



U.S. Office of Personnel Management

Annual Performance Report

Fiscal Year 2024

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

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Message from the Director



Robert H. Shriver, III Acting Director

In Fiscal Year (FY) 2024, the United States Office of Personnel Management (OPM) continued to advance progress toward agency goals and Administration priorities. In the third year of OPM's FY 2022-2026 Strategic Plan, OPM reports substantial progress in positioning the Federal Government as a model employer, transforming OPM's organizational capacity and capability, creating a human-centered customer experience, and providing innovative and data-driven solutions to support agency partners. In this report, OPM details the progress made toward accomplishing the objectives in the FY 2022-2026 Strategic Plan.

A Model Employer

Workforce of the Future

OPM is committed both to positioning the Federal Government as an employer of choice and serving as a model employer. OPM took an important step toward realizing this goal by issuing the Workforce of the Future playbook in FY 2024. The playbook, which was highlighted by the Association for Talent Development, provides concrete actions for agency Chief Human Capital Officers and hiring managers, as well as best practices, tools, and resources for agencies to hire the right talent and strategically plan for the future. In addition to releasing the playbook, OPM led eight webinars attended by nearly 5,000 people to support Federal agencies and employees in implementing the workforce management strategies outlined in the playbook. In 2024, OPM increased the percentage of Chief Human Capital Officers who report they have the necessary guidance and resources from OPM to inform their future of work planning by more than 15 percentage points, compared to 2023.

Early Career Talent

A key recommendation in the Workforce of the Future playbook discusses reinvigorating Federal early career talent programs that serve as a pipeline for diverse talent into Federal jobs. As part of these efforts, OPM released the final rule updating the Pathways Programs, which streamlined the process for hiring current students and recent graduates, and expanding access to include graduates of apprenticeship and other career development and trainee programs. OPM also aimed to strengthen agencies' ability to develop, promote, and retain early career talent, and improved the 2024 Government-wide Employee Engagement Index score for early career talent by more than one point, compared to 2023.

Advancing Diversity, Equity, Inclusion, and Accessibility

OPM continued to implement the Biden-Harris Administration's Executive Order on Diversity, Equity, Inclusion and Accessibility (DEIA) in the Federal Workforce. In FY 2024, OPM released a final regulation that prohibits the use of previous, non-Federal salary history in setting pay for Federal employment offers in Government-wide pay systems as a part of the agency's work to advance pay equity. OPM also completed a barrier analysis toolkit to help agencies utilize data to identify DEIA barriers to hiring. Further, OPM implemented interventions recommended by a FY 2023 assessment of the personnel vetting process to eliminate barriers to transgender, gender non-conforming, and non-binary employees

and applicants by eliminating a gender question on vetting questionnaires and by using non-gender specific terminology, as appropriate. While OPM was one point short of its 2024 target for the Federal Employee Viewpoint Survey Government-wide Diversity, Equity, Inclusion, and Accessibility index score, OPM improved the score by more than one point, compared to 2023.

Improving the Experience of OPM's Customers

OPM has made substantial progress in improving customer service. A survey from the [American Customer Satisfaction Index](#) ranked OPM first among Government agencies in a year that saw customer satisfaction rise to a seven-year high Government-wide. In FY 2024, OPM built on its enterprise-wide approach to customer service, establishing an internal Customer Experience Steering Committee made up of representatives from 15 OPM offices to facilitate collaboration and expand customer experience improvement efforts across the agency.

Improving Retirement Services

OPM has taken important steps to improve the experience of retirees and prospective retirees in FY 2024. To streamline the retirement process, OPM has piloted an online retirement application, which allows prospective retirees from selected agencies to apply for their retirement benefits electronically. OPM continues to collect customer feedback during an ongoing pilot to identify strengths and opportunities to improve the application in the future. OPM also built the architecture for a minimum viable product of a digital file system that will integrate paper and digital records. This effort will enable a comprehensive view of retirement data and establish secure access to case information across organizations and work sites, allowing for more efficient and effective case management. In the past year, wait times at the Retirement Services call center decreased by more than 63 percent. OPM also reduced the average number of days to process new retirement cases by more than 20 percent and improved customer satisfaction on new retirement cases by 13 percent, compared to FY 2023. Based on this progress, OPM's Inspector General removed the initial retirement application backlog from its list of top management challenges.

Establishing a State-of-the Art Postal Service Health Benefits Program

In FY 2024, OPM worked to establish a state-of-the-art Postal Service Health Benefits Program in accordance with the *Postal Service Reform Act of 2022*. The effort hinged on intra- and inter-agency collaboration to ensure postal employees, annuitants, and their families are effectively served. On a tight timeline, OPM met key milestones in technological modernization, data sharing and program development. Notably, OPM developed and deployed a state-of-the-art minimum viable product for the Postal Service Health Benefits Program that included a central enrollment platform and a decision support tool for users. OPM also launched and administered a special enrollment period in the second half of FY 2024. OPM ended the fiscal year on-track for establishing the Postal Service Health Benefits Program for the plan year beginning January 1, 2025.

Improving the Federal Hiring Experience

OPM, in conjunction with OMB, released guidance in FY 2024 to improve the Federal Government's hiring experience. The guidance calls for reducing the time and administrative burden in the hiring process and offers tools for agencies to improve the hiring experience for HR professionals, hiring managers, and job seekers. OPM also released USAJOBS' Career Explorer Tool which matches job seekers with Federal careers based on their interests and improves the navigation process for applicants based on their responses to a 32-item questionnaire. OPM also launched an upgraded USAJOBS resume builder that includes content updates to better help job seekers use the site to build effective resumes. OPM successfully redesigned the USAJOBS homepage based on job seeker feedback, making it easier to conduct job searches and view events on both mobile and desktop versions. While overall satisfaction with USAJOBS decreased slightly in FY 2024, compared to FY 2023, OPM continues to review customer feedback to identify opportunities for additional improvement.

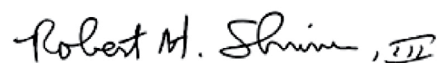
Leveraging Human Capital Data

OPM is focused on enhancing human capital data and analytics to better inform Federal workforce policies and further support agencies' evidence-based workforce decisions. To that end, OPM released an initial enterprise human capital analytics platform, which will reduce the time to access insights on Government-wide HR topics, and become the foundation to deliver new digital experiences to employees, applicants, beneficiaries, annuitants, agencies, the public, and other stakeholders. Further, OPM enhanced and expanded access to two Federal Employee Viewpoint Survey dashboards and a DEIA dashboard, and released a public Time-to-Hire dashboard on the OPM Data Portal. While the percentage of Chief Human Capital Officers who agree that OPM provides agencies with high quality workforce data and information for decision-making decreased by just over one percentage point in 2024, compared to 2023, OPM expects its continued development of an enterprise human capital analytics platform in FY 2025 to result in improvements.

Conclusion

OPM serves as the champion of our nation's Federal workforce—the 2.3 million Federal employees who serve the American public. As we reflect on the accomplishments of the past year, I want to emphasize the gratitude I have for OPM's workforce in empowering all Federal workers to tackle challenges and prepare for those to come. In the years ahead, OPM will build on the progress described in this report and continue to deliver the human capital policy, benefits, products, and services needed to support the Government workforce of the future.

Sincerely,



Robert H. Shriver, III
Acting Director, U.S. Office of Personnel Management

OPM Overview

The U.S. Office of Personnel Management (OPM) serves as the chief human resource agency and personnel policy manager for the Federal Government. OPM provides human resource leadership and support to Federal agencies and helps the federal workforce achieve its aspirations as it serves the American people. OPM directs and guides human resource and workforce policy, administers retirement benefits, manages health insurance and other insurance benefit programs, provides human capital solutions, and oversees merit-based and inclusive hiring into the civil service. The agency promotes the efficiency and integrity of the Federal workforce through personnel vetting policies and processes. The agency also leads and supports the Federal Executive Boards, a network of Federal officials across the country focused on improving coordination, communication, and collaboration across agencies outside of the Washington, D.C. region.



Key Functions

Human Capital Management Leadership

OPM's divisions and offices implement the programs and deliver the policies, services, and oversight that enable both OPM and other agencies to meet their respective strategic goals. OPM works in several broad categories to lead and serve the Federal Government in enterprise human resource management by delivering policies, services, and oversight to achieve a trusted, effective civilian workforce, including human capital management leadership, benefits, and personnel vetting.

Policy

The agency interprets and enforces governing law and provides policy direction and leadership in designing, developing, and promoting Government-wide human capital systems, programs, and policies. 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, training, diversity and inclusion, work-life and wellness programs, employee accountability, labor and employee relations, and the Administrative Law Judges Program. OPM's leadership in these areas enables the Federal Government to anticipate drivers that will influence and impact the Federal workforce. OPM also reviews agency requests to exercise certain personnel management authorities that are centrally administered or subject to OPM approval under law or regulation and oversees the implementation of key political administration priorities and goals concerning Government-wide human capital management matters.

Services

As part of its mission, OPM provides technical assistance to Federal agencies to meet their most critical human capital needs. OPM provides human capital services and training to Federal agencies to help maximize their organizational and individual performance and to drive their mission results. OPM delivers products and services to Federal agency partners in a variety of ways, including: 1) OPM internal human capital experts, including HR professionals, industrial-organizational psychologists, educators, data analysts, and program managers; 2) pre-competed private sector partnerships; and 3) a blended approach that leverages private sector capability that complements the Federal workforce. OPM helps 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.

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

OPM leads the Government-wide transformation of human resource information technology by focusing on modernization, integration, and human capital outcomes. OPM offers Federal systems such as Enterprise Human Resource Integration (EHRI), USA Staffing, USA Hire, USA Performance, and USALearning. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resource data and information Government-wide, as appropriate.

The agency manages USAJOBS, the official job site of the Federal Government. It is the one-stop source for Federal jobs and employment information through which Federal agencies meet their legal obligation to provide public notice

of Federal employment opportunities to Federal employees and American citizens. The USAJOBS website is the portal for Federal recruitment for most Government positions.

Oversight

Through its oversight, evaluation work, special studies, and collaboration with agencies, OPM assesses whether Federal human resource programs and human capital management systems are effective and consistent with merit system principles and related civil service requirements. OPM works directly with agencies to improve programs that are ineffective, inefficient, or not compliant with Federal law. OPM also adjudicates and provides the final administrative decision on appeals and claims related to position classification, job grading, the Fair Labor Standards Act, compensation, and leave, including the termination of retained pay or grade in certain circumstances. These adjudications provide Federal employees with procedural rights to challenge compensation and related agency decisions.

Healthcare and Insurance

OPM facilitates access to the high-caliber healthcare and insurance programs offered by the Federal Government to active employees, annuitants, and their eligible family members across all three branches of Government. This includes health insurance, dental and vision insurance, life insurance, long-term care insurance, and flexible spending accounts. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, employees of tribes or tribal organizations, and other eligible persons. In 2019, OPM also began offering dental and vision plans to military retirees and their families, members of the Retired Reserve, non-active Medal of Honor recipients, and survivors and family members of active-duty service members. In 2025, OPM began coverage for Postal workers, retirees, and their eligible family members under the new Postal Service Health Benefits Program in accordance with the *Postal Service Reform Act of 2022*. These high-quality benefits make Federal employment more attractive, enabling agencies to compete for good candidates with other potential employers.

Retirement

OPM administers the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS) covering 2.8 million active employees, including the United States Postal Service, and over 2.7 million annuitants, survivors, and family members. OPM also develops and administers benefits programs and services that offer employees choice, value, and quality to help the Government remain 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, according to relevant statutes and regulations; post-retirement changes due to life events; health and life insurance enrollments; Federal and state tax deductions; and other payroll functions.

Personnel Vetting

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

History

OPM's roots lie in a more than 140-year history of protecting merit system principles. In 1883, the Pendleton Civil Service Reform Act ended the patronage or "spoils" system for Federal employment, and instead introduced a merit-based civil service as a key pillar of American democracy, ensuring that the Federal Government makes

employment decisions about public servants based on their skills, and not their political affiliations. Congress also established OPM's predecessor, the United States Civil Service Commission. Since then, Congress has enacted statutes and agencies have promulgated rules to govern the civil service and further good government, including the Civil Service Reform Act of 1978.

In the Civil Service Reform Act and related legislation, Congress divided the Civil Service Commission into separate agencies and established OPM, giving it jurisdiction over personnel management of the civil service. Congress directed that OPM would have a Director and a Deputy Director, both appointed by the President with Senate confirmation. Congress authorized OPM to promulgate merit system regulations and to maintain programs to enable departments and agencies to establish, classify, and fill competitive service jobs and manage workforce matters including examination and appointment, suitability and security, merit promotion, compensation, training, employee relations, awards and incentives, managerial and executive development, and employee benefits. Congress also tasked OPM with evaluating departments' and agencies' personnel programs and operations and providing them with advice and guidance on all aspects of personnel management. Additionally, Congress authorized OPM to provide reimbursable training and personnel management services at the request of individual agencies.

Profile

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has three operating centers and 27 facilities and Federal Executive Board locations across the country. OPM's FY 2024 gross budget, including appropriated, mandatory administrative authorities, and revolving fund activities totaled more than \$1.3 billion. In FY 2024, the agency had 2,877 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was \$412,051,000.

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

Purpose and Scope

The FY 2024 Annual Performance Report summarizes OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2022-FY 2026 Strategic Plan. The Annual Performance Report is 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 2024. The FY 2024 Annual Performance Report meets reporting requirements in the *Government Performance and Results Modernization Act of 2010*, which focuses on improving performance and accountability in Federal agencies, and in Office of Management and Budget (OMB) Circular A-11 Part 6: The Federal Performance Framework for Improving Program and Service Delivery.

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

The objectives in OPM's FY 2022-FY 2026 Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency developed performance targets for each of the measures aligned to the objectives. The targets, which indicate the agency's planned levels of performance, were set based on the resources requested for each objective. In this report, the agency compares these planned levels of performance to actual performance, explaining

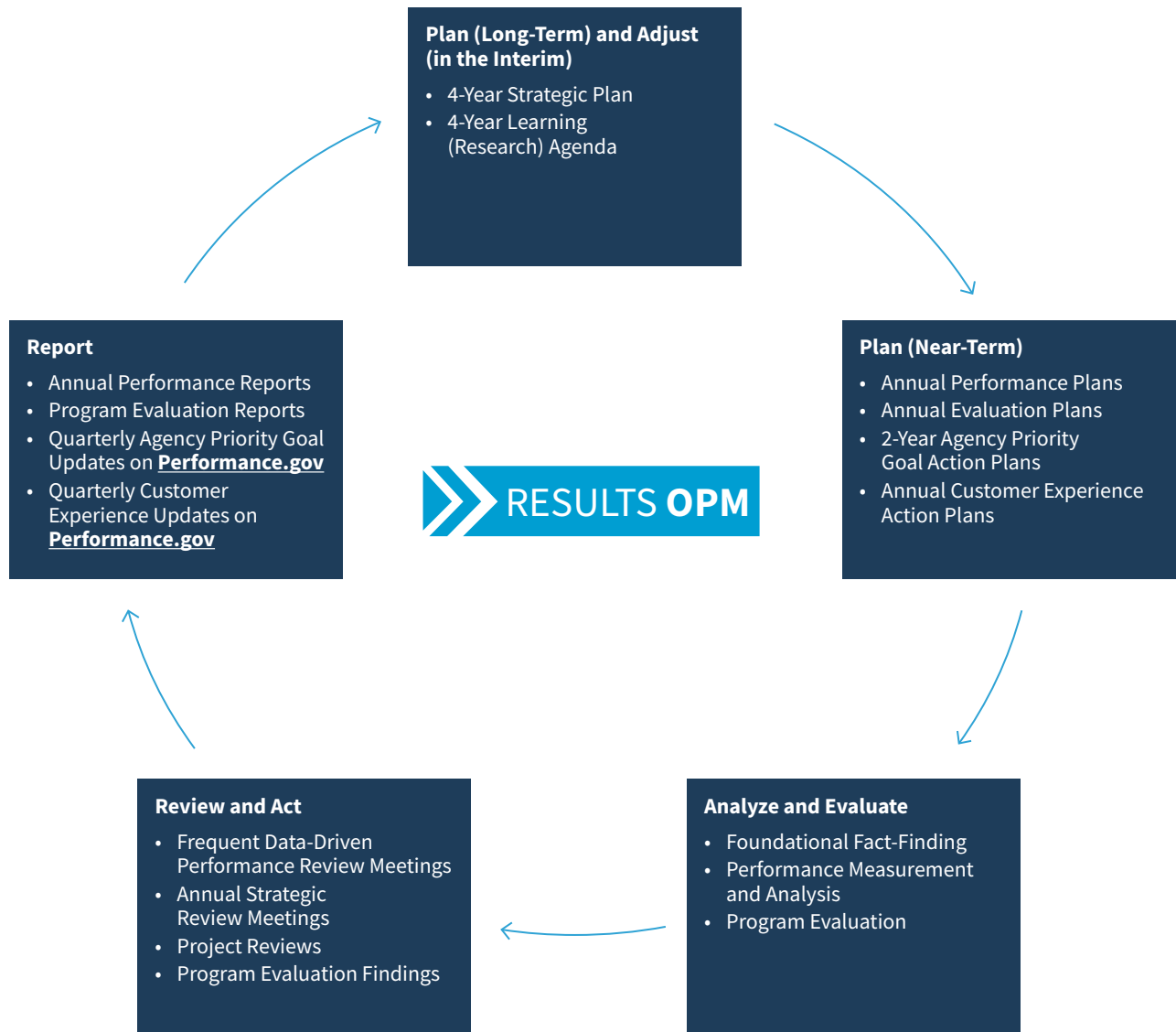
any variances or trends. OPM identifies successful or promising practices and describes plans for improvement where targets were not met.

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



Results OPM: OPM's Performance Management Approach

OPM is committed to building a strong performance culture through proven performance management processes that measure progress toward specific goals and promote the use of performance data to inform decisions. OPM's performance management cycle is depicted below.



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

past experiences, and decide next steps to improve performance. OPM also carries out an annual strategic review to assess agency progress and determine which strategic objectives require focused improvement relative to other strategic objectives.

- (5) **Report:** Every year, OPM publishes this Annual Performance Report, which outlines the agency’s progress toward the strategic goals and objectives in the agency’s Strategic Plan and includes key findings from agency research and evaluations. On a quarterly basis, the agency also publicly reports on progress toward Agency Priority Goals and on customer experience.



OPM's Strategic Framework FY 2022-2026

OPM's [FY 2022-FY 2026 Strategic Plan](#) includes four strategic goals and 20 strategic objectives aligned to the goals. The agency monitors the performance results for each objective to track its progress towards achieving the goals.

Mission

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

Vision

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

Values

► Respect

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

► Innovation

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

► Service

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

► Excellence

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



FY 2022-FY 2026 Strategic Goals and Objectives

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

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

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

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

Organizational Framework

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

OPM Organizations				
Executive Offices	Program Offices	Management Offices		Auxiliary Organizations
Office of the Director	Workforce Policy and Innovation	Office of the Chief Human Capital Officer	Office of Strategy and Innovation	Office of Inspector General
Office of the General Counsel	Retirement Services	Office of the Chief Financial Officer	Office of the Executive Secretariat, Privacy, and Information Management	Security, Suitability, and Credentialing Line of Business
Office of Communications	Healthcare and Insurance	Office of the Chief Information Officer	Office of Equal Employment Opportunity	President's Commission on White House Fellows
Congressional, Legislative and Intergovernmental Affairs	Human Resources Solutions	Office of Procurement Operations	Office of Small and Disadvantaged Business Utilization	Federal Prevailing Rate Advisory Committee
CHCO Council	Merit System Accountability and Compliance	Facilities, Security, and Emergency Management		
Office of Diversity, Equity, Inclusion, and Accessibility	Suitability Executive Agent			
	Human Capital Data Management and Modernization			

Executive Offices

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.

Office of the General Counsel (OGC) provides legal advice and representation to the Director and OPM managers and leaders. OGC does this by rendering opinions, reviewing proposed policies and other work products, commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and, thus, benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for promulgating Hatch Act regulations, administers the internal agency Hatch Act and ethics programs, and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review. Consistent with the Government in Ethics Act, OGC, along with the Department of Justice, consults with the United States Office of Government Ethics on any regulations related to the Standards of Conduct the Office of Government Ethics plans to issue. OGC also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act and other statutes and determines when OPM personnel or documents should be made available in discovery to parties in litigation to which OPM is not a party.

Office of Communications (OC) coordinates a comprehensive effort to inform the public of the Administration's and OPM's goals, plans, and activities through various media outlets. The OC provides the American public, Federal agencies, and pertinent stakeholders with accurate information to aid in planning and decision-making. The OC supports enterprise-wide digital transformation initiatives and oversees the

development of all video products, printed materials, and web content generated by OPM offices. The office develops briefing materials for the Director and other OPM officials for various activities and events. The OC also plans events that amplify the Administration's and OPM's agency and Government-wide initiatives.

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

Chief Human Capital Officers Council (CHCOC) serves as the principal interagency forum to advise and coordinate the activities of the agencies of its members on various matters. The Council is structured with a Chair, a Vice Chair, an Executive Director, a Deputy Director, 26 CHCOs, 26 Deputy CHCOs, the Small Agencies Human Resources Council (SAHRC) chair, and the SAHRC vice chair. The OPM Director serves as the Chair of the Council and attends the Council's monthly meetings, speaking each time to the work of OPM as an agency and providing opportunities for CHCOs to weigh in as strategic partners to the agency. The OPM Director serves as the final decision maker for Council activities. The Deputy Director for Management at the Office of Management and Budget serves as the Vice Chair of the Council attending monthly meetings. The Council informs and coordinates the activities of its member agencies on such matters as modernization of human resources systems and practices and improving quality of human resources data and information. At the request of the Chair, the Council may provide views to Office of Personnel Management (OPM), the Office of Management and Budget (OMB), and agency leaders on human capital

strategies and policies, as well as on the assessment of human capital management in Federal agencies. The Council identifies and shares promising practices with CHCOs and other officials with similar responsibilities in fulfilling their individual responsibilities in an effort to: promote a culture of continuous human capital learning and high performance; embrace strategies, policies, and processes to develop and support a modernized federal workforce and workplace; support consistency in the implementation of the laws governing the Federal civil service; and support agency leaders in carrying out their responsibilities for selecting, developing, training, and managing a diverse, inclusive, high-quality, productive workforce in accordance with merit system principles.

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

Program Offices

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

Retirement Services (RS) is responsible for the administration of the Federal Retirement Program covering approximately 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. RS develops and administers benefits programs and services that offer value and quality to help maintain the Government's position as a competitive employer. Activities include maintaining records and servicing credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death according to relevant statutes and regulations. Once a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending annual cost of living and tax information, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post-adjudication activities.

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

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

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

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

Human Resources Solutions (HRS) provides human capital products and services that support Federal agencies in meeting their mission. Through both internal human capital experts and/or private sector partners, HRS helps agencies recruit and hire top talent, cultivate leaders, build Federal human resources capacity, optimize the performance management process, and sustain effective results-oriented organizations. HRS operates under the provisions of the Revolving Fund, 5 U.S.C. §1304 (e)(1), that authorizes OPM to perform personnel management services for Federal agencies on a cost reimbursable basis. HRS consists of four practice areas that work directly with customer agency partners via Interagency Agreement to deliver a complete range of human resources products and services, including government-to-government and private sector solutions. Some of this work is directed by statute, and other aspects are performed at the option of an agency that

engages HRS in this work. This includes recruiting and examining candidates for positions for employment by Federal agencies nationwide; delivering leadership and development courses and programs, including the Leadership for a Democratic Society program; providing custom-designed technology systems (e.g., USAJOBS, USA Staffing, USA HireSM, USA Performance[®], and USALearning) to support Federal agency recruitment, talent acquisition, performance management, and training priorities; developing organization and performance management strategies; and providing human capital management, organizational performance improvement, and training and development expertise delivered through best-in-class contracts.

Merit System Accountability & Compliance (MSAC) is responsible for a range of functions that support OPM's mission as a Federal human capital leader and its stewardship of the merit system. MSAC evaluates agencies' HR operations and human capital management programs for efficiency and effectiveness. It provides guidance as a trusted human capital partner of Federal agencies to help align their practices with merit system principles and other civil service requirements. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements and are free of political influence. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals, all of which provide Federal employees with administrative procedural rights to challenge compensation and related agency decisions without having to seek redress in Federal courts. MSAC has Government-wide oversight of the Combined Federal Campaign and the Voting Rights programs. The mission of the Combined Federal Campaign is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective

in providing all Federal employees and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Further, MSAC serves as the liaison between OPM program offices and oversight groups such as the Office of the Inspector General and the Government Accountability Office (GAO) and helps to coordinate audit activities to resolve recommendations.

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

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

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

HCDMM includes the Human Resource Quality Services Management Office, which is establishing a marketplace

of services and products that enables agencies to improve the delivery of human capital activities in alignment with OPM's human capital data standards.

Management Offices

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

Office of the Chief Financial Officer (OCFO) is responsible for OPM's strategic financial management, fiscal responsibility, transparency, and accountability. OCFO advises the OPM Director and senior leadership on all aspects of financial management and delivers services to OPM customers, enabling OPM to achieve its strategic plan objectives and deliver on its mission. OCFO facilitates financial planning, budgeting, and accounting functions, ensuring adherence to financial regulations and compliance standards. OCFO also manages the agency's financial systems, and performs internal control reviews. OCFO aligns financial decisions with the agency's goals and decision-making processes, optimizing resource allocations and showcasing the effective management of taxpayer dollars. OCFO strives for excellence in strategic financial management, leading OPM with the practice of sound financial management in program development and operations and the stewardship of public resources.

Office of the Chief Information Officer (OCIO) defines the enterprise information technology (IT) vision, strategy, policies, and cybersecurity for OPM. The OCIO determines the most effective use of technology to support of the agency's strategic plan, including the enterprise architecture, platform, systems, and applications. The OCIO is responsible for modernizing

information technology, developing and maintaining the agency's information technology security policies, and operating and enhancing the agency's cybersecurity program. The OCIO evaluates and leverages emerging technology including Artificial Intelligence capabilities to improve business operations. The OCIO leads the IT governance processes and IT investment management to develop IT strategies and budgets across the agency. The OCIO provides technical strategies and guidance, cloud technology and services, application and system development and maintenance, IT project management, agile frameworks, collaboration and communication tools, hardware, software, and infrastructure such as the OPM Help Desk services to support OPM's business operations. The OCIO manages pre- and post-implementation reviews of information technology programs and projects. The OCIO reviews and oversees IT acquisitions, services, and spending. Further, the OCIO partners with other agencies on Government-wide initiatives such as IT modernization, the optimization of enterprise services, and the development of long-term plans for human resource IT strategies.

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

Office of Strategy and Innovation (OSI) provides OPM with the evidence, resources, and support necessary to

make better-informed policy and budgeting decisions, improve organizational performance, foster transparency in how the agency is performing, promote accountability for delivering results to the agency's customers, and enable a culture of continuous learning by leading the agency's strategic planning, organizational performance management, process improvement, customer experience improvement, research and evaluation, program and project management improvement, and enterprise risk management functions. OSI implements key management requirements for OPM: the Government Performance and Results Modernization Act of 2010, the Program Management Improvement Accountability Act of 2016, evaluation functions of the Foundations for Evidence-Based Policymaking Act of 2018, OMB Circular A-11 Part 6: The Federal Performance Framework for Improving Program and Service Delivery, and the enterprise risk management functions of OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control.

Facilities, Security and Emergency Management

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

Office of the Executive Secretariat, Privacy, and

Information Management (OESPIM) is responsible for privacy, Freedom of Information Act, records management, forms management/Paperwork Reduction Act, Controlled Unclassified Information, correspondence management, coordination of OPM's internal clearance

processes (to include policy and program proposals), and regulatory affairs (to include serving as the agency's liaison with the Office of Management and Budget and the Federal Register).

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

Office of Small and Disadvantaged Business Utilization (OSDBU) is authorized by the Small Business Act (Act) to oversee OPM's compliance with the achievement of annual small business goals. The Office of Small and Disadvantaged Business Utilization manages the development and implementation of appropriate outreach programs aimed at heightening the awareness of the small business community to the contracting opportunities available within OPM. The Act also directs the Office of Small and Disadvantaged Business Utilization to manage its in-reach and outreach activities under three lines of business: advocacy, outreach, and unification of the business process.

Auxiliary Organizations

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

President's Commission on White House Fellows was founded in 1964 and is one of America's most prestigious programs for leadership and public service. White House Fellowships offer exceptional young professionals firsthand experience working at the highest levels of the Federal Government. Selected individuals typically spend one year working as a full-time, paid Fellow to senior White House staff, Cabinet Secretaries, and other top-ranking Government officials. Fellows also participate in an education program consisting of roundtable discussions with renowned leaders from the private and public sectors. Fellowships are awarded on a strictly nonpartisan basis.

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

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

Agency Priority Goals

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

For the FY 2024-2025 period, OPM developed four APGs.

APG 1: Position the Federal Government as the employer of choice for military and veteran spouses and early career talent.

By September 30, 2025, strengthen agencies' ability to develop, promote, and retain this skilled and diverse pool of talent, capitalizing on existing and new workplace flexibilities to increase the Employee Engagement Index score for military and veteran spouses by 2 points and for early career employees by 4 points, as compared to an FY 2023 baseline.

Related Strategic Objective: 1.3

FY 2024 Progress Update

- OPM is on-track to meet its two-year goal to increase the Employee Engagement Index Score for military and veteran spouses; OPM has exceeded its FY 2024 target of 71.5 with an FY 2024 score of 72.7, up 2.2 points from FY 2023.
- OPM fell 0.8 points short of its FY 2024 Employee Engagement Index score target for early career talent, with a score of 77.4.
- OPM issued a final rule to refresh the Pathways Program regulations, created an intern conversion

database to provide opportunities for interns and recent graduates to be placed in other agencies when their host agency is unable to offer permanent placement, and held 10 Intern Experience Program events to engage interns Government-wide.

- OPM also developed a Government-wide Military and Veteran Spouse, Military Caregiver, and Survivor Hiring and Retention Strategic Plan, and updated guidance and resources on military spouse employment.

APG 2: Streamline the hiring experience for applicants to Federal jobs, agency hiring managers, and agency HR professionals through the use of pooled/shared hiring actions.

By September 30, 2025, lead or facilitate 28 pooled/shared hiring actions for agencies to fill critical vacancies resulting in 700 agency hires.

Related Strategic Objectives: 1.3

FY 2024 Progress Update

- OPM launched 18 pooled/shared hiring actions for agencies to fill critical vacancies in FY 2024, exceeding the FY 2024 target by four actions.
- The agency did not meet its FY 2024 target of 350 agency hires made through pooled/shared hiring actions but did increase the number of agency hires made through pooled/shared hiring actions by 18 percent compared to FY 2023, with 96 hires in FY 2024.
- OPM and OMB issued a joint memorandum to agencies on improving the Federal hiring experience and conducted 17 briefings to agencies and other stakeholder groups on the practices outlined in the memo.
- OPM also led more than 150 engagements in FY 2024 to help identify and break down barriers and dispel misconceptions in the requirements for sharing certs.

APG 3: Enable critical human capital decision-making for Federal agencies and employees by developing an enterprise human capital analytics platform and delivering high-quality workforce planning data analytics products Government-wide.

By September 30, 2025, increase the percentage of Chief Human Capital Officers (CHCO) who agree that OPM provides agencies with high-quality workforce data and information for decision-making by 25 percentage points, as compared to an FY 2023 baseline, and improve employee satisfaction in their ability to access their own data on benefits and personnel actions by 25 percentage points, as compared to an FY 2024 baseline.

Related Strategic Objectives: 4.3

FY 2024 Progress Update

- At 55.56 percent, OPM did not meet its target of 65 percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision making.
- OPM surveyed Federal employees and found that 67.7 percent indicated that they are satisfied with their ability to access their own data on benefits and personnel actions. This value will serve as a baseline to measure future progress.
- In FY 2024, OPM completed the development of an enterprise human capital analytics platform environment and established a pilot with the General Services Administration to improve interoperability of Federal HR data.
- OPM is on-track to migrate OPM personnel files to the modernized electronic Official Personnel Folder, which will begin a phased migration of external agencies in February 2025.

APG 4: Strengthen the health insurance enrollment experience by establishing a state-of-the-art Postal Service Health Benefits System for Postal Service employees, annuitants, and their eligible family members.

By September 30, 2025, develop a new, centralized enrollment system including a Decision Support Tool and perform an evaluation to assess implementation of the centralized enrollment system and Decision Support Tool.

FY 2024 Progress Update

- OPM ended the fiscal year on-track to develop and deploy the Postal Service Health Benefits (PSHB) Program.
- The agency developed the PSHB system and supporting applications in time for the successful launch of the inaugural Open Season.
- OPM also developed a study design and data collection tools for an implementation evaluation.
- OPM developed and deployed a state-of-the-art Decision Support Tool to help program beneficiaries navigate their options.
- Further, OPM implemented key system modifications in Retirement Services' mainframe applications that modified the interface with PSHBP centralized enrollment and conducted end-to-end validation of those changes.



Cross-Agency Priority Goals



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

Summary of Performance Results

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

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

The tables that follow display performance results, ordered by strategic goal, for FY 2024, where available. Trends are visualized in small “spark” charts that represent the FY 2024 results, subject to data availability. Note that the scales of spark charts are not displayed, and they are automatically adjusted to “zoom in” on the data. This can have the effect of making small changes appear more significant, while making large changes appear less significant.


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



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



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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	69	71	72	73	Not Met	

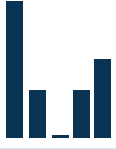

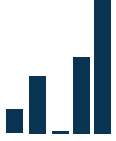
Strategic Objective 1.2: Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.2.001	Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	-	-	81.82%	61.29%	76.67%	83.00%	Not Met	
1.2.002	Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	-	-	69.70%	63.33%	73.33%	75.70%	Not Met	

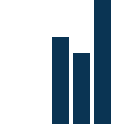
Strategic Objective 1.3: Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.3.001	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	82	80	79	80	81	82	Not Met	
1.3.002	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	-	-	4.17	4.04	4.13	4.19	Not Met	
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	9.05%	10.54%	8.12%	11.43%	14.33%	12.00%	Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	195,389	156,066	282,371	214,918	Met	

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

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

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	85.80%	80.90%	82.30%	83.64%	83.20%	82.42%	Met	


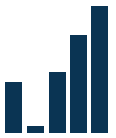
Strategic Objective 2.2: Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	93.94%	90.63%	80.56%	95.94%	Not Met	
2.2.008	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	27.27%	37.50%	30.56%	39.27%	Not Met	



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

- No historical data available for this period.


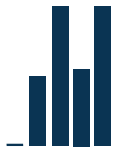
Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	94.34%	84.58%	85.39%	95.00%	Not Met	
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	47.73%	30.00%	51.90%	65.14%	75.53%	70.00%	Met	

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

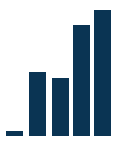
- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	-	-	-	54	53	56	Not Met	
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	-	-	-	63	68	65	Met	

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

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.5.010	Percent of software projects implementing adequate incremental development	85.71%	85.71%	100.00%	100.00%	100.00%	95.00%	Met	
2.5.011	Score for utilization of the working capital fund to support IT modernization and security	2.00	3.00	4.00	3.10	4.00	2.87	Met	

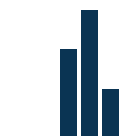
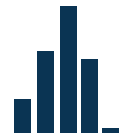
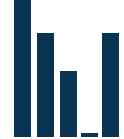
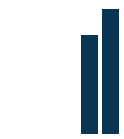

Strategic Objective 2.6: Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM’s Leaders Lead Score by 3 points.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.6.001	OPM Leaders Lead score	64	69	68	72	74	70	Met	

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

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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	31.02	45.72	16.70	15	Not Met	
3.1.002	Average number of days to process retirement cases	68.50	78.96	88.41	77.38	61.54	60	Not Met	
3.1.003	Average satisfaction score for services received from Retirement Services	4.12	3.92	3.74	3.45	3.91	4.10	Not Met	
3.1.030	Average number of calls handled per workday	-	-	-	4,669.44	5,838.31	Establish Baseline	Establish Baseline	
3.1.031	Average number of high call volume messages per workday	-	-	-	22,962.47	7,093.03	Establish Baseline	Establish Baseline	

Note: In FY 2023, OPM revised measure 3.1.003 to focus on the new annuitant population. FY 2020, FY 2021, and FY 2022 results also include input from customers who completed additional types of transactions for retirement-related services, in addition to the subset of customers measured in FY 2023 and FY 2024. FY 2020 results are only available for Q1, Q3, and Q4.

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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	3.87	3.88	3.93	3.79	3.99	Not Met	
3.2.011	Average trust score (desktop)	-	3.75	3.74	3.79	3.74	3.80	Not Met	
3.2.013	Average overall satisfaction score with USAJOBS (mobile)	-	4.21	4.23	4.16	3.96	4.27	Not Met	
3.2.014	Average trust score (mobile)	-	4.11	4.13	4.09	3.98	4.18	Not Met	



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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	4.31	4.42	4.38	4.36	4.46	Not Met	

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



- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.4.001	Percent of OPM.gov users who found what they needed on the site	-	-	-	-	30.32%	Establish Baseline	Establish Baseline	
3.4.002	Percent of OPM.gov users who agree that it was easy to find what was needed	-	-	-	-	28.09%	Establish Baseline	Establish Baseline	

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


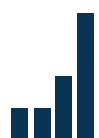
Strategic Objective 4.1: Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.1.001	OPM Innovation score	-	-	67.22	71.37	72.10	70.22	Met	
4.1.004	Percent of OPM leaders trained in innovation techniques (Cumulative)	-	-	6.67%	21.66%	15.94%	10.43%	Met	

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




- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	Contextual	-	
4.2.003	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	48.48%	46.88%	52.78%	49.00%	Met	
4.2.004	Percent of low-risk delegations granted to agencies (Cumulative)	-	10.00%	10.00%	20.00%	40.00%	30.00%	Met	

Notes: Results for measure 4.2.001 are not expected until FY 2025. OPM revised the target for the measure “percent of low-risk delegations with errors identified through OPM or agency led evaluations” to “contextual” in June 2024, as the original target assumed the misuse of delegations.


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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.3.001	Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	-	-	54.55%	56.67%	55.56%	65.00%	Not Met	
4.3.002	Average quarterly number of users of OPM’s publicly available human capital dashboards	-	-	-	4,441.00	10,991.25	139.43	Met	
4.3.003	Average quarterly number of authenticated users of OPM’s human capital dashboards	-	-	67.67	140.25	236.75	74.44	Met	



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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	9	25	60	5	Met	


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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	38.46%	0.00%	25.00%	48.46%	Not Met	
4.5.002	Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs	-	-	54.55%	67.74%	63.89%	69.00%	Not Met	

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

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	24.14%	34.62%	29.00%	Met	

Performance Details

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


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

FY 2024 Progress Update

- Hosted a fireside chat-style session on anti-religious discrimination, legal cases, and guidance related to antisemitism, with 2,000 virtual attendees, in collaboration with the U.S. Equal Employment Opportunity Commission.
- Hosted Chief Diversity Officers meeting of 140 attendees to mark one-year anniversary of Chief Diversity Officers Executive Council.
- Facilitated three Level Up to Public Service events at Hampton University, Delaware State University, and Kean University that engaged early career talent from diverse backgrounds by offering insights into public service careers and providing networking opportunities with Federal agencies and employees.
- Hosted more than 160 Federal interns at Level Up to Public Service in-person and virtual editions, in which Federal representatives conducted mock interviews and provided one-on-one Federal resume reviews.
- Hosted the first virtual Level Up to Public Service edition, accessible to graduates from the disabled community, with 11 agencies, and registered 105 graduates from the Workforce Recruitment Program.
- Launched version 2.1 of the DEIA Dashboard to address bugs, improve visuals, and add a link to direct users to the FEVS dashboard.
- Partnered with several Minority Serving Institutions to reach students in underserved communities and expose them to opportunities in Federal service.
- Completed a barrier analysis framework project with the goal of accelerating agencies' ability to conduct barrier analysis using applicant flow data.
- Developed a draft toolkit to support agencies with managing, accessing, and analyzing applicant flow data based on identified gaps, integrity concerns, and best practices analysis.
- Implemented interventions recommended by a FY 2023 assessment of the personnel vetting process to eliminate barriers to transgender, gender non-conforming, and non-binary employees and applicants by eliminating a gender question and by using non-gender specific terminology as appropriate.
- Issued final regulations to advance pay equity in Government-wide pay systems.

Table 1.1.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	69	71	72	73	Not Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. With 674,207 Government-wide respondents, the response rate was 41 percent. While the Government-wide DEIA Index score increased by one point from FY 2023 to FY 2024, OPM was one point short of its FY 2024 target of 73. From FY 2023 to FY 2024, the Government-wide scores for each component of the index score also increased: the Diversity Index score increased one percentage point from 71 percent to 72 percent, the Equity Index score increased one percentage point from 67 percent to 68 percent, the Inclusion Index score increased one percentage point from 76 percent to 77 percent, and the Accessibility Index score increased one percentage point from 69 percent to 70 percent. In FY 2025, OPM will take additional actions to improve this result and meet the FY 2025 target of 74, including creating a streamlined and standardized process for the collection of DEIA Strategic Plans and the measurement of annual progress; providing guidance to agencies on barrier analysis; providing relevant webinars and resources to Chief Diversity Officer’s Executive Council , drawing off promising practices and lessons learned from agencies in the Council; and leveraging a leading practices repository to share promising DEIA practices for agencies.



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

FY 2024 Progress Update

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

- Established a Future of Work group within the Office of Workforce Policy and Innovation to directly support the agency's Workforce of the Future strategic priorities to advance strategic objective 1.2, support the President's Management Agenda Priority 1, and develop a strategic vision focused on new and emerging Workforce of the Future efforts focused on addressing crucial workforce skills gaps.
- Issued a nationally recognized Workforce of the Future playbook to communicate to agency CHCOs and hiring managers OPM's strategic direction, best practices, tools and resources, actions agencies can take now to hire the right talent and strategically plan for the future, and suggested measures that can be leveraged to assess progress.
- Piloted a DEIA foresight workshop at the Transportation Security Administration and used techniques, including scenario-based planning and implications analysis, to identify strategies that would help the Transportation Security Administration DEIA program and People and Culture Teams thrive in an uncertain future environment.
- Hosted a total of eight webinars attended by approximately 5,000 people to support Federal employees in implementing the strategies outlined in the Workforce of the Future Playbook.
- Completed a total of 16 Gov2Gov Learning Series webinar sessions, 14 on Artificial Intelligence and two on mindfulness, training more than 18,000 Federal employees from across at least 100 Federal agencies.
- Provided two reports to the Office of the National Cyber Director on the Information Technology Management occupation and other cyber occupations with workforce data to inform cyber strategies and initiatives.
- Released an extension and amendment of the Government-wide direct hire appointing authority for scientific, technical, engineering, mathematics, acquisitions, cybersecurity, and related positions, including AI.
- Co-led a Chief Human Capital Officers (CHCO) Council workgroups that provided a place for CHCOs to share their approaches to hybrid work with a goal towards creating a more consistent approach to determining remote work for mission critical occupations across Government.
- Hosted a CHCO Fall Forum World Cafe to engage CHCOs on the future administration of the FEVS and discussion of collecting Government-wide exit survey data.
- Collaborated with NASA on the development of a demonstration project for a private- public exchange program aimed at supporting mobile workforce needs. Re-designed the Future of Work webpage, rebranding it as Workforce of the Future, adding recorded training videos of all webinars, and creating a one-stop page for registration to webinars linked from the OPM home page.
- Released guidance on [Factors for Designing Remote Work Policies and Programs](#).
- Completed a study in collaboration with GSA on the effect of work schedule on an employee's performance scores, hours worked, and attrition; a study on the effect of work schedule on FEVS measures, such as engagement and satisfaction; a study on the effect of advertising a position as remote on applicant interest, diversity and selection; and a study on the Federal employee uptake of a 12- week paid parental leave benefit.

Evidence Building: Effect of Telework and Remote Work on FEVS Outcomes


OPM conducted a study on the effect of telework and remote work on perceptions of organizational climate and employee experience. OPM compared FEVS outcomes between employees who share agency, employment, and personal demographics but differ on their remote or telework status using statistical matching. Overall, OPM found that remote employees and employees who telework more frequently consistently report higher average scores on all FEVS indices compared to similar employees who work onsite more frequently. The difference in average FEVS scores were most pronounced when comparing fully remote employees to fully onsite employees (ranging from an average difference of 0.3 to 0.4 on a 5-point scale), but no meaningful differences were found when comparing fully remote employees to employees who telework one or more days per week. Similar trends were observed for differences in single item responses, where remote employees and employees who telework more frequently had higher odds of responding positively (for example, 'Agree' or 'Disagree') on many FEVS single items compared to employees who work onsite more frequently. Additionally, OPM found that the odds of remote and majority telework employees indicating that they intend to leave their current organization for any reason within the next year were, on average, between 20 percent to 40 percent lower than employees who work more frequently onsite.

Evidence Building: Effects of Remote Designation on Applications and Selections to Federal Government Jobs

OPM conducted a study on the effect of a new designation of “remote” for Federal job announcements on volume and diversity of applications and selections. Remote positions represented about 4 percent of all job announcements from August 2022 to December 2022. Remote jobs were matched to non-remote jobs with same job series and agency, the same hiring path, similar opening and closing dates, and minimum salaries within \$15,000 of each other for 10 job series with the highest proportions of remote jobs. Remote positions receive many more applications than non-remote positions, about 293 more per announcement, and have more eligible (148) and referred (42) applications. Agencies also select 6 percentage points more candidates for remote positions than non-remote. Remote announcements attracted more applications from all racial identities, more veterans, more women, and more people with disabilities. Remote announcements had more eligible and referred applications from all racial identities, all genders, veterans, and people with disabilities. This analysis suggests that remote announcements attract a larger, more qualified, and more diverse candidate pool than non-remote positions and that remote hiring may be an effective strategy for Federal government to attract and hire diverse, skilled talent in certain circumstances.

Table 1.2.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.2.001	Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	-	-	81.82%	61.29%	76.67%	83.00%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 23 of 30 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that they have the necessary guidance and resources from OPM to inform their future of the workforce planning. OPM conducted the survey from October 31, 2023 through the end of November 2023. With 36 total respondents, the overall response rate was 73 percent. While OPM fell short of its FY 2024 target by more than six points, results increased by more than 15 percentage points from FY 2023 to FY 2024. In FY 2024, OPM significantly increased efforts to work with the CHCO Council and will continue to engage with them during listening sessions in FY 2025.

Table 1.2.002

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.2.002	Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	-	-	69.70%	63.33%	73.33%	75.70%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 22 of 30 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that they find the services from OPM to inform their future of the workforce planning helpful. OPM conducted from October 31, 2023 and through the end of November 2023. With 36 total respondents, the overall response rate was 73 percent. While OPM fell short of its FY 2024 target by more than two points, results increased by 10 percentage points from FY 2023 to FY 2024. In FY 2025, OPM will continue to engage with the CHCO Council through listening sessions and proactively providing guidance notices.

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

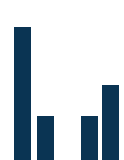
FY 2024 Progress Update

- Released the final rule for updated Pathways regulations, which streamlined and expanded the process for hiring current students and recent graduates, including graduates of apprenticeship and other career development programs.
- Released two online courses, *Designing an Assessment Strategy: Fundamental Concepts, Processes and Applications* and *Use of Hiring Assessments: A SME-Based Approach*, which 156 attendees across 44 agencies completed, to support agencies' use of competency and skills-based assessments and hiring.
- Released skills-based guidance and a competency model for Artificial Intelligence, data, and technology talent to assist agencies in identifying key skills and competencies needed for AI professionals and to increase access to these technical roles for individuals with nontraditional academic backgrounds.
- Released the Human Resources Management Competency Model for all human resources

management series positions, as well as the competency models for select HR specialty areas, impacting more than 40,000 human resources specialists Government-wide.

- Issued two cross-Government talent pools (certificates of eligibles) available to agencies for IT specialists and data management specialists positions to support agency AI hiring.
- Participated in a Tech to Gov Virtual Forum and Job Fair in support of AI and technology pooled hiring actions.
- Held a job analysis and assessment development workshop in advance of the Tech to Gov Virtual Forum and Job Fair with subject matter experts from ten agencies to identify common job requirements to be assessed in the in support of a data management specialists hiring action position; and worked with data scientist subject matter experts to open a pooled action under the Government-wide data scientist direct hire authority, resulting in 181 qualified data scientists available for agencies to hire.
- Developed guidance for an applicant flow data structure and tools to assist agencies in determining the effectiveness of the hiring process in meeting DEIA outcomes.
- Released a [memorandum](#) in collaboration with OMB supporting improvements to the Federal hiring experience.

Table 1.3.001


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
1.3.001	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	82	80	79	80	81	82	Not Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. With 674,207 Government-wide respondents, the response rate was 41 percent. The results from the 2024 FEVS indicated a nearly one point increase in respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals, but OPM fell short of the FY 2024 target by one point. In FY 2025, OPM plans to identify promising strategies that could address mission critical skills gaps and develop and launch a webinar series that will aid in closing skills gaps in human resources.

Table 1.3.002

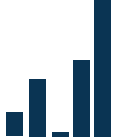
- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.3.002	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	-	-	4.17	4.04	4.13	4.19	Not Met	

FY 2024 Analysis of Results:

OPM conducted the Hiring Manager Satisfaction Survey from October 1, 2023 through September 30, 2024. With 19,308 participants out of 22,507 administered surveys, the overall response rate was 85.79 percent. The average score increased by 2.2 percent from FY 2023 to FY 2024. However, OPM fell short of the FY 2024 target by 1.4 percent. In FY 2025, OPM plans to apply findings from a pilot of information technology management job series qualification and classification standards and update the Competitive Services Act to include the ability to share other types of certificates across agencies.

Table 1.3.003

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	9.05%	10.54%	8.12%	11.43%	14.33%	12.00%	Met	

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

FY 2024 Analysis of Results:

OPM surpassed the FY 2024 target by 2.33 percentage points, and results improved by 2.9 percentage points, compared to FY 2023. With Executive Order 13932 on *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates* in effect, there continues to be a steady rise in the use of additional assessments and less reliance on self-assessment questionnaires.

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

FY 2024 Progress Update


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

- Increased social media efforts to recognize Federal employees such as the winners of Presidential Rank Awards, Samuel J. Heyman Service to America Medals (Sammies), FedScoop50, and ACT-IAC Government Awards.
- Established social media presence for Federal Executive Boards, which will enable them to highlight the work of Federal employees across the country, particularly outside of the National Capital Region.
- Participated in GovPossible, a cross-agency social media campaign recognizing Federal employees.
- Posted Public Service Recognition Week content from OPM events in and outside of Washington, DC.

- Posted content recognizing the importance of Federal Executive Boards and mentioning Board leadership (local agency leaders) in attendance at visits to a number of states by the OPM Acting Director.
- Recognized the OPM employees who helped execute multiple Level up to Public Service events, as well as the Federal representatives from other agencies who partnered with OPM.
- Recognized new Federal employees entering the public workforce by amplifying posts congratulating the Presidential Management Fellows Class of 2024 on their selections.
- Posted recognition content to support Intern Experience Program events.
- Posted recognition content in response to the release of the 2023 Best Places to Work in the Federal Government list.
- Posted content recognizing Federal DEIA employees across agencies following each Chief Diversity Office Executive Council meeting.
- Leveraged the CHCO Fall Forum to ask questions that would help OPM better support recognizing the Federal workforce and obtain employee feedback.

Table 1.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	195,389	156,066	282,371	214,918	Met	

FY 2024 Analysis of Results:

OPM surpassed its FY 2024 target for social media engagements on recognition-focused content by more than 31 percent, and results improved by nearly 81 percent, compared to FY 2023. In FY 2024, OPM began incorporating weekend posts in addition to a standard three posts a day to both X and LinkedIn. OPM also began tagging OPM employees on their accounts, in recognition of their work, as available. These changes increased the reach of each post, allowed for more regular content, and enabled employees to repost tagged content.

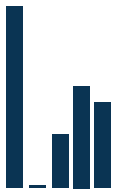
Strategic Goal 2: Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management.

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

FY 2024 Progress Update

- Expanded Pathways student intern and recent graduate cohorts, hosting 47 Pathways student interns, and hiring 33 Pathways recent graduates and nine Presidential Management Fellows.
- Implemented the expanded program flexibilities outlined in OPM’s 2024 updated Pathways Program regulation.
- Expanded use of military and family and military spouse special hiring authorities at OPM, resulting in a 16 percent increase from FY 2023 in military spouse applications for OPM vacancies, with approximately 27,000 applicants applying to 80 vacancy announcements.
- Partnered with the Department of Defense SkillBridge program, which provides service members with valuable civilian work experience through industry training, apprenticeships, or internships during the last 180 days of their service, to host six participants and hire two.
- Expanded use of social media to reach applicants, resulting in increased job views and applications; nearly 100,000 applicants visiting OPM’s job site; and new social media followers.
- Participated in 13 hiring events, both virtual and in-person, specifically targeting early career talent.
- Increased executive development through executive coaching, including the first OPM Leadership Symposium.
- Developed a preliminary plan for assessing and addressing skills gaps.
- Joined the White House Leadership Development Program and hosted an informational session for OPM employees featuring current and former participants.
- Expanded the HR workforce development team, increasing the capacity for assessing training and development needs across the agency and capability towards identifying skill gaps.
- Completed an early phase generative Artificial Intelligence pilot that provided enhanced HR operational capacity and allowed for assessment of integration of Artificial Intelligence across various HR disciplines.
- Developed plans for the coordination and implementation of an OPM mentoring program pilot by applying data and feedback from a work unit pilot.
- Completed a revised electronic Individual Development Plan form, which OPM expects to release in early FY 2025.

Table 2.1.001

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	85.80%	80.90%	82.30%	83.64%	83.20%	82.42%	Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. Approximately 1,500 OPM employees participated, resulting in a response rate of 53.4 percent. The percentage of respondents who agree their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals exceeded the FY 2024 target by 0.78 percentage points, but decreased by 0.44 points, compared to FY 2023. In FY 2024, OPM onboarded new instructional system specialists, developed and implemented an executive coaching program plan, developed and piloted a revised electronic Individual Development Plan, and implemented the Federal Rotational Cyber Workforce Program to develop knowledge and skills of cyber employees.


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

FY 2024 Progress Update

- Identified a set of conferences as the highest priority for a coordinated presence in support of representing the Federal Government as a human capital management leader.
- Circulated a draft, internal *Research Conduct and Dissemination Policy*, which establishes a policy for the authorization to conduct research and to authorize the distribution of results of said research.
- Developed a list of priority reports OPM will issue in future years.
- Issued a priority report on *COVID-19 Hiring Flexibilities*, which identified successes and challenges for use in improving the Federal Government’s response in hiring for future crises.
- Planned an Artificial Intelligence Summit for early 2025 that will highlight the Federal Government’s use of Artificial Intelligence in human capital management to share lessons, insights, and use cases.

Table 2.2.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	93.94%	90.63%	80.56%	95.94%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 29 of 36 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM treats them as strategic partners. The result decreased by more than ten percentage points compared to FY 2023, and OPM fell short of its FY 2024 target by more than 15 points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent. OPM developed strategies to engage with CHCOs throughout FY 2025, such as monthly personnel policy office hours and bi-weekly executive steering committee meetings.

Table 2.2.008

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.2.008	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	27.27%	37.50%	30.56%	39.27%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 11 of 36 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey strongly agreed that OPM treats them as strategic partners. The result decreased by nearly seven percentage points compared to FY 2023, and OPM fell short of its FY 2024 target by nearly 9 points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent. OPM developed strategies to engage with CHCOs throughout FY 2025, such as monthly personnel policy office hours and bi-weekly executive steering committee meetings.

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


FY 2024 Progress Update

- Executed strategic sourcing guidance for OPM-wide Blanket Purchase Agreements for data science and analytics support, as well as digital services, further aligning to category management principles.

- Executed an extensive revision to acquisition planning guidance that more clearly outlines a robust set of activities to facilitate earlier acquisition planning and collaboration between programs and acquisitions.
- Launched dashboards to increase transparency across OPM on the status of acquisitions.
- Established proactive engagement across the agency and dedicated support, resulting in a significant increase in past performance reporting.

Table 2.3.001

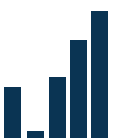
- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	94.34%	84.58%	85.39%	95.00%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, OPM actively managed \$542,389,364 of \$635,191,851 according to category management principles. OPM’s spend under management increased by nearly one percentage point from FY 2023 to FY 2024, and OPM fell short of its FY 2024 target by nearly 10 percentage points. To improve this result in FY 2025, OPM aims to further strengthen its procurement strategies for common goods, leveraging newly awarded contracts mandated for agency-wide use.

Table 2.3.002

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	47.73%	30.00%	51.90%	65.14%	75.53%	70.00%	Met	

FY 2024 Analysis of Results:

In FY 2024, 284 of 376 of OPM’s contracting actions complied with Government-wide past performance reporting requirements. The result of 75.5 percent represents an increase of more than 10 percentage points from FY 2023, and OPM exceeded its FY 2024 target by nearly six percentage points.

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


FY 2024 Progress Update

- Developed a service listing catalogue to clarify services offered by mission support organizations and reviewed 187 services identified by OPM mission support offices and the enterprise cost accounting team that will be used in the agency’s revised Common Services methodology.
- Developed a methodology and prototype for a revised Common Services model, which calculates the dollar-value benefit provided to each program office using accounting expenses.

- Analyzed historical collections of Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments from Federal agencies to OPM.
- Reviewed current program communications on Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments and identified potential changes to the Government-wide communication strategy and agency collections process.
- Increased awareness of the Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments process for OPM programs and Federal agencies through the CHCO council.
- Developed a business case for the establishment of a working capital fund and submitted a legislative proposal supporting its establishment.

Table 2.4.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	-	-	-	54	53	56	Not Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. Approximately 1,500 OPM employees participated for a response rate of 53.4 percent. The percentage of OPM managers who indicated that they have sufficient resources to get their job done decreased by nearly one percentage point between FY 2023 and FY 2024, and OPM fell short of its FY 2024 target by nearly three percentage points. To improve this result in FY 2025, OPM aims to strengthen its ability to monitor resource utilization by its strategic objectives and execute annual program reviews to better support resource planning efforts.

Table 2.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	-	-	-	63	68	65	Met	

FY 2024 Analysis of Results:


OPM conducted the 2024 FEVS from May 20 through July 5, 2024. Approximately 1,500 OPM employees participated for a response rate of 53.4 percent. The percentage of OPM staff who indicated that they have sufficient resources to get their job done increased by nearly five percentage points between FY 2023 and FY 2024, and OPM exceeded its FY 2024 target by three points.

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

FY 2024 Progress Update

- Received an “A” rating on the Federal Information Technology Acquisition Reform Act scorecard in September 2024.
- Transitioned 22 systems and applications to cloud technology and services including major applications like USA Performance, USAJOBS, and Employee Express.
- Deployed phishing-resistant multi-factor authentication for all OPM systems.
- Improved OPM’s Federal Information Security Management Act Core Metrics score from 2.89 to 3.04.
- Implemented Login.gov’s identity proofing and Personal Identity Verification validation on FSAFEDS to enhance protections against identity fraud and theft.
- Configured the Zero Trust Networking Secure Access Service Edge product.
- Installed the Postal Service Health Benefits System application in OPM’s enterprise cloud environment for additional testing.
- Released the Postal Service Health Benefits Carrier Connect 2.0 features to enable approved carriers to upload plans, rates, and pharmaceutical data.
- Released the minimal viable project and pilot of the Online Retirement Application.
- Completed an analysis of legacy and mainframe code to use Artificial Intelligence to modernize and rewrite the code using a modern programming language and submitted a final proposal to the Technology Modernization Fund Board to fund the project.
- Deployed the minimal viable product for OPM.gov 2.0 (OPM’s external website) in the cloud.
- Deployed the minimal viable product of One OPM (OPM’s intranet) containing internal resources and office storefronts.
- Developed Government-wide hiring policies and processes for Artificial Intelligence as described in the [Executive Order 14110 on Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence](#).
- Created OPM’s initial Artificial Intelligence governance process to request and conduct proofs of concepts and demonstrations.
- Implemented test and development environments to explore and validate use cases for Artificial Intelligence and cloud services.
- Closed more than 225 open IT audit findings and recommendations to improve compliance, operations, and transparency.
- Implemented the core components, including network hardware, equipment, and cybersecurity tools, for the Defense Counterintelligence Security Agency’s separated network, deploying network hardware and equipment and validating the end-to-end network.

Table 2.5.010

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.5.010	Percent of software projects implementing adequate incremental development	85.71%	85.71%	100.00%	100.00%	100.00%	95.00%	Met	

FY 2024 Analysis of Results:

In FY 2024, 35 of 35 OPM software projects implemented adequate incremental development. The result of 100 percent was unchanged from FY 2023, and OPM exceeded its target by five percentage points.

Table 2.5.011

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.5.011	Score for utilization of the working capital fund to support IT modernization and security	2.00	3.00	4.00	3.10	4.00	2.87	Met	

FY 2024 Analysis of Results:

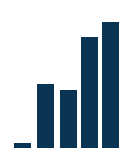
The FY 2024 score for utilization of the working capital fund increased by nearly one point, compared to FY 2023, and OPM exceeded its target by more than one point.

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

FY 2024 Progress Update

- Created an employee experience action plan and communication plan.
- Assessed employee experience efforts using a landscape analysis.
- Conducted a listening tour of OPM offices to discuss employee experience with employees and supervisors.
- Hosted employee experience sessions with employees and supervisors to capture ideas, observations, and insights; and developed a priority list of participant ideas to implement across the agency.
- Developed materials to build awareness of agency goals and office programs and services.
- Developed a regular series of “brown bag” sessions with leaders to promote better understanding of OPM functions and meet others across the agency; and enhanced new employee orientation and onboarding to foster a supported and connected environment for new hires in their first year with OPM.
- Expanded event programming to build social cohesion within and across the OPM workforce, including wellness walks and a mentoring program.
- Issued an updated anti-harassment policy, communicated it to the workforce, and conducted an agency-wide mandatory anti-harassment training with an emphasis on the OPM value of respect.

Table 2.6.001

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
2.6.001	OPM Leaders Lead score	64	69	68	72	74	70	Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. Approximately 1,500 OPM employees participated, for a response rate of 53.4 percent. The OPM Leaders Lead score increased by two points between FY 2023 and FY 2024, and OPM exceeded its FY 2024 target by four points. OPM scored highest (78) on the Leaders Lead item “Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor,” and lowest (64) on “In my organization, senior leaders generate high levels of motivation and commitment in the workforce.”

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

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


FY 2024 Progress Update

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

- Piloted the Online Retirement Application, which allows prospective retirees from selected agencies to apply for their retirement benefits electronically rather than on paper and collected customer and stakeholder feedback to identify strengths and opportunities for the next iteration of the Online Retirement Application.
- Designed and built the architecture and initial data structure for a digital file system minimally viable product, which will integrate the paper and digital records within a retirement application package; provide OPM a unified view of retirement data across the retirement journey; and grant secure access to case information across organizations and physical locations, enabling OPM to more effectively track and manage cases and respond to customer inquiries.
- Completed a library of on-demand training videos for OPM Retirement Services staff, which include a curriculum for advanced Retirement Services courses.

Table 3.1.001

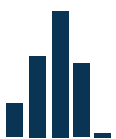
- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	31.02	45.72	16.70	15.00	Not Met	

FY 2024 Analysis of Results:

OPM handled 1,465,423 calls, 317,167 more calls than in FY 2023. The average number of minutes to answer calls decreased more than 63 percent from 45.72 minutes in FY 2023 to 16.70 minutes in FY 2024 – nearly two minutes above OPM’s target of 15 minutes. In FY 2024, OPM successfully hired and retained additional call center agents, which enabled the agency to reduce call wait times, answer more calls, and reduce the average number of high call volume messages experienced by callers.

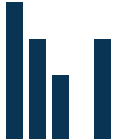
Table 3.1.002

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
3.1.002	Average number of days to process retirement cases	68.50	78.96	88.41	77.38	61.54	60.00	Not Met	

FY 2024 Analysis of Results:

OPM processed 88,608 new retirement cases. The average number of days to process new retirement cases in FY 2024 decreased by nearly 16 days, compared to FY 2023. OPM fell short of the FY 2024 target by less than two days. In FY 2024, OPM hired and maintained additional staff, leveraged interagency staff support during surges, deployed tiger teams, and implemented process improvements to decrease new case processing times.

Table 3.1.003

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
3.1.003	Average satisfaction score for services received from Retirement Services	4.12	3.92	3.74	3.45	3.91	4.10	Not Met	


Note: In FY 2023, OPM revised its quarterly customer satisfaction survey to focus on the new annuitant population. FY 2020, FY 2021, and FY 2022 results also include input from customers who completed additional types of transactions for retirement-related services, in addition to the subset of customers measured in FY 2023 and FY 2024. FY 2020 results are only available for Q1, Q3, and Q4.

FY 2024 Analysis of Results:

OPM conducted the Retirement Services Quarterly Customer Satisfaction Survey regarding the processing of new annuitant retirement cases in December 2023, March 2024, June 2024, and September 2024. Results increased by 0.46 points, or 13 percent from FY 2023 to FY 2024, but OPM fell short of its FY 2024 target by 0.19 points. In FY 2024, OPM's reduction in new case processing times and increased capacity to answer call center phone calls faster may have contributed to the improvement in satisfaction.

Table 3.1.030

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.1.030	Average number of calls handled per workday	-	-	-	4,669.44	5,838.31	New Measure	New Measure	

FY 2024 Analysis of Results:

The average number of calls handled per workday in FY 2024 ranged from 4,782 calls in July to 7,434 calls in March, and increased by 1,169 calls, compared to FY 2023. OPM did not set a target for FY 2024 as the agency added this measure to its Annual Performance Plan after the start of the fiscal year.

Table 3.1.031

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.1.031	Average number of high call volume messages per workday	-	-	-	22,962.47	7,093.03	New Measure	New Measure	

FY 2024 Analysis of Results:

The average number of high call volume messages per workday in FY 2024 reached a high of 19,946 in February and a low of 232 messages in July, and decreased by more than 69 percent, compared to FY 2023. In FY 2024, OPM successfully hired and retained additional call center agents, which enabled OPM to reduce call wait times, answer more calls, and reduce the average number of high call volume messages. OPM did not set a target for FY 2024 as the agency added this measure to its Annual Performance Plan after the start of the fiscal year.

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

FY 2024 Progress Update


- Analyzed USAJOBS search data and user feedback and identified short- and long-term solutions to improve the search experience for job seekers.
- Implemented improvements to place all search filters on one tab and make the remote job filter more prominent to address a top pain point identified during user research.
- Redesigned the USAJOBS homepage based on job seeker feedback, making it easier to conduct job searches and view events on both mobile and desktop, resulting in positive feedback collected through social media channels and the USAJOBS satisfaction survey such as “Probably the easiest website I’ve ever used to apply for jobs. I’ve been using USAJOBS for a while, and I’m satisfied with the improvements that have been made and I hope they continue.”

- Successfully launched an upgraded USAJOBS resume builder that includes updates to help content to guide job seekers through each section, in order to build an effective resume.
- Launched the [USAJOBS Career Explorer tool](#), which helps job seekers explore occupations in the Federal Government that align with their career interests.
- Developed six dashboards for customer agencies on job seeker engagement on their job opportunity announcements on USAJOBS, Government-wide portals, and career sites to inform their recruitment practices.
- Developed a Login.gov journey map based on user feedback that outlines pain points to inform enhancements to authentication during the USAJOBS login process.
- Launched profile enhancements to remind job seekers to update their Login.gov account when changing the phone number or email address included on their USAJOBS account, to mitigate disruptions when logging into their USAJOBS account.
- Launched public video on [Identifying Opportunities for Students and Recent Graduates](#).



Table 3.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	3.87	3.88	3.93	3.79	3.99	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4. FY 2024 results do not include April 2024 results.

FY 2024 Analysis of Results:

OPM conducted the desktop survey from October 1, 2023 to September 30, 2024. Due to changes in survey administration, April 2024 results are not included in FY 2024 results. OPM received 21,622 survey responses. Results decreased by 0.14 points from FY 2023 to FY 2024, and OPM fell short of its FY 2024 target by 0.2 points. In May 2024, OPM revised the survey item to align with revisions to OMB Circular A-11 Part 6 Section 280, which coincided with a decrease in the average number of positive responses. In FY 2025, OPM will redesign the USAJOBS search experience by updating the website’s interface and search engine to provide job seekers more relevant search results and expand voice of the customer activities to further personalize the USAJOBS experience to help job applicants find the right opportunity. Additionally, OPM will continue to monitor responses to open-ended survey items to identify trends and opportunities for additional improvements to USAJOBS.

Table 3.2.011

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
3.2.011	Average trust score (desktop)	-	3.75	3.74	3.79	3.74	3.80	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4. FY 2024 results do not include April 2024 results.

FY 2024 Analysis of Results:

OPM conducted the desktop survey from October 1, 2023 to September 30, 2024. Due to changes in survey administration, April 2024 results are not included in FY 2024 results. OPM received 21,599 survey responses. Results decreased by 0.05 points from FY 2023 to FY 2024, and OPM fell short of its FY 2024 target by 0.06 points. In May 2024, OPM revised the survey item used to calculate this measure to align with revisions to OMB Circular A-11 Part 6 Section 280, which coincided with a decrease in the average number of positive responses. In FY 2025, OPM will redesign the USAJOBS search experience by updating the website’s interface and search engine to provide job seekers more relevant search results and expand voice of the customer activities to further personalize the USAJOBS experience to help job applicants find the right opportunity. Additionally, OPM will continue to monitor responses to open-ended survey items to identify trends and opportunities for additional improvements to USAJOBS.

Table 3.2.013

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.2.013	Average overall satisfaction score with USAJOBS (mobile)	-	4.21	4.23	4.16	3.96	4.27	Not Met	


Note: FY 2023 results are only available for Q1, Q3, and Q4. FY 2024 results do not include April 2024 results.

FY 2024 Analysis of Results:

OPM conducted the mobile survey from October 1, 2023 to September 30, 2024. Due to changes in survey administration, April 2024 results are not included in FY 2024 results. OPM received 33,395 survey responses. Results decreased by 0.20 points from FY 2023 to FY 2024 to 3.96, and OPM fell short of its FY 2024 target by 0.31 points. In May 2024, OPM revised the survey item used to calculate this measure to align with revisions to OMB Circular A-11 Part 6 Section 280, which coincided with a decrease in the average number of positive responses. In FY 2025, OPM will redesign the USAJOBS search experience by updating the website’s interface and search engine to provide job seekers more relevant search results and expand voice of the customer activities to further personalize the USAJOBS experience to help job applicants find the right opportunity. Additionally, OPM will continue to monitor responses to open-ended survey items to identify trends and opportunities for additional improvements to USAJOBS.

Table 3.2.014

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.2.014	Average trust score (mobile)	-	4.11	4.13	4.09	3.98	4.18	Not Met	

Note: FY 2023 results are only available for Q1, Q3, and Q4. FY 2024 results do not include April 2024 results.

FY 2024 Analysis of Results:

OPM conducted the mobile survey from October 1, 2023 to March 31, 2024, and from May 1 to September 30, 2024. Due to changes in survey administration, April 2024 results are not included in FY 2024 results. OPM received 33,225 survey responses. Results decreased by 0.11 points from FY 2023 to FY 2024, and OPM fell short of its FY 2024 target by 0.2 points. In May 2024, OPM revised the survey item used to calculate this measure to align with revisions to OMB Circular A-11 Part 6 Section 280, which coincided with a decrease in the average number of positive responses. In FY 2025, OPM will redesign the USAJOBS search experience by updating the website’s interface and search engine to provide job seekers more relevant search results and expand voice of the customer activities to further personalize the USAJOBS experience to help job applicants find the right opportunity. Additionally, OPM will continue to monitor responses to open-ended survey items to identify trends and opportunities for additional improvements to USAJOBS.

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

FY 2024 Progress Update

- Developed and briefed the CHCO community on a new Merit System Principles Maturity Model developed in collaboration with a cross-agency workgroup.
- Released the FY 2023 Human Capital Review Summary Report.

- Established an internal Customer Experience Steering Committee made up of representatives from 15 OPM offices to facilitate collaboration and expand customer experience improvement efforts at the agency.
- Supported the development of an enterprise approach to customer experience at OPM by developing shared language and definitions.
- Developed a draft inventory of OPM’s customer facing services that can be prioritized for expanded customer experience measurement and monitoring.

Case Study: OPM’s 2021 Bipartisan Infrastructure Law Surge Hiring Initiative

OPM conducted a case study to document successful efforts to implement its surge hiring initiative in support of the implementation of the 2021 Bipartisan Infrastructure Law. Given the once-in-a-generation investment in America’s infrastructure and competitiveness through the Bipartisan Infrastructure Law, OPM was uniquely positioned to quickly augment and accelerate hiring Government-wide through the use of all available hiring flexibilities and by providing technical support. Through its analysis of these efforts, OPM identified several leading practices:

- Enterprise mindset: OPM created an Executive Steering Committee, a Project Management Team, and a Tiger Team representing multiple OPM organizations to enable engagement with agencies. These teams allowed agency partners to see OPM as one unified partner.
- Frequent and coordinated communication: OPM coordinated and hosted regular discussions with agencies around challenges they were facing, and shared progress data, which increased agency trust in OPM’s hiring expertise.
- Empowerment of the implementation teams. Members of the Project Management Team were empowered to take action, without regular approvals or socialization of new ideas. This allowed for quick responses to urgent project needs.



Table 3.3.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	4.31	4.42	4.38	4.36	4.46	Not Met	

FY 2024 Analysis of Results:

OPM conducted the surveys between October 1, 2023 and September 30, 2024, and received 971 responses. Results decreased by 0.02 points from FY 2023 to FY 2024, and OPM fell short of its FY 2024 target by 0.1 points. In FY 2025, OPM’s planned actions to improve helpfulness include rolling out a new Merit System Principles Maturity Model, refining and expanding its “Plan Do Check” model to include additional externally-facing OPM organizations, expanding customer experience measurement and monitoring across OPM, and regularly updating a directory of subject matter experts organized by program area, which can be shared with relevant internal stakeholders and agency partners.

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

FY 2024 Progress Update


- Launched a newly designed OPM.gov 2.0 to the production environment.
- Launched One OPM, the agency’s new Intranet, providing the OPM workforce with resources, including

“storefronts” with information about each office within OPM, a centralized calendar of events, and a more robust set of links that employees may need to access.

- Began developing plain language content organized around audiences instead of program offices, and drafted all content needed for the Federal employee benefits customer audience, along with initial pages for other audience types.

Table 3.4.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.4.001	Percent of OPM.gov users who found what they needed on the site	-	-	-	-	30.32%	Establish Baseline	Establish Baseline	

FY 2024 Analysis of Results:

OPM conducted the survey between October 2, 2023, and September 30, 2024. OPM received 20,082 responses and established a baseline of 30.32 percent. In FY 2025, OPM will release a new [OPM.gov](#) site at full operational capability, which will be organized around user needs and high-level topics that drill down to the information that users need.

Table 3.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
3.4.002	Percent of OPM.gov users who agree that it was easy to find what was needed	-	-	-	-	28.09%	Establish Baseline	Establish Baseline	

FY 2024 Analysis of Results:

OPM conducted the survey between October 2, 2023, and September 30, 2024. OPM received 19,370 responses and established a baseline of 28.09 percent. In FY 2025, OPM will release a new [OPM.gov](#) site at full operational capability built considering human-centered design principles and using plain language to make it easier to understand.

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

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


FY 2024 Progress Update

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

- Held multiple interactive and live events to support innovative ideas and collaboration among employees, including an “Opportunity Framing Workshop.”
- Launched an “Urgent Innovator” community, which provides a space for OPM employees to collaborate on individual, team, and enterprise challenges while developing their capacity to take leadership roles.
- Implemented and executed five cohorts (made up of 23 teams of 130 employees) of the Service Design for Teams course, an open enrollment course that provides participants with a foundation of service delivery and human-centered design, workshops real-life work projects, and enables participants to identify ways to improve customer experience in their services or programs.
- Offered coaching services to 15 teams made up of alumni of the Service Design for Team course and other high-priority OPM teams working on mission-critical initiatives to build upon the deliverables and tools created in the course, create an action plan for next steps, and equip teams to socialize applied learnings.
- Offered three workshops to 54 participants aimed at building the skills of OPM employees who applied to – but weren’t selected for – Service Design for Teams course, other alumni who did not participate in coaching, and other OPM employees engaged in the “Urgent Innovators” community.

Table 4.1.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
4.1.001	OPM Innovation score	-	-	67.22	71.37	72.10	70.22	Met	

FY 2024 Analysis of Results:

OPM conducted the 2024 FEVS from May 20 through July 5, 2024. Approximately 1,500 OPM employees participated, for a response rate of 53.4 percent. FY 2024 results increased by nearly one point, compared to FY 2023, and OPM exceeded the FY 2024 target by nearly 2 points. OPM scored highest (76) on the Innovation Index items “Employees in my work unit incorporate new ideas into their work” and “Employees in my work unit consistently look for ways to improve how they do their work.” OPM scored lowest (65) on the Innovation Index item “My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).”

Table 4.1.004

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.1.004	Percent of OPM leaders trained in innovation techniques (Cumulative)	-	-	6.67%	21.66%	15.94%	10.43%	Met	

FY 2024 Analysis of Results:

OPM trained 88 of 552 OPM supervisors, managers, team leaders, and management officials in innovation techniques. The result decreased by nearly six percentage points, compared to FY 2023, and OPM exceeded its FY 2024 target by 5.51 percentage points.

Strategic Objective 4.2: Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.**FY 2024 Progress Update**

- Granted four low-risk delegations and flexibilities to agencies: a Noncompetitive Appointment of Certain Military Spouses interim final rule, Government-wide Direct Hire Authority extensions, Direct Hire and Schedule A Hiring Authority for Artificial Intelligence, and updates to Pathways regulations.
- Submitted eight legislative delegation and flexibility proposals to the Congress for consideration.
- Issued proposed regulations to provide agencies authority to approve waivers of the normal payment limitations on recruitment and relocation incentives without OPM approval.

Table 4.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	Contextual	-	-


Note: OPM revised the target for the measure “percent of low-risk delegations with errors identified through OPM or agency led evaluations” to “contextual” in June 2024, as the original target assumed the misuse of delegations.

FY 2024 Analysis of Results:

Results for this measure are not expected until FY 2025.

Table 4.2.003

- No historical data available for this period.

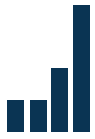
Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.2.003	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	48.48%	46.88%	52.78%	49.00%	Met	

FY 2024 Analysis of Results:

In FY 2024, 19 of 36 Chief Human Capital Officers (CHCOs) and Deputy Chief Human Capital Officers who responded to the CHCO Council Annual Survey indicated that OPM provides appropriate delegations to agencies. The result increased by nearly six percentage points, compared to FY 2023, and OPM exceeded its FY 2024 target by nearly four percentage points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent.

Table 4.2.004

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.2.004	Percent of low-risk delegations granted to agencies (Cumulative)	-	10.00%	10.00%	20.00%	40.00%	30.00%	Met	

FY 2024 Analysis of Results:

In FY 2024, OPM granted four additional low-risk delegations to agencies and, as of the end of FY 2024, has granted six of the 15 designated low-risk delegations since FY 2021.

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


FY 2024 Progress Update

- Expanded access to the FEVS agency dashboard to all FEVS participating agencies for a total of 80 agencies.
- Expanded access to the Attrition and DEIA dashboards beyond the 24 CFO Act agencies to additional Enterprise Human Resource Integration (EHRI) participating agencies, which expanded access to a total of 45 agencies.
- Enhanced the FEVS public dashboard, FEVS agency dashboard, and DEIA dashboard with new data, additional content, and improved design features based on user feedback.
- Released a public [Time-to-Hire dashboard](#) on the OPM Data Portal.
- Began collecting and analyzing new remote work and telework related standard data elements in EHRI.

- Created a payroll data improvement implementation roadmap and began executing payroll data quality improvements to address and close the five priority GAO recommendations from GAO 17-127 (*Federal Human Resources Data: OPM Should Improve the Availability and Reliability of Payroll Data to Support Accountability and Workforce Analytics*).
- Introduced an EHRI Data Quality Indicator Report to CHCOs and developed a data quality dashboard for the Shared Service Providers and agencies to better understand and improve their EHRI data submission timeliness, accuracy, and speed of data resolutions.
- Developed a Common Data Model, with a non-Personally Identifiable Information employee identifier - the Unique Universal ID - which links EHRI and electronic Official Personnel Folder data and will be extendable to other datasets as they are moved into the platform and the identifier is applied to each dataset.
- Achieved an initial release of an enterprise human capital analytics platform with data engineering, data science, data governance and analysis capabilities and with data migration in progress.

Table 4.3.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.3.001	Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	-	-	54.55%	56.67%	55.56%	65.00%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 20 of 36 Chief Human Capital Officers (CHCOs) and Deputy CHCOs who responded to the CHCO Council Annual Survey indicated that OPM provides agencies with high quality workforce data and information for decision-making. The result decreased by more than one percentage point, compared to FY 2023, and OPM fell short of its FY 2024 target by more than nine percentage points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent. To improve this result in FY 2025, OPM will complete development of the enterprise human capital analytics platform and expand the delivery of high-quality workforce planning data analytics products.

Table 4.3.002

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.3.002	Average quarterly number of users of OPM's publicly available human capital dashboards	-	-	-	4,441.00	10,991.25	139.43	Met	

FY 2024 Analysis of Results:

The average quarterly number of users of OPM's publicly available human capital dashboards increased by more than 147 percent in FY 2024, compared to FY 2023, and OPM exceeded its FY 2024 target by nearly 11,000 users. OPM released new products, including the Time-to-Hire dashboard, and data, such as the FEVS results, which may have driven this increase.

Table 4.3.003

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.3.003	Average quarterly number of authenticated users of OPM's human capital dashboards	-	-	67.67	140.25	236.75	74.44	Met	

Note: The reported result for FY 2022 is the quarterly average for quarters one, three, and four. Data is not available for the second quarter of FY 2022.

FY 2024 Analysis of Results:

The average quarterly number of authenticated users of OPM's human capital dashboards increased by nearly 69 percent in FY 2024, compared to FY 2023, and OPM exceeded its FY 2024 target by 162 users. In FY 2024, OPM launched new products, provided new data (for example, 2023 FEVS results), enabled greater access for small agencies, and provided an improved access management tool for agencies to authorize users.


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

FY 2024 Progress Update

- Issued a Workforce of the Future Playbook, which featured more than fifty leading practices such as cross-Government hiring tools, DEIA talent sourcing, the GSA Mission Support Dashboard, the Recruitment Community of Practice, and Artificial Intelligence use case research.
- Hosted a series of Workforce of the Future webinars, allowing agency leaders and HR practitioners to hear directly from subject matter experts responsible for creating and implementing leading practices at their agencies.
- Released a report detailing leading practices and outcomes from the Human Capital Reviews.
- Developed a legislative proposal to expand demonstration project authority, which would amend OPM’s current statutory authority to conduct and evaluate demonstration projects enterprise wide, increasing agencies’ ability to conduct pilot programs by expanding the scope of activities that could be considered.
- Launched and expanded HR Quality Service Management Offices Marketplace, which serves as a one-stop shop for Federal agencies, CHCOs, human resources, acquisition, and budget professionals to access services and information from across the Federal Government and with plans to expand to the private sector; with information on Federal HR systems standards and a playbook that provides examples of how Federal agencies successfully tackled human capital management challenges.
- Launched OPM’s *Designing an Assessment Strategy and Use of Hiring Assessments: A SME-Based Approach* training courses.
- Created job aides to guide HR specialists across Government through the process of transferring and onboarding employees from one agency to another. Developed a Leading Practices Portal, allowing OPM employees to submit human capital practices and resources for review through a dashboard.
- Established a Center for Innovation in Federal Talent, which collaborates with agencies on pilot programs, demonstration projects, and innovation sprints.
- Developed human capital workflow standards and shared with practitioners, helping to grow the community of practice for automating workflows through emerging technologies.

Table 4.4.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020- FY 2024 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	9	25	60	5	Met	

FY 2024 Analysis of Results:

In FY 2024, OPM shared 60 leading practices with agencies, including the Workforce of the Future Playbook. OPM increased the number of practices by 35, compared to FY 2023, and exceeded its FY 2024 target by 55.


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

FY 2024 Progress Update

- Released a clearance process improvement memo detailing changes to improve OPM’s internal clearance process
- Launched a project to build a web portal for regulatory training and resources
- Drafted and obtained OPM leadership approval of a new version of OPM’s Reservations and Delegations of Program Authority, a major step in streamlining internal clearance processes.

Table 4.5.001

- No historical data available for this period.


Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	38.46%	0.00%	25.00%	48.46%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, OPM issued two of eight priority policy guidance documents by the deadline. The results increased by 25 percentage points from FY 2023, but OPM fell short of its FY 2024 target by more than 23 percentage points. To improve timeliness, OPM implemented a new document approval system and standard operating procedures.

Table 4.5.002

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/ Not Met	FY 2020-FY 2024 Trend
4.5.002	Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs	-	-	54.55%	67.74%	63.89%	69.00%	Not Met	

FY 2024 Analysis of Results:

In FY 2024, 23 of 36 Chief Human Capital Officers (CHCOs) and Deputy CHCOs who responded to the CHCO Council Annual Survey indicated that OPM’s policy approach is responsive to agency needs. The result decreased by nearly four percentage points from FY 2023, and OPM fell short of its FY 2024 target by more than five percentage points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent. To improve this result in FY 2025, OPM will increase transparency around the agency’s policymaking processes by sharing information with agencies, including estimated timelines or issuance dates, process maps of the policymaking cycle, and points of contact for specific types of policy. The agency will share forthcoming policy guidance and collect feedback from agencies through CHCO Council meetings, working groups, and special sessions.

Evidence Building: Paid Parental Leave

OPM conducted a study of the Federal paid parental leave (PPL) benefit, which provides up to 12 weeks of paid leave for qualifying employees for qualifying events (birth of a child, an adoption placement, or a foster care placement). The study assessed how many Federal employees initially used the benefit, how many weeks of the leave employees used, and what factors employees cited for taking less than the allowed amount of PPL. OPM found that in Calendar Year 2022, an estimated 68,986 total employees used PPL. Most employees (96.9 percent) used the benefit for the birth of a child. Additionally, while results from the 2022 FEVS show that most of respondents who used PPL indicated that they had or planned on using the full 12 weeks of the benefit, payroll data from 2021 to 2022 show only 22 percent of employees used the full benefit. Male employees, employees in older age groups, and employees on the Federal Wage System and at lower GS levels took less leave relative to the overall population of Federal employees who used PPL. For additional details, please refer to the full report on OPM's website.


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

FY 2024 Progress Update

- OPM, in consultation with OMB, highlighted this objective as a focus area for improvement.
- Issued a consolidated data call memo to provide agencies advance notice of upcoming data calls and streamline the OPM annual data call process.
- Developed a plan for coordinated engagement with the Chief Human Capital Officers by leveraging common communication vehicles, media, and technology for education and knowledge sharing.

Table 4.6.001

- No historical data available for this period.

Table	Performance Measure	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2024 Target	FY 2024 Target Met/Not Met	FY 2020-FY 2024 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	24.14%	34.62%	29.00%	Met	

FY 2024 Analysis of Results:

In FY 2024, nine of 26 Chief Human Capital Officers (CHCOs) and Deputy CHCOs who responded to the CHCO Council Annual Survey agreed that human capital management system changes resulted in less burden to agencies. The result increased by nearly 10.5 percentage points from FY 2023, and OPM exceeded its FY 2024 target by 5.62 percentage points. OPM conducted the survey from October 31 to November 15, 2023. With 36 respondents, the response rate was 73 percent.

Other Requirements

Major Management Priorities and Challenges

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

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

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

Please refer to the "Performance Details" section of this report for the FY 2024 progress updates, performance measures, results, and analysis of results for each of these objectives.

Evidence-Building

OPM has integrated its evidence-building activities into the "Performance Details" section of this document. Please refer to Objectives 1.2 and 4.5 within the "Performance Details" section.

Customer Experience

OPM efforts to advance customer experience work are reflected in Goal 3 to create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5. Please refer to Objectives 3.1 and 3.2 within the "Performance Details" section for FY 2024 progress updates, performance measures, results, and analysis of results related to OPM's efforts to advance customer experience work for its two High Impact Service Providers, USAJOBS and Retirement Services.

Appendix

Data Validation and Verification Overview

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

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

- OPM developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in Results OPM performance review meetings at least quarterly. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.

- The Office of Strategy and Innovation (OSI) provides guidance to Objective Teams on data quality and developed a standard form for Objective Teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. OSI reviews such documentation for adequacy, providing feedback and recommendations for improvement to Objective Teams. This documentation serves as a job aid to performance measurement and reporting staff, helping to promote the use of consistent definitions and methods.
- To reduce manual processes and the risk of human error, OSI has developed an application for performance data collection and reporting.
- OSI, Goal Owners, and Objective Owners assess the use and effectiveness of the agency's performance measures and consider alternative measures during the agency's annual performance budgeting process. Cross-organizational teams of Objective Owners establish consensus on the validity of the measures.

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



Measure Definitions, Data Sources, Verification, and Validation

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

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

Performance Measure	Government-wide Diversity, Equity, Inclusion, and Accessibility index score
<p>Definition</p>	<p>The average of the scores on a one-hundred-point scale (strongly disagree to strongly agree) for the following FEVS items related to diversity, equity, inclusion, and accessibility:</p> <ul style="list-style-type: none"> My organization’s management practices promote diversity (e.g., outreach, recruitment, promotion opportunities). My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development). I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments). In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements). Employees in my work unit treat me as a valued member of the team. Employees in my work unit make me feel I belong. Employees in my work unit care about me as a person. I am comfortable expressing opinions that are different from other employees in my work unit. In my work unit, people’s differences are respected. I can be successful in my organization being myself. I can easily make a request of my organization to meet my accessibility needs. My organization responds to my accessibility needs in a timely manner. My organization meets my accessibility needs.
<p>Data Source</p>	<p>Federal Employee Viewpoint Survey (FEVS)</p>
<p>Frequency</p>	<p>Annual</p>
<p>Verification and Validation</p>	<p>Between 2020 and 2024, response rates to the FEVS ranged between 34 and 44 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov. OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.</p>
<p>Data Limitations</p>	<p>The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

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

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

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

Performance Measure	Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals
<p>Definition</p>	<p>The number of Federal employees who responded positively (strongly agree or agree) to the following FEVS item, divided by total number of Federal employees who responded to the item:</p> <p>My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals</p>
<p>Data Source</p>	<p>Federal Employee Viewpoint Survey (FEVS)</p>
<p>Frequency</p>	<p>Annual</p>
<p>Verification and Validation</p>	<p>Between 2020 and 2024, response rates to the FEVS ranged between 34 and 44 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov. OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.</p>
<p>Data Limitations</p>	<p>The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

Performance Measure	Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job
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 to a 5-point scale:</p> <p>17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent).</p> <p>18. The applicants who were referred had the skills to perform the job (weighted 40 percent).</p> <p>23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent).</p> <p>24. The overall hiring process occurred in a timely manner (weighted 15 percent).</p>
Data Source	Hiring Manager Satisfaction Survey
Frequency	Annual
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. A team of industrial and organizational psychologists assists in the creation, development, and monitoring of the survey process. The survey, including individual questions, has been vetted and approved by subject matter experts and the CHCO Council.</p>
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, USA Staffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process. Because three agencies represent almost 70 percent of responses, they have a disproportionate impact on the overall results of the Hiring Quality and Timeliness Index.</p>

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

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

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

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

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

Performance Measure	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals
Definition	The number of OPM employees who responded positively (strongly agree or agree) to the following FEVS item, divided by the number of OPM employees who responded to the FEVS item: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
Data Source	Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Verification and Validation	Between 2020 and 2023, OPM response rates to the FEVS ranged between 54 and 62 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov . OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the FEVS. For example, U.S. Department of Veterans Affairs no longer participates. The Government-wide FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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

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

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

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

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

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

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

Performance Measure	Percent of OPM managers who indicate that they have sufficient resources to get their job done
Definition	The number of OPM managers who responded agree or strongly agree to the following Federal Employee Viewpoint Survey item: “I have sufficient resources (for example, people, materials, budget) to get my job done” divided by the total number of OPM managers who responded.
Data Source	Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Verification and Validation	Between 2020 and 2023, OPM response rates to the FEVS ranged between 54 and 64 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov . OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The Government-wide FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

Performance Measure	Percent of OPM staff who indicate that they have sufficient resources to get their job done
Definition	The number of non-supervisory OPM staff who responded agree or strongly agree to the following Federal Employee Viewpoint Survey item: “I have sufficient resources (for example, people, materials, budget) to get my job done” divided by the total number of OPM staff who responded.
Data Source	Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Verification and Validation	<p>Between 2020 and 2023, response rates to the FEVS ranged between 54 and 64 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov. OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.</p>
Data Limitations	<p>The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The Government-wide FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

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

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

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

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

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

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

Performance Measure	Average number of minutes to answer phone calls (Cumulative)
Definition	The average amount of time contacts spent waiting for an agent to answer after requesting to speak with an agent (from “in queue” state to “active” state). It does not include abandoned calls.
Data Source	CXone Platform
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 to process new cases from when OPM receives a voluntary immediate retirement application from the annuitant’s agency (or for disability cases, when OPM approves the medical determination) to when final adjudication and payment is issued.
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 verify accuracy and reliability.
Data Limitations	The processing times do not include the time period before OPM receives the applications from the annuitant’s agencies, and for disability cases, do not include the time period before OPM approves the medical determination.

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

Performance Measure	Average number of calls handled per workday
Definition	The average number of inbound contacts, including completed call back requests, handled per workday.
Data Source	CXOne
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 high call volume messages per workday
Definition	The average number of contacts that receive an automated high-volume message requesting that they call back per workday.
Data Source	CXOne
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.

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

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

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

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

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

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

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

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

Performance Measure	Average effectiveness score
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: I found what I needed on the site.
Data Source	Website feedback 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 upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding OPM's website. However, the sample may not be fully representative of the population of website users as some may not have elected to complete the survey.

Performance Measure	Average ease score
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree) for the following statement: It was easy to find what I needed.
Data Source	Website feedback 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 upon the responses from those who voluntarily completed the survey. These responses portray respondents' perceptions and experiences regarding OPM's website. However, the sample may not be fully representative of the population of website users as some may not have elected to complete the survey.

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

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

Performance Measure	OPM Innovation score
Definition	<p>The average of the scores for the following FEVS items:</p> <ul style="list-style-type: none"> • My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). • Employees in my work unit incorporate new ideas into their work. • Employees in my work unit consistently look for ways to improve how they do their work. • Management encourages innovation.
Data Source	Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Verification and Validation	<p>Between 2020 and 2024, response rates to the FEVS ranged between 34 and 44 percent. Thus, the cleaned FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at OPM.gov. OPM’s Survey Analysis Group within Workforce Policy and Innovation leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. FEVS is a web-based survey, and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.</p>
Data Limitations	<p>The FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results.</p> <p>Not all executive agencies participate in the FEVS. For example, the U.S. Department of Veterans Affairs no longer participates. The FEVS response rate varies but is generally around 40 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms

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

Acronym	Definition
IT	Information Technology
MSAC	Merit System Accountability & Compliance
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
ODEIA	Office of Diversity, Equity, Inclusion, and Accessibility
OESPIM	Office of the Executive Secretariat, Privacy, and Information Management
OGC	Office of the General Counsel
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPO	Office of Procurement Operations
OSI	Office of Strategy and Innovation
RS	Retirement Services
WPI	Workforce Policy and Innovation



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