the America’s Cybersecurity Workforce Executive Order 13870 Cybersecurity Aptitude Assessment Identification memo, and other CHCO transmittals. Relevant policies include those published on the CHCO Council transmittals webpage.¹¹

¹¹ <https://www.chcoc.gov/transmittals>

Table 2.1 B

FY 2020 Milestone	Met/Not Met
Finalize OPM's Research Agenda	Met

Note: The research agenda is OPM's interim Learning Agenda.

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

FY 2020 Progress Update

During FY 2020, OPM established the Human Capital Data Management and Modernization team to bring a dedicated focus on the Federal Government-wide development, collection, and use of human capital data. Through human capital master data management, standards, governance and data utilization techniques, OPM will streamline, integrate, and modernize the three major OPM human capital data programs: the Human Resources Line of Business data and process standards for human capital, the Enterprise Human Resources Integration data warehouse and analysis, and the Electronic Official Personnel Folder systems and process. OPM will take a holistic approach for ongoing service delivery to maximize benefit and return-on-investment.

In FY 2020, OPM completed Human Capital Federal Integrated Business Framework Service Profiles for the following Human Capital Business Reference Model sub-functions: Employee Inquiry Processing (A9.1), Employee Research (A9.2), Workforce and Performance Analytics (A9.3), Workforce and Performance Reporting (A9.4), and Performance Appraisal System Certification for SES and SL/ST (A4.3). Along with this work, OPM completed the conversion of the HC-FIBF format from OPM to the Business Standards Council.

Additionally, OPM continued work towards completing the HC-FIBF Services Profiles for Workforce Planning (A1.1), Human Capital Strategy (A1.2), Position Classification and Position Management (A1.3), Diversity and Inclusion (A1.4), Employee Engagement (A1.5), Employee Records Recordkeeping (A9.5), Employee Records Disclosure (A9.6), and Agency Human Capital Evaluation (A10).

In FY 2020, OPM collaborated with the Federal human capital community to facilitate thorough HC-FIBF business processes and data standards that support each of the HC-FIBF functional areas. While the data standards work is most closely tied to Strategic Objective 2.3 and is described in greater detail there, the bridge between the business processes and supporting data promotes a more unified approach to HR IT interoperability across the human capital lifecycle, which will help drive the adoption of the “as-a-service” model across Federal HR IT capabilities.

Throughout FY 2020, OPM developed and deployed enhanced HR IT capabilities in its USA Suite (solutions which include USAJOBS, USA Staffing, USA Hire, USA Performance, and USA Learning) to provide for customer agencies to take advantage of modern, software-as-a-service solutions in Talent Acquisition, Employee Performance Management, and Talent Development. OPM leveraged agile software development to build standard Application Programming Interfaces (APIs) to better connect USA Suite programs with the complete HR IT ecosystem and improve agency customer access to data. OPM also formed a community of developers across USA Suite to build consensus around modern API development practices for all API work.

OPM targeted modernization and replacement of the Data Self Service Interconnection in USA Staffing with a library of standard, bulk data APIs, which would enable USA Staffing customers to quickly pull data into their operational systems and their analytical applications. OPM completed the first API in this library (focused on time-to-hire) for customer testing in September 2020 with full deployment planned in January 2021. OPM plans to fully modernize and replace the interconnection by Q4 FY 2021. In FY 2020, OPM also developed initial designs of a developer portal where agency customers can request access to USA Suite interconnections, APIs, and their documentation. The agency developed initial designs for an internal website to manage the process and documentation for interconnections and APIs.

Several large agencies adopted or continued their migrations to OPM USA Suite software as-a-service offerings in FY 2020—including the Department of the Army, Department of the Treasury, Department of the Interior, Department of Agriculture, and the National Aeronautics and Space Administration. In its FY 2019 Annual Performance Report, the Department of Defense cited the decision to migrate to OPM USA Learning as a best-in-class, software as-a-service solution to modernize and consolidate “multiple disparate platforms to deliver learning capabilities to the DoD workforce.” OPM deprioritized this objective’s milestone to complete other Service Profiles, with completion planned by the end of FY 2021.

Table 2.2

FY 2020 Milestone	Met/Not Met
Complete and approve the Employee Relations and Continuous Vetting, Labor Relations, and Human-Capital Integrated Business Frameworks	Not Met*

*OPM plans to complete this milestone by September 30, 2021.

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

FY 2020 Progress Update

During FY 2020, OPM established the Human Capital Data Management and Modernization team to bring a dedicated focus on the Federal Government-wide development, collection, and use of human capital data. Through human capital master data management, standards, governance, and data utilization techniques, OPM will streamline, integrate, and modernize the three major OPM human capital data programs: the Human Resources Line of Business data and process standards for human capital; the Enterprise Human Resources Integration data warehouse and analysis, and; the Electronic Official Personnel Folder systems and process. Ongoing service delivery to agencies will take a holistic approach to enable maximum benefit and return-on-investment.

In FY 2020, OPM progressed in its implementation of the Human Capital Information Model (HCIM). OPM released four new updates (version 2.1, a version 2.1 update, version 3.0, and version 3.1) and developed an additional interim final release (version 4.0). These releases add to prior HCIM work completed in payroll, time, and attendance processing data; personnel actions and benefits elections data; and transfer, separation, and retirement data. Through these updates, OPM improved the quality and maintainability of the HCIM.

During FY 2020, the agency delivered a data standard that supports the GSA NewPay Software-as-a-Service solution and the use of standardization for modernization principles of the HR Quality Service Management Office. With the inclusion of the OPM data standard as a key component of the HR Office, the OPM data standard will provide for the modernization of both the Pay and the Time & Attendance systems for the Federal Government. Once systems are modernized, the Federal Government could save millions of dollars and provide a standardization platform that can propel other areas of the Human Capital Business Reference Model to achieve similar savings.

In FY 2020, OPM faced challenges that impeded the achievement of this strategic objective. These challenges included insufficient data management tools, siloed data repositories and exchange methods, limitations on sharing available technical tools and establishing enterprise-wide capabilities with them, and limited information technology and human capital capacity needed to drive important activities. Federal Shared Service Providers and OPM policy and program offices were limited in their capacity to assist this effort.

OPM continues working on completing Capital Business Reference Model Federal Integrated Data Standards, including the interim final release of version 4.0 of the data standard (Human Capital Information Model) which concentrates on A5.1 (Compensation Management) and A5.2 (Work Schedule and Leave Management). The agency community review for the payroll service providers was extended to allow them time to work on the Presidential executive order on payroll tax deferral.

Table 2.3

FY 2020 Milestone	Met/Not Met
Release Federal integrated data standards	Not Met*

*OPM aims to complete this milestone by September 30, 2021.



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

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

Agency Priority Goal: Federal Strategic Human Capital Management Tools, Flexibilities, and Authorities and Strategic Skill Gaps Mitigation

Goal Statement: Enable agencies to effectively address current and projected workforce needs to meet mission objectives. By September 30, 2021, OPM will provide agencies with at least 48 significant tools, flexibilities, and authorities needed to advance their human capital objectives, and mitigate skill gaps in 80 percent of identified high risk mission critical occupations compared to a 2017 skills gap baseline.

FY 2020 Progress Update

In FY 2020, OPM issued a Government-wide summary report of the FY 2019 Human Capital Reviews, identifying significant Government-wide trends, common challenges faced by human capital leaders, and potential solutions to resolve those challenges. The report also summarizes executive-level conversations that focused on implementation and achievement of human capital goals, potential risks and barriers, and successful practices. OPM scheduled one Human Capital Review in February 2020, before the COVID-19 pandemic. To give agency leadership more time to focus on issues related to the pandemic, OPM did not hold the remaining FY 2020 Human Capital Reviews.

OPM was an integral part of the Federal Government's response to COVID-19, providing immediate guidance on leave usage, telework, employee and labor relations. OPM drafted and issued 22 Chief Human Capital Officers (CHCO) Council transmittals, FAQs, and other documents with guidance and flexibilities to

support the Federal workforce. This included options for excepted service hiring, compensation flexibilities and waivers, onboarding and vetting procedures, and information on telework, and work-life flexibilities. In order to keep agencies fully informed and prepare them to implement the tools and authorities, OPM held weekly information sessions with Federal Executive Boards across the nation, CHCOs, and small agencies.

As of the end of Q3 FY 2020, OPM provided 29 strategic human capital management tools, flexibilities, and authorities to CFO Act agencies. These included new assessment options for the Senior Executive Service and supervisors through USAHire; classification guidance for the Accounting, Auditing and Budget Group (500 job series) in support of the closing skill gaps effort for the Government-wide mission critical high-risk Auditor occupation; and the Employee Engagement Toolkit for Supervisors that provides step-by-step guidance to help supervisors address Federal Employee Viewpoint Survey (FEVS) results.


As of the end of Q3 FY 2020, OPM led 86.4 percent of agencies to actively mitigate identified Mission Critical Occupations skills gaps, exceeding the 70 percent goal.

To address business intelligence needs across the three organizations, MSAC, ES, and HRS began identifying and evaluating analytics tools. MSAC, ES, and HRS also identified joint-training opportunities to increase staff capacity in data analytics and conducted training in multiple sessions throughout FY 2020. OPM piloted the first phase of its data visualization training program with a series providing introductory

sessions on principles of data visualization. OPM will design additional training to address competency development at more advanced levels.

Additionally, OPM expanded its Human Capital Management Collaboration Library created in FY 2019 and refreshed monthly collaboration meetings among group and program managers of OPM’s MSAC, ES, and HRS organizations. These meetings provide a forum to improve knowledge sharing among OPM areas of responsibilities, identify collaboration opportunities, and empower managers to communicate and cooperate directly at the operations level.

Table 3.1 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	-*	86.5%	83.1%	89.3%	≥89%	Met	

-* No historical data available for this period.

FY 2020 Analysis of Results:

Of 2,037 responses to the three survey questions included in this measure, in 1,818 respondents agreed that OPM human capital services were helpful in achieving human capital outcomes. OPM administered the survey throughout FY 2020 at any engagement with an external stakeholder or agency. The link to the survey was included in email signature blocks of OPM employees, so OPM is unable to calculate a response rate. OPM organizations have worked diligently and collaboratively to provide a unified voice to agencies as it coordinates policy, oversight, and service delivery. This has included an agile response to agency needs during the COVID-19 pandemic. From Human Capital Reviews, which began the conversation around agency needs, to strategic human capital flexibilities, mitigation of mission critical skills gaps, and knowledge sharing forums for ES, MSAC, and HRS, OPM’s actions have led to increased customer satisfaction as OPM moves agencies toward achieving human capital objectives.

Table 3.1 C ★

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Number of strategic human capital management tools, flexibilities, and authorities provided to CFO Act agencies (Cumulative)	_*	_*	_*	_*	29	23	Met	

_* No historical data available for this period.

★ Agency Priority Goal measure

FY 2020 Analysis of Results:

The COVID-19 pandemic response presented many unanticipated human capital challenges for agencies. In partnership with Federal agencies, including the Centers for Disease Control and Prevention, Federal Emergency Management Agency, Department of State, and Department of Labor, OPM developed new guidance, authorized new flexibilities, and revised procedures to provide Federal agencies and employees with options to surge capacity, onboard new employees remotely, and maximize the use of telework.

In addition to deliverables supporting the pandemic response, OPM also delivered new tools and flexibilities to assist with ongoing human capital challenges, workforce needs and skill gaps mitigation efforts, including feedback on the first Human Capital Reviews conducted in FY 2019, a series of workshops on hiring and pay flexibilities for the cybersecurity workforce, and three new assessment tools for Senior Executive Service candidates.

Table 3.1 D ★

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of CFO Act agencies that have actively mitigated identified Mission Critical Occupations skill gaps (conducted root cause analysis, submitted an action plan, developed targets, and submitted quarterly reports) (Cumulative)	_*	_*	_*	_*	86.4%	70.0%	Met	

_* No historical data available for this period.

★ Agency Priority Goal measure

FY 2020 Analysis of Results:

OPM, taking an enterprise-wide view in helping agencies align skill needs to position needs, collaborated with and received executive guidance from the CHCO Council in the design and implementation of the Closing Skill Gaps initiative. The initiative requires each participating Chief Financial Officer Act agency to provide quarterly updates to OPM, allowing OPM to monitor progress and provide any needed support to agencies as they work to mitigate skill and competency shortfalls.

Table 3.1 E ★

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2016-FY 2020 Trend
Percent of CFO Act agencies that successfully accomplished a reduction in one or more of the Multi Factor Model categories (2-year retention, quit rate, retirement rate, applicant quality) from their 2015 baseline (Cumulative)	_*	_*	_*	_*	86.4%	70.0%	Met	

_* No historical data available for this period.

★ Agency Priority Goal measure

FY 2020 Analysis of Results:

OPM continued to monitor agencies' progress in mitigating skill gaps through the quarterly submissions process and technical assistance in support of their efforts. OPM is developing a revised multi-factor model with agency feedback and the support of a work group that includes DOD, DOE, DOJ, GSA, NASA, NSF and USDA. This tool will be used to identify agency-specific and Government-wide high-risk mission critical occupations. OPM will begin the closeout process for the last year of the four-year closing skill gaps initiative cycle in Q1 FY 2021 and expects to deploy the new multi-factor model in Q2 FY 2021.

In FY 2020, OPM issued a report to Congress on cybersecurity work roles of critical need, highlighting agency gaps and suggested mitigation strategies for closing the gaps. OPM has continued to work with agencies to create action plans with measures and track progress towards closing their cybersecurity skill gaps.

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

FY 2020 Progress Update

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

In FY 2020, the Office of Communications (OC) implemented a Strategic Lens communication and evaluation tool for the utilization of OPM programs and offices. OC representatives met with each program or office to provide instructions on how to use the Strategic Lens to sharpen the connection between their work and OPM’s mission. OC also worked directly with each program or office on their positioning and their 2020 communication plans. In this planning process, OC defined main and supporting messaging to best frame and position each organization’s work within the agency. OC utilized a consistent and deconstructed press release to define all messaging to support the agency’s mission. OC coordinated messaging with the Chief Human Capital Officers Council so that OPM’s social media content was consistent throughout the agency. OC also met with CHCOs and conducted a qualitative research study on proposed brand positioning vs. experience.

In addition, OC played an integral role in delivering external and internal communications support to the Office of the Director during the beginning stages of the COVID-19 pandemic and max telework posture, which included video support, message development, and media interview facilitation. OPM developed a dedicated web page¹² that provides all agency guidance related to COVID-19 and continues to support all OPM policy efforts on behalf of the Federal workforce.

Table 3.2

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of the Federal human capital management community satisfied with OPM’s services and guidance	-*	-*	No Survey	No Survey	No Survey	Establish Baseline	Establish Baseline	

-* No historical data available for this period.

¹² <https://www.opm.gov/policy-data-oversight/covid-19/>



FY 2020 Progress Update

OPM has determined that performance toward this objective is making noteworthy progress.

OPM's OCIO concluded its initial planned deployment of collaboration tools. By May 2020, the agency upgraded all OPM employees to the cloud-based Microsoft Office 365, providing improved email, calendaring, scheduling, and collaboration capabilities, as well as online training for users on the improved functionality. OPM OCIO also deployed additional capabilities to support communication and collaboration at the onset of the COVID-19 maximum telework period. OPM OCIO upgraded and expanded the Virtual Private Network capability to provide speedy, uninterrupted access while supporting the OPM workforce of almost 2,500 employees, as well as more than 11,000 Department of Defense employees and contractors teleworking on OPM's network, and conducted agency-wide security access training. Throughout this telework period, OPM has maintained its security posture. The agency restricted access to non-essential websites and services, which also served to limit bandwidth usage per connection as needed. The agency developed a phased plan for the surge in users and potential challenges, including potential security risks, after the initial transition to maximum telework. OCIO's response was immediate with plans to move through phases if necessary and with the capability to pivot to enhanced security protocols as needed. These efforts worked hand-in-hand with OPM's existing defense-in-depth architecture and comprehensive security operations program.

STRATEGIC GOAL 4: OPTIMIZE AGENCY PERFORMANCE

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

OPM OCIO further enhanced its telework posture by utilizing the supplemental funding provided via the Coronavirus Aid, Relief and Economic Security Act to begin an assessment of additional security and telework-enabling tools for OPM. Within three months of receiving the supplemental funding via the Act, OCIO had purchased additional network and performance monitoring, communication (for example, collaboration and videoconferencing solutions and the ability to leverage softphone technology), collaboration (for example, persistent chat and team site sharing), and workflow automation tools (for example, electronic signature and application platform-as-a-service) to increase employee's remote productivity and reduce the agency's dependence on paper-based processes.

OPM's OCFO continued to lead the build out and deployment of the Enterprise Risk Management program as a mechanism for enhanced communication, understanding, and management of corporate risk. The agency developed risk response leads and risk response mitigation plans for all risks in the corporate risk register.

OPM also prioritized development of department level risk registers in all OPM programs beginning in January 2021. In February, the Risk Management Council established its first subcommittee to specifically address the operational risks related to the October 1, 2019 transition of background investigations to the Defense Counterintelligence and Security Agency. In response to the developing COVID-19 pandemic, OCFO and the Council developed an OPM-specific COVID-19 risk register, which included prioritized risks to be mitigated.

The agency identified risk response leads who facilitated cross departmental teams, developed risk responses, and completed mitigation plans, where appropriate.


OPM’s Performance Review Board continued to use the corporate citizenship element of senior leaders’ performance agreements to assess senior leader performance. In addition, OPM instituted a corporate performance score to inform senior leaders’ FY 2020 pay adjustments and performance awards.

OPM continued to identify and execute mechanisms to make the workforce aware of efforts among OPM’s senior leaders to improve communication, collaboration, and transparency. OPM’s Office of Communications continued to utilize the myTheo intranet home page for communication and to promote transparency with OPM employees. OPM began issuing regular “Teddy’s Notes” e-mails to the OPM workforce to highlight OPM activities and items of note. The agency

also established monthly Director-led, all-SES meetings to bolster consistency of messaging and collaboration among senior leaders. OPM HR provided supervisors and employees a series of virtual webinars through its Work Life and Employee Assistance Program services to promote effective communication and enhance supervisory skills.

In response to the COVID-19 pandemic, OPM HR instituted regular teleconferences with supervisors to provide guidance and answer questions. Additionally, OPM leadership established daily to twice-weekly meetings to address emerging needs and concerns related to the pandemic. FSEM, in conjunction with OCFO and HR, established an interagency response team that developed an OPM plan for returning to worksites following the COVID-19 maximum telework period. The agency also established intra-agency matrix teams to collaborate on the development of OPM’s next strategic plan and the OPM Learning Agenda.


Table 4.1 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Collaborative Management Score	60.5%	61.5%	61.6%	65.1%	Expected Feb 2021	63.5%	Expected Feb 2021	

FY 2020 Analysis of Results:

Results are expected in February 2021 following the publishing of 2020 Federal Employee Viewpoint Survey results.

Table 4.1 B

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Collaborative Management Score - Managers and Supervisors	72.4%	84.9%	80.7%	75.9%	Expected Feb 2021	81.7%	Expected Feb 2021	

FY 2020 Analysis of Results:

Results are expected in February 2021 following the publishing of 2020 Federal Employee Viewpoint Survey results.

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

FY 2020 Progress Update

In FY 2020, OPM HR provided guidance to Associate Directors, Office Heads, and supervisors on FY 2019 performance appraisal closeouts and awards guidance. OPM HR also provided supervisors written guidance on conducting mid-year performance reviews. OPM provided this type of guidance throughout the year to enable supervisors to continuously review and discuss employees’ performance. In addition, OPM HR provided quarterly notices to supervisors regarding their employee relations points of contact for addressing performance and conduct issues. OPM HR also distributed the biannual employee relations accessibility and satisfaction survey and reviewed results.


Further, OPM HR met with several of the new Associate Directors and Office Heads to discuss their performance management responsibilities and answered pertinent questions. OPM HR conducted Human Capital Review sessions with each organization’s Associate Director or Office Head, with a tailored discussion on employee and labor relations issues specific to each organization.

OPM HR conducted new supervisor bootcamp sessions for multiple organizations, including training specific to performance management for supervisors in Retirement Services, an OCIO-specific supervisory bootcamp, and also hosted a Human Capital Learning session for administrative officers that included a briefing on key performance management policy provisions. OPM HR piloted a new supervisor virtual bootcamp format with self-paced e-learning courses and live virtual panel sessions.

OPM HR hosted several Work-Life and Employee Assistance Program virtual seminars for supervisors that provided tools and techniques to help boost their leadership potential and strengthen how they motivate and recognize employees, impacting employee performance. In total, 320 supervisors attended these sessions.

Beginning in Q3 of FY 2020, OPM HR conducted weekly supervisory calls on effectively managing during the COVID-19 pandemic and supporting employee well-being, in partnership with the Office of the Chief Information Officer and Facilities, Security, and Emergency Management. OPM HR continues providing ongoing guidance to supervisors to address case-by-case requests from employees in high-risk and extenuating circumstances.

Table 4.2

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of employees satisfied with steps taken to address poor performance	43.8%	43.9%	45.4%	46.5%	Expected Feb 2021	≥45.8%	Expected Feb 2021	

FY 2020 Analysis of Results:

Results are expected in February 2021 following the publishing of 2020 Federal Employee Viewpoint Survey results.

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

FY 2020 Progress Update

OPM HR – During FY 2020, OPM HR hosted multiple webinar sessions on work-life and benefits, including topics that have become more of a focus during the COVID-19 pandemic. These included presentations on managing personal finances; Thrift Savings Plan overviews; motivating employees; effective communication; workplace inclusion; mindfulness; and managing stress. OPM HR increased communications throughout the agency on issues related to the pandemic, providing leave guidance and policy, and conducting weekly supervisory calls to respond to questions from managers about issues related to the pandemic. Further, OPM HR hosted learning sessions on human capital management, supervisory bootcamps, an Administrative Officer learning session, and performance management for several organizations.

OCFO – The Office of Management and Budget, GSA’s Unified Shared Service Management, and Treasury’s Quality Service Management Office provided OPM the final approval in October 2019 to move forward with the migration of OPM’s administrative financial system to the Federal Aviation Administration Enterprise Services Center shared solution. OPM is scheduled to complete deployment in the second quarter of FY 2021. OPM’s cost accounting solution is now fully operational in the OPM cloud environment, which is a major milestone in the evolution of cost transparency and accessible data for operational decision-making. In addition, OPM enhanced its Budget Management System to facilitate performance data collection, reporting, and analysis for agency-wide performance management.

Further, as part of the Trust Funds Modernization Program OPM deployed an automated benefits enrollee data collection process to streamline data collection and validation from 236 Federal payroll

offices. The automated data collection process facilitates the timely delivery of critical health plan information to health insurance actuaries to more accurately set health plan rates annually. In the March 2020 Headcount, 60 percent of headcount reports were submitted electronically via the new Headcount Collection System. Through this system, OPM received 180 unique headcount reports with a 96.1 percent acceptance rate, reducing effort associated with entering and validating manually submitted reports. In August 2020, OCFO, in partnership with Treasury, launched On-Line Bill Pay functionality, automating reclamation receipts, Direct Premium Life Insurance, Manual Repay, and Annuity Service Credit payments. This service will provide an efficient and effective cash handling solution that leverages proven technology, improves business processes, and reduces internal control risk exposure, along with payment processing delays.

OPO – OPO hosted the FY 2020 OPM Acquisition Planning Conference, bringing together members of OPM’s acquisition workforce to promote collaboration; highlight recent initiatives; share best practices; and provide focused training to drive improvements in procurement processes. OPO started an Innovation and Facilitated Engagements initiative focused on incubating and implementing innovative techniques and tools, as well as facilitating engagements with program offices on select programs. These programs include the Acquisition Requirements Council (formerly the Requirements Design Studio), which is a partnership with the Lab@OPM to train a cohort of employees across OPM on a human-centered design approach to requirements, and form a team that can be deployed to program offices in need of assistance in developing requirements on an as needed basis. OPO also continued to refine its Contracting Officer’s Representatives Development Program to meet customer needs. Based on the results of an agency-wide Contracting Officer’s Representative skill assessment, OPO is making curriculum changes to address critical skill gaps and other areas of concern identified by key stakeholders. OPO also

continues to hold monthly Executive Steering Group meetings to review critical procurement priorities and improve procurement planning and execution.

FSEM – In response to the COVID-19 pandemic, FSEM led the Plan Ahead Team with agency employees and developed the Returning to OPM Facilities Preparedness Guide. FSEM purchased Personnel Protective Equipment for use by frontline employees, cleaning supplies, and disinfectant products, and increased cleaning of the common areas and cleaned suites as requested. Additionally, FSEM installed plexiglass barriers at designated locations at the Theodore Roosevelt Building and at the Boyers, PA, facility, and developed a dashboard to monitor the status of OPM facilities across the country and their state and local orders in preparation for the safe return of employees. FSEM developed and prepared a daily situation report to provide ongoing information for all OPM areas. FSEM also prepared employee messages in the daily Teddy's Notes internal email regarding cleaning, parking, reporting building issues and supplies, Security and ID badge office hours of operations, and the status of the cafeteria. FSEM is in the process of developing an inventory of shared equipment and plans to assess the workspaces to identify and procure needed equipment or other mitigation strategies.


FSEM also completed an energy savings performance contract project to implement facility efficiency improvements. FSEM is now able to better regulate air temperatures in spaces throughout the Theodore Roosevelt Building. In addition, FSEM updated lighting systems on the ground, basement, and sub-basement floors.

OCIO – OCIO procured a new pair of mainframes, installed them in OPM's strategic data centers in Macon, GA and a new commercial data center in Boyers, PA, and is in the process of migrating services out of the Theodore Roosevelt Building data center into these facilities. In the process of doing this, OCIO plans to eliminate all system-level entanglements with the Defense Counterintelligence and Security Agency's

background investigation mission. OCIO also rolled out a laptop refresh to OPM's employees and intends to build this into a four-year refresh cycle. OCIO migrated OPM's workforce to cloud-based email.

In response to COVID-19, OCIO partnered with OPO to undertake an intensive effort to identify gaps in telework-enabling collaboration tools – identifying 20 needs for the organization. OCIO and OPO engaged in procurements in FY 2020 and, as a result, expect a significant improvement to OPM's ability to function in a majority telework environment and to OPM's internal customer satisfaction.


Table 4.3 A

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Average satisfaction score for financial management quality from OPM senior supervisory employees	4.33	4.70	4.88	5.01	5	≥4.9	Met	

FY 2020 Analysis of Results:

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2020. The survey response rate was 14.92 percent, and 62 OPM employees responded to this item. The Government-wide median was 5.16 out of 7. In FY 2020, OCFO leadership participated in an exercise to assess current OCFO performance across a broad set of financial functional activities. The results of this exercise were used to determine the overall effectiveness of financial functions or service areas and to better understand the OCFO organization’s maturity level against best-practice research. The outcomes of this assessment will be used to help determine strategies and priorities for attaining maturity in critical areas such as in managing talent, managing business performance, and creating structures to govern finance process improvements, which would ultimately transform how OCFO delivers services. In FY 2021, OCFO plans additional actions to execute its organization development change management framework, which focuses on employees, processes, and technologies to aide in long-term performance and service improvements.


Table 4.3 B

Performance Measure	FY 2016 Result	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Average satisfaction score for human capital services quality from OPM senior supervisory employees	5.09	5.09	4.67	4.83	4.74	≥4.5	Met	

FY 2020 Analysis of Results:

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2020. The survey response rate was 14.92 percent, and 82 OPM employees responded to this item. The Government-wide median was 4.63 out of 7.

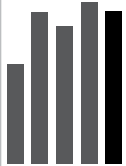
Table 4.3 C

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
Average satisfaction score for information technology services quality from OPM employees	4.63	3.99	4.44	4.65	4.97	≥4.4	Met	

FY 2020 Analysis of Results:

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2020. The survey response rate was 14.92 percent, and 82 OPM employees responded to this item. The Government-wide median was 5.33 out of 7. In addition to exceeding the FY 2020 target, the FY 2020 result is the highest satisfaction score received during the past five years of data collection. Satisfaction for all IT service areas (Development, Modernization, & Enhancement; IT Communication & Collaboration; IT Equipment; IT Support; and Operations & Maintenance) improved from FY 2019 to FY 2020. Overall satisfaction with OPM’s IT function has improved since FY 2017. Retirement Services was the program office most satisfied with the quality of support and solutions from OPM’s IT services.


Table 4.3 D

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
Average satisfaction score for contracting services quality from OPM senior supervisory employees	2.89	4.35	3.94	4.64	4.43	≥4.9	Not Met	

FY 2020 Analysis of Results:

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2020. The survey response rate was 14.92 percent, and 53 OPM employees responded to this item. The Government-wide median was 4.77 out of 7. OPM maintained a positive, upward trend relative to FY 2016, despite a small decline in FY 2020. In FY 2020, OPO designed a workshop series to assist customers in developing complex service requirements and began to pilot OPM’s solution with two customers. OPM also completed a playbook summarizing five strategies and a process map to implement innovative techniques and tools, as well as facilitate engagements with program offices on select procurements.

Table 4.3 E

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016- FY 2020 Trend
Percent of employees satisfied with real property services at OPM's largest nine buildings	-*	49.6%	53.4%	60.9%	Expected Feb 2021	≥52%	Expected Feb 2021	

-* No historical data available for this period.

FY 2020 Analysis of Results:

Results are expected in February 2021 following the publishing of GSA's 2020 Tenant Satisfaction Survey results.

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

FY 2020 Progress Update

In FY 2020, RS brought considerable focus on improvements within the call center through an engagement with the United States Digital Service and an outside contractor. RS engaged four teams to identify opportunities for improvements in infrastructure, operational practices, websites and self-service offerings, and in less than three months, OPM created a new, more efficient call routing structure, implemented a call back feature, developed new FAQs, and clarified the password reset process.

RS continued to make progress toward its vision of a paperless retirement system. RS completed the development of a Minimal Viable Product of an On-line Retirement Application to support the electronic submission of immediate retirement applications. The application allows Federal employees to work collaboratively with their agency human resource and payroll providers to prepare and submit a complete retirement package electronically to OPM. RS

completed the technical certification of payroll data electronically transmitted by the Interior Business Center service center to OPM. Now, RS receives Interior Business Center data in a defined data standard format, eliminating the need for the Center to submit paper copies of Individual Retirement Records. The Center will continue to transmit paper copies of corresponding Federal employee retirement applications, however, until the On-line Retirement Application and Case Management System can be deployed. RS also completed five agile sprints for the Retirement Data Viewer application, with each sprint incrementally improving functionality. The application provides a contextual view of the electronic retirement record and provides access to view paper-based scanned retirement documents captured by the RS Electronic Data Management System. Improvements included updates to report outputs, data export, and identification of correction records.

RS also successfully completed the automated transfer of data from the Electronic Retirement Record to the Federal Annuity Claims Expert System annuity calculator for immediate retirement records, completing the first phase of the annuity calculator data bridge initiative. This initiative reduces manual data entry, improves data quality, and reuses agency submitted

electronic data. Additionally, RS completed an upgrade to the current annuity calculator to adjust calculation variables and customer facing letters, as well as improve the contributions screen layout and user notifications.

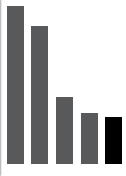
Moreover, RS completed five agile sprints of the customer facing annuity self-service portal, Services On-Line. With Services On-Line, retirement customers can manage their retirement account with facilitated changes to mailing address, e-mail address, tax withholdings, and deposits. Customers may also view or print monthly annuity and tax related statements and request new retirement cards or booklets. The sprints focused on incrementally improving site usability by streamlining the password reset and username (for example, claim number) entry process, as well as providing website user instructions and help guides.

Further, RS conducted a Federal benefits training event in Jacksonville, FL, with 391 participants representing 63 Federal agencies, to increase the knowledge of Federal benefits officers and improve their benefits counseling skills. RS also conducted internal training assessments of staff and has identified training for management and program analysts on tools that facilitate the analytical process. In addition, RS made a concerted effort to eliminate aged (91 days or older) pending disability cases. While this will have a positive impact for OPM's customers, the average processing time increased in the near term as a result.

Additionally, in support of the Integrated Digital Experience Act of 2018 and the President's Management Agenda's mandate to prioritize the user experience for all customer facing digital work, OCIO and RS formed a modernization partnership. OPM obtained IT support services to conduct user experience research, design, and usability testing for the RS customer journey and RS' Online Retirement Application product. This human-centered design project focuses on the wants and needs of customers and users involved in the retirement process so products and system solutions map directly to the Federal retirement

customer journey. OCIO will also evaluate key annuitant data sets and determine whether they are easily accessible for integration into the new suite of product and system solutions, so that the right data is available at the right time when an RS employee or customer is making a key decision in their user journey. This research will include extensive interviews with four separate customer bases (Federal retirees, Retirement Services Officers, Federal agency HR Officers, and Federal payroll providers), as well as usability validation of the Online Retirement Application Minimal Viable Product. The six-month long user experience research started in September 2020 and will continue into FY 2021.

Table 4.4 A

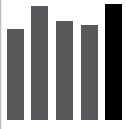
Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
Average number of minutes to answer phone calls	24.2	17.7	8.6	6.60	6.30	≤5	Not Met	

FY 2020 Analysis of Results:

In FY 2020, OPM handled 1,530,878 calls, which is a six percent increase from FY 2019. OPM experienced a 5 percent higher call volume in FY 2020 compared to FY 2019. OPM’s call handling rate improved from 83.4 percent in FY 2019 to 83.7 percent in FY 2020. OPM had, on average, 14 fewer full-time equivalent employees to handle calls in FY 2020 than in FY 2019. While OPM did not meet the target, RS answered more calls and reduced the average speed of answer, and the average hold time continues to trend downwards. The average hold time decreased from 6.6 minutes in FY 2019 to 6.3 minutes in FY 2020, a two-minute decrease from 8.6 minutes in FY 2018, an improvement evident in OPM’s FY 2020 call handling rate.

In FY 2020, OPM brought considerable focus on improvements within the call center through an engagement with the United States Digital Service and an outside contractor. Through this engagement, OPM created a new, more efficient call routing structure, implemented a call back feature, developed new FAQs, and clarified the password reset process.

Table 4.4 B

Performance Measure	FY 2016 Results	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/ Not Met	FY 2016-FY 2020 Trend
Average number of days to process retirement cases	54.1	67	58.6	55.7	68.5	≤60	Not Met	

FY 2020 Analysis of Results:

OPM processed 91,927 claims in FY 2020, 12,138 fewer than in FY 2019. The increase in processing time can be attributed to OPM’s efforts in FY 2020 to reduce the number of aged cases in the inventory. RS has consolidated disability case work in one location to reduce hand-offs, which will increase efficiency and customer service. Processing times were also impacted by the operational status of many agencies and payroll offices during the COVID-19 pandemic. OPM took steps to mitigate the impact of COVID-19 internally by adding a scanning option and revising some procedures. However due to delays outside of OPM’s control, it took more time than usual to get the information needed to finalize cases in a timely manner. As the Federal Government returns to a normal operating status, OPM anticipates a steady improvement in the average processing times. Although RS did not meet the 60-day target in FY 2020, by addressing the inventory of aged cases, OPM is better positioned to provide improved customer service in FY 2021.

Other Requirements

MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

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

- **Objective 4.1:** Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points.
- **Objective 4.2:** Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points.

- **Objective 4.3:** Exceed Government-wide average satisfaction for each agency mission support service.
- **Objective 4.4:** Improve retirement services by reducing the average time to answer calls to 5 minutes or less and average case processing times to 60 days or less.

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

EVIDENCE BUILDING

OPM has integrated its discussion of evidence building into the "Performance Details" section of this document. OPM's objective 2.1 is to "Improve collection and analysis of data to better inform human capital management decisions," and describes the agency's efforts to build the evidence base.

Appendix

DATA VALIDATION AND VERIFICATION OVERVIEW

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

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

- OPM developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in *Results OPM* performance review meetings at least quarterly. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.
- The Office of the Chief Financial Officer (OCFO) provides guidance to objective teams on data quality, and has developed a standard form for objective teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The OCFO reviews such documentation for adequacy, providing feedback and recommendations for improvement to objective teams. This documentation serves as a job aid to performance measurement and reporting staff, helping to promote the use of consistent definitions and methods.

- To reduce the risk of human error, OCFO is developing a single repository for all performance results.
- OCFO, 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: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce

Strategic Objective 1.1

Performance Measure	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job
Definition	<p>The average weighted hiring manager ratings on a scale of 1-10 (with 1 being strongly disagree and 10 being strongly agree) for the Hiring Manager Satisfaction Survey questions below, converted into a score between 1-100:</p> <ul style="list-style-type: none"> 17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent). 18. The applicants who were referred had the skills to perform the job (weighted 40 percent). 23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent). 24. The overall hiring process occurred in a timely manner (weighted 15 percent).
Data Source	Chief Human Capital Officers (CHCO) Hiring Manager Satisfaction Survey
Frequency	Annually
Verification and Validation	<p>The vendor that administers the Hiring Manager Satisfaction Survey provides quarterly verification of data completeness and accuracy. As part of the verification process, responses to the survey items are checked for appropriate and accurate coding, including no out of range responses and responses corresponded with survey skip patterns.</p> <p>The vendor's team of industrial and organizational psychologists assist in the creation, development, and monitoring of the survey process. The survey, including individual questions, has been vetted and approved by subject matter experts and the CHCO Council.</p>
Data Limitations	<p>Data and results are based upon the responses from those who voluntarily complete the survey and who self-identify as having participated in the hiring process. These responses provide a portrayal of their perceptions and experiences regarding the timeliness of services and quality of applicants received. However, the number of service recipients is currently unknown as not every hiring manager completes the survey. To promote use of the survey, USASTaffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process.</p> <p>Because three agencies represent almost 70 percent of responses, they have a disproportionate impact on the overall results of the Hiring Quality and Timeliness Index.</p>

Strategic Objective 1.4

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

Performance Measure	Percent of known subscribers and family members in the Master Person Index
Definition	The number of subscribers and family members included in the Master Person Index divided by the number of known subscribers and family members.
Data Source	The Master Enrollment File, which includes all enrollment transactions for each FEHB Carrier, supplemented with data from administrative sources (Centralized Enrollment Clearinghouse System, Data-Hub, Health Benefit Data File). The Master Person Index includes all known subscribers and family members.
Frequency	Quarterly
Verification and Validation	OPM compares enrollment transactions across sources when available. Centralized Enrollment Clearinghouse System data, reported quarterly, are routinely checked against Carrier data and vice versa. Carrier data are reported monthly, checked against prior Carrier data, and examined for inconsistent and/or anomalous data. OPM collaborates with database owners and FEHB Carriers to develop validation parameters. The agency carries out extensive data exploration and documentation with the data owners of all source data, including FEHB Carriers. From this process, the parameters for validation will be developed to promote precision across collection platforms and resolution of incomplete data and data inconsistencies.
Data Limitations	As this measure draws data from multiple sources, OPM faces data availability issues, along with challenges with managing multiple sources of error across data sets and sources. The timing of receipt of the different data further complicates this effort. To mitigate this, the agency staggers input from various sources and has established ready contacts with the original owner of each data source. OPM also established an ongoing process to compare monthly (in the case of Carrier data) and quarterly (in the case of Centralized Enrollment Clearinghouse System data) update files with previously submitted data, and across data sources. The agency also established an order of precedence for the various data sources as it gains more detail about the problems it encounters during the development phase of this project.

Strategic Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions

Strategic Objective 2.1

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

Strategic Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs

Strategic Objective 3.1

Performance Measure	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives
Definition	The number of human capital community respondents to OPM questionnaires or surveys who indicate that they at least somewhat agree that OPM services are helpful in achieving human capital objectives, divided by the number of survey respondents. The survey includes the following items: <ul style="list-style-type: none"> • OPM was helpful in achieving your human capital objectives. • OPM offered innovative solutions while providing services and/or guidance. • OPM offered flexible solutions in meeting your human capital needs.
Data Source	ES and MSAC use an online survey tool. HRS uses the Human Resources Solutions Customer Satisfaction Survey.
Frequency	Quarterly
Verification and Validation	OPM checks the responses to the questions for appropriate and accurate coding. For example, OPM checks that there are no out of range responses or unaccounted for responses. Double checking the responses for each survey item enhances data quality by promoting accuracy, completeness, and reliability.
Data Limitations	Data and results are based on the responses from those who voluntarily respond to the questions and who self-identified as having received human capital services from OPM. These responses provide an accurate portrayal of their perceptions and experiences regarding the quality of services received. It is likely that the voluntary nature of the survey and self-identification as a service recipient underestimates the actual number of service recipients.

Performance Measure	Number of strategic human capital management tools, flexibilities, and authorities provided to CFO Act agencies (Cumulative)
Definition	Cumulative number of strategic human capital management tools, flexibilities, and authorities provided to CFO Act agencies.
Data Source	OPM (divisions) database, data calls, OPM website, CHCO Council website, and surveys.
Frequency	Quarterly
Verification and Validation	OPM checks the agency and CHCO Council websites to verify that guidance was posted, and reviews responses to surveys of OPM program offices / data calls for accuracy.
Data Limitations	There are no significant data limitations.

Performance Measure	Percent of CFO Act agencies that have actively mitigated identified Mission Critical Occupations skill gaps (conducted root cause analysis, submitted an action plan, developed targets, and submitted quarterly reports) (Cumulative)
Definition	Cumulative number of CFO Act agencies that have conducted root cause analysis, submitted an action plan, developed targets, and submitted quarterly reports to mitigate Mission Critical Occupations skills gaps divided by the number of CFO Act agencies.
Data Source	Quarterly reports from agencies, including milestone and metrics on their progress on closing skill gaps.
Frequency	Quarterly
Verification and Validation	OPM reviews all quarterly submissions for accuracy, and works with individual agencies to resolve any issues.
Data Limitations	Two CFO Act agencies are excluded from the measure because they do not have skills gaps as determined by the workforce data.

Performance Measure	Percent of CFO Act agencies that successfully accomplished a reduction in one or more of the Multi Factor Model categories (2-year retention, quit rate, retirement rate, applicant quality) from their 2015 baseline (Cumulative)
Definition	Cumulative number of participating CFO Act agencies successfully accomplish a reduction in one or more of the Multi Factor Model categories (2-year retention, quit rate, retirement rate, applicant quality) from their 2015 baseline divided by the number of CFO Act agencies.
Data Source	Quarterly reports from agencies, including milestones and metrics on their progress on closing skill gaps.
Frequency	Quarterly
Verification and Validation	OPM reviews all quarterly submissions for accuracy, and works with individual agencies to resolve any issues.
Data Limitations	Two CFO Act agencies are excluded from the measure because they do not have skills gaps as determined by the workforce data.

Strategic Objective 3.2

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

Strategic Goal 4: Optimize agency performance

Strategic Objective 4.1

Performance Measure	Collaborative Management Score
Definition	<p>The number of OPM employees who responded positively (strongly agree or agree) to questions about manager support of cross agency communication and collaboration divided by the number of survey respondents. The Collaborative Management Score is comprised of the following Federal Employee Viewpoint Survey items:</p> <ul style="list-style-type: none"> Managers promote communication among different work units (for example, about projects, goals, and needed resources). (Q 58) Managers support collaboration across work units to accomplish work objectives. (Q 59)
Data Source	Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	<p>OPM's Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues.</p> <p>Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at https://www.fedview.opm.gov/.</p>
Data Limitations	The Federal Employee Viewpoint Survey is administered annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends. While the survey is voluntary, OPM's response rate is generally close to 60 – 70 percent and has resulted in a statistically significant sample of the OPM employee population.

Strategic Objective 4.2

Performance Measure	Percent of employees satisfied with steps taken to address poor performance
Definition	The percent of Federal Employee Viewpoint Survey (FEVS) respondents who indicated they were <i>Satisfied or Very Satisfied</i> with FEVS item 23: "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."
Data Source	Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	<p>OPM's Employee Services leads the survey administration, and conducts extensive data analysis to verify the results and identify any systemic data issues.</p> <p>Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at https://www.fedview.opm.gov/.</p>
Data Limitations	<p>The FEVS is collected annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends. While the survey is voluntary, OPM's annual response rate is generally close to 60-70 percent and is a statistically significant sample of the OPM employee population.</p> <p>This FEVS item measures the employee's perceptions that steps are taken by the supervisor to improve performance in the work unit; however, there are several limitations to this item. First, performance actions are not (and, under the Privacy Act, may not be) broadcast to the workforce. Therefore, responses may be uninformed perceptions, which may or may not be accurate. Second, there is no time bounding for the item; the respondent may not be talking about a current management situation, or even a situation in their current workgroup. Third, there is no way for respondents to indicate there are no poor performers in their group, leading to missing data.</p> <p>In order to clarify this item, OPM added another item (#72) to the FEVS in 2019, which provides more actionable information for leadership.</p> <p>72. Currently, in my work unit poor performers usually:</p> <ul style="list-style-type: none"> • Remain in the work unit and improve their performance over time • Remain in the work unit and continue to underperform • Leave the work unit - removed or transferred • Leave the work unit - quit • There are no poor performers in my work unit • Do not know

Strategic Objective 4.3

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

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

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

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

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

Strategic Objective 4.4

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

Performance Measure	Average number of days to process retirement cases
Definition	The average number of days from when OPM receives a retirement application from the annuitant's agency to when final adjudication and payment is issued.
Data Source	Annuity Roll Processing System
Frequency	Monthly
Verification and Validation	OPM reviews data collection and reporting procedures and tests data to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years, researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management control devices are built into these data collection mechanisms to promote accuracy and reliability.
Data Limitations	Processing time is based on retirement cases that are in pending status (that is, a case in the adjudication process) only. Initial disability retirement cases are not included until OPM has approved the medical determination.

Acronyms

Acronym	Definition
APG	Agency Priority Goal
API	Application Program Interfaces
APR	Agency Performance Report
CAP	Cross-Agency Priority
CFC	Combined Federal Campaign
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CLIA	Congressional, Legislative, and Intergovernmental Affairs
DOD	Department of Defense
DOJ	Department of Justice
EEO	Equal Employment Opportunity
ES	Employee Services
ExecSec	Executive Secretariat
FEDVIP	Federal Employee Dental Vision Insurance Plan
FEGLI	Federal Employees' Group Life Insurance
FEHB	Federal Employees Health Benefits
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FOIA	Freedom of Information Act
FSAFEDS	Federal Flexible Spending Account
FLTCIP	Federal Long-Term Care Insurance Program
FSEM	Facilities, Security & Emergency Management
FY	Fiscal Year
GS	General Schedule
GSA	General Services Administration
HCDMM	Human Capital Data Management and Modernization
HI	Healthcare & Insurance

Acronym	Definition
HR	Human Resources
HRLOB	Human Resources Line of Business
HRS	Human Resources Solutions
IT	Information Technology
MSAC	Merit System Accountability & Compliance
NBIB	National Background Investigations Bureau
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OD	Office of the Director
OGC	Office of the General Counsel
OGE	Office of Government Ethics
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPIM	Office of Privacy and Information Management
OPM	Office of Personnel Management
OPO	Office of Procurement Operations
OSDBU	Office of Small and Disadvantaged Business Utilization
PAC	Performance Accountability Council
PMO	Program Management Office
RS	Retirement Services
SES	Senior Executive Service
SSCLOB	Security, Suitability, and Credentialing Line of Business
STEM	Science, Technology, Engineering, and Mathematics
SuiteEa	Suitability Executive Agent
UX	User Experience



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